

Public Document Pack

Newark Town Funds Board

**Thursday, 17 March 2022
09:00 hours to 12:00 hours**

**Civic Rooms 2, 3 & 4
Castle House
Great North Road
Newark
NG24 1BY**

If you have any queries please contact Helen Brandham on helen.brandham@newark-sherwooddc.gov.uk.

AGENDA

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Agenda Item 3

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Newark Town Funds Board** held in the Newark College, Friary Road, Newark NG24 1PB on Friday, 26 November 2021 at 8.00 am.

- PRESENT:** Board Members
Councillor D.J. Lloyd – Leader of NSDC – Co-Chairman
Steff Wright, Chief Executive, Gusto UK
- IN ATTENDANCE:** Matt Lamb – Director – Planning & Growth (NSDC)
Neil Cuttell – Business Manager – Economic Growth (NSDC)
Frances Davies – Town Investment Plan Programme Manager (NSDC)
Joelle Davies – Group Manager - Economic Growth & Infrastructure Team (NCC)
Fiona Anderson – Nottingham Trent University
Tom Marsden, Lincoln College Group
Richard Gelsthorpe – Managing Director (Pratt & Gelsthorpe Ltd.)
- APOLOGIES FOR ABSENCE:** Ben Sumner – Nottingham AC
Michael Durban – Nottingham AC
Frank Horsley – Head of Business & Innovation (D2N2)
Kevin Guthrie – Guthrie Therapy
Darren Burke – Masdings
Sandhya Ward – Homes England
Paul Gascoine – Head of Emerging & Developing Markets (Homes England)
John Latham – Director of DVC Projects (University of Lincoln)
Jackie Insley – Sherwood & Newark Citizens’ Advice
Darren Scott – Futures for You
Sanjiv Kohli – Deputy CX/s151 Officer (NSDC)
Gary Headland – CEO (Lincoln College Group)
Tony Aspbury - Chairman of Development Committee (Newark Showground)
Tom Cartledge – Co-Chairman of the Board
Derek Higton – NCC
Cllr. Keith Girling – Deputy Leader (NSDC)
Linny Beaumont – Canal River Trust
David Jones – Chief People Officer (Timico)
Timothy Calvert – Currys
Ian Dagley – Hoval
Paul Holmes – Wirtgen Group
Alan Mellor – Clerk to Newark Town Council

8 WELCOME

Tom Marsden welcomed those in attendance to the Newark College and introduced two students, Lewis and Shelby, who were enrolled on the IASTI course. Lewis’ studies were in relation to the Pilot Pathway and Shelby’s studies the Engineering Pathway.

The students addressed the Board advising that they currently studied together, as the pathways complemented each other until they would eventually split off into separate courses, but both acted as an introduction to aviation. They advised of some of the activities they had taken part in, including flying. It was noted that the college was soon to take possession of a simulator.

Both students highly recommended the course and the opportunities on offer once completed. They noted that there were only very few similar courses on offer in the country.

In response to what career path the course could lead to, Shelby advised that it did not limit her to aviation engineering. She added that it could lead to a career in space engineering which was her passion.

Lewis advised that the course offered the student a knowledge of aviation history, noting his particular interest in spitfires, and that this helped with coursework. He noted that the pilot pathway could lead to a career as a commercial or a military pilot.

The Board thanked the students for their presentation.

TM noted the high calibre of students on the course and that it offered them opportunities to vastly broaden their horizons. In relation to the aforementioned simulator, he stated that it was hoped that all students would be flying solo by the time they enrolled in year 2 of the course but that additional funding would be needed to progress that. He was exploring options to secure this.

9 INTRODUCTION OF NEW FACES

Joelle Davies – Group Manager for the Economic Growth & Infrastructure Team at Nottinghamshire County Council.

Frances Davies – Town Investment Plan Programme Manager – Newark & Sherwood District Council.

10 DECLARATIONS OF INTEREST

None

11 MINUTES OF MEETING HELD ON 22 JULY 2021

AGREED that the Minutes be accepted as a correct record.

12 PRIORITY BUSINESS CASE APPROVAL AND UPDATED ASSURANCE FRAMEWORK

The Board considered the report presented by Matt Lamb, Director – Planning & Growth which sought to provide an update on the various initiatives that were being undertaken in Newark Town Centre.

ML advised that the YMCA and the Newark Construction College Business Cases had been signed off by the Council's s151 Officer.

The Full Business Case (FBC) for the Stodman Street Development was now ready for signing off by the s151 Officer.

The Outline Business Case (OBC) for the IASTI was also in and the Assurance Framework was expected shortly, again delegated to the s151 Officer for signing off.

ML further advised that the Business Cases for the 20 Minute Town; SiScLog (Newark Gateway site); Castle Gatehouse; and Cultural Heart of Newark were under development.

It was reported that the deadline for all Summary Documents for Business Cases to be signed off was the end of March 2022. It was, however, noted that the Government were keen on the March deadline with respect to OBC's, with a period of time to follow for conclusion of FBC's. Project Sponsors will be asked irrespective to keep to currently agreed timetables. Ensuring spend within the prescribed and agreed profile with government remains important.

In relation to the Assurance Framework, ML advised that explicit wording had been included which would allow a drawdown of monies for both OBCs and FBCs which was crucial for the continued development of some projects, for example the IASTI project.

ML noted the inclusion of the Newark Southern Link Road within the Towns Fund projects, advising that the funding allocated was from the Levelling Up Fund Phase 1 bids. Works to secure funding and implement the scheme would now happen at pace.

AGREED that:

- (a) Board Members welcome and note the update provided;
- (b) Board Members approve, subject to the recommendation(s) of the Council's s151 Officer and Quod Consulting, the Full Business Case (FBC) for 32 Stodman Street which seeks £2 million of Towns Fund Grant;
- (c) Board Members approve, subject to the recommendation(s) of the Council's s151 Officer and Quod Consulting, the OBC for the International Air & Space Technology Institute (IASTI); further to approve the £500,000 Town Fund grant payment for 2021/22;
- (d) delegated authority be given to the Council's s151 Officer to approve a final Full Business Case (FBC) for the IASTI (Newark); and
- (e) the revised Towns Fund Assurance Framework (November 2021), as detailed in Appendix A to the report be adopted.

13 PRIVATE SECTOR ENGAGEMENT PLAN AND CARBON REDUCTION PLAN

The Board considered the report presented by the Neil Cuttall, the Business Manager – Economic Growth & Visitor Economy which sought to inform them of the creation of a Private Sector Engagement Plan and Clean Growth Charter as part of the Newark Town Fund Programme. The two draft documents were attached to the report for review and consideration.

NC advised that the Heads of Terms from Government with the offer of £25m was conditional on meeting a number of requirements, two of which being the Private Sector Engagement Plan and the Clean Growth Charter. This was to ensure the inclusion and involvement of the private sector and to detail how projects would address clean growth principles.

ML noted that all the Business Cases already had included within them green credentials but the aforementioned Charter was to capture that at a strategic level. ML commented that private sector engagement was already embedded into all projects, with it being critical for multiple projects.

The Board held a general debate as to the reasons why they believed that private industry engagement and energy in the projects and the wider Towns Fund initiative had waned since the Board was initially established.

ML suggested that when the projects were still being decided and developed, businesses still had opportunity to influence them. Now this was at the delivery stage their influence was much less apparent. He noted that some of individuals within the Newark Business Club remained interested and engaged.

TM noted that many businesses were in 'survival mode' since the pandemic and had little capacity to think into the future.

In noting the high turnout for the first meeting of the Sherwood Levelling-Up Steering Board ML stated that work needed to be done to re-engage with the Newark Board and suggested that a refresh was required.

SW raised the question of whether the existing projects were not considered to be exciting by business people. He added that he was unsure as to what the actual vision for Newark was and how we could communicate it. He understood the individual projects but there was no overall vision which captured them all and the ultimate aim for the town. Business people would listen to what the projects were about but then go back to running their day to day operations. TM commented that one of the aims of the town projects was to increase economic growth, reiterating his earlier comment of businesses being in 'survival mode'. Noting the above, ML queried whether visible interventions would help the situation and whether the Council leading some communications was appropriate, with private sector members being better placed to take on ambassadorial and promotional roles. TM added that students and young people could perform this function. FD added that perhaps the narrative of the overall vision needed to be better explained to local businesses.

The low turnout for the meeting was discussed, with it being suggested that a face to face meeting and time of day had perhaps been a factor. For future meetings it was suggested that a hybrid approach be taken and that a different day and time also be looked at. There was a need to knit the public and private sector together and that progress on the projects needed to be more tangible to generate interest and engagement.

SW stated that in addition to the business community being involved, representatives from other communities in the town should be invited, with the aim of uniting the town and changing people's perception. He added that the projects were about building the future of the town and not about looking backwards. TM agreed with the comments, adding that the future of hospitality in Lincoln was currently being developed, noting that an increase in tourism would support the retail offer and present real opportunities for economic growth.

In acknowledging the above, SW highlighted the issue of difficulties and tensions between the different factions of travellers within the town with all parties agreeing that they needed to be understood and addressed.

In considering the above ML advised that work would be undertaken on: Vision/Communication/Board Membership. It was agreed that a joint communication campaign needed to be undertaken, with it being suggested that it include positive messages from the Business Club, IASTI/Lincoln College Group and the YMCA. JD further suggested that there be a standing item on the Agenda in relation to communications.

ML noted that the Council had a nervousness in relation to announcing projects that had not yet secured the funding via the Business Case sign-off process. FD noted that private businesses were often frustrated with the bureaucratic measures that public bodies had to undertake to secure funding and queried whether it was possible to separate out the two issues. One to deal with governance and funding issues, with the other one being of a more promotional nature.

AGREED that:

- (a) the Draft Private Sector Engagement Plan and Clean Growth Charter be approved; and
- (b) delegated authority be given to the Co-Chairs to sign off the final versions of the document after Board member feedback.
- (c) the Town Investment Programme Manager would take the lead on facilitating a workshop on visioning and communication and draw together with the NSDC communications team a joint PR campaign with key partners communications teams.

14 TOWN CENTRES AND FUNDING UPDATES

The Board considered the report presented by the Business Manager – Economic Growth & Visitor Economy, which sought to provide an update on the various initiatives that were being undertaken in Newark Town Centre. These included: Reopening High Streets Safely/Welcome Back Fund; Heritage Action Zone; Business Resilience Programme; High Street Diversification Fund Grant; Footfall; Tourism; and other work programmes (teenage market; 2021 Future First Expo; and review of the Discretionary Rate Relief Policy).

NC noted that in relation to the Welcome Back Fund, monies had again been received in 2020/2021. The investment of the funds had been devolved to Parish and Town Councils. In relation to the footfall cameras, these had proved worthwhile.

It was suggested that students from Kickstart be invited to a future meeting of the Board, noting that it was run by Volunteer It Yourself, an organisation which challenged young people 14-24 to learn trade and employability skills through helping to fix local community facilities in need of repair.

SW advised that Gustos were running a Community Fund Project which offered an amount of £500 to help within communities. To-date, £60k had been awarded and the impact of little project had proved very successful.

DJL advised of EEM, a national procurement framework for the public sector, a non-profit organisation offering efficiency savings. It offered funding to groups which would not ordinarily be able to access funding without being a properly constituted group.

NC advised that work was being undertaken in relation to the Discretionary Rate Relief Policy for 2023 when it may be possible to offer specific incentives for specific types of businesses and that this would need to be undertaken in a targeted way, either by type or business or company. It was noted that an ownership survey had been carried out in the town and that buildings were being let to businesses. Landlords were keeping rents low to retain tenants, but were currently not proactively carrying out necessary repairs. ML stated that one incentive may be that for every empty property a landlord brought back into use, they could be offered lower business rates. In noting the proposal, TM again sought clarity on the overall vision for the town as all proposals, incentives etc. needed to link together, citing the evening economy and policing resources.

In determining the overall vision, it was suggested that the end to end visitor journey and demographic of visitors would need to be considered.

AGREED that the Board support the ongoing initiatives that were being rolled out in the town centre.

15 TOWN FUNDING UPDATE - REDISTRIBUTION OF TOWNS FUND OPTIONS

The Board considered the report presented by the Co-Chairman which sought to outline the options identified for the redistribution of the unallocated Town Fund resource of £1m which was no longer being used for the relocation of the Police Station project. Paragraph 2.2 of the report highlighted that the Cities and Local Growth Unit of central Government had requested how the fund was now intended to be used with paragraph 2.3 setting out the 3 options available.

In considering the report, the Board discussed Option B - "seek to redistribute the resource to another Towns Deal project(s) where it has been identified that higher costs due to inflation will be fatal to a project". It was noted that the Castle Gatehouse Project would fall into that category with it being suggested that a sum of £300k of the resource be allocated accordingly, leaving a residual amount of £700k unallocated.

Noting that this would be a capital spend TM referred to the IASTI project and that any additional resources would be to fund design and not building works so could not benefit from this additional resource.

FD advised that a conversation had been held with Government officials who were supportive of resource being reallocated to the Gatehouse Project as they were aware of the potential effects of cost increases, noting that it would be more difficult to secure reallocation to other projects. It was also noted that the submission of forms to request authority to undertake the reallocation was time sensitive and must be carried out as soon as possible.

SW advised that Gustos were looking into totally new ways of construction in order to deliver low energy usage, adding that there needed to be a reduction in the carbon footprint of constructing the building and its subsequent use. He acknowledged that this would be costly but would deliver innovation and supplement the green agenda. ML commented that, if possible, he would welcome SW's thoughts on how this could be achieved.

AGREED that:

- (a) Option B be followed in the first instance and redistribute the resource to other Towns Fund projects to ensure that they come forward where it had been identified that higher costs could prove fatal to the project; and
- (b) any residual resource, after pursuing Option B, be reallocated to expand the scope and ambition of current projects in the Towns Fund Programme.

16 ANY OTHER BUSINESS

None

Meeting closed at 9.49 am.

Chairman

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NEWARK TOWN FUNDS EXECUTIVE BOARD

THURSDAY, 13 JANUARY, 2022

Present:

Anthony Aspbury	Aspbury Planning
Craig Berens	Notts YMCA
Tom Cartledge	Handley House
Sanjiv Kohli	Deputy Chief Executive, Director of Resources and Section 151 Officer
Councillor David Lloyd	Newark and Sherwood District Council
Alan Mellor	Newark Town Council
Steff Wright	Gusto

Newark & Sherwood District Council Officers

Neil Cuttell	Business Manager Economic Growth and Visitor Economy
Frances Davies	Town Investment Plan Programme Manager, Economic Growth and Visitor Economy
Matthew Lamb	Director of Planning & Growth

Apologies:

Gary Headland	Lincoln College
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1 Welcome

The Co-Chair, welcomed everyone to the meeting.

2 Declarations of Interests by Members and Officers

Gary Headland, had submitted his apology, but asked that his declaration of interest be declared in relation to the IASTI project.

3 Approvals of Summary Documents prior to Submission to DLUHC: IASTI and Cycle Town

The Executive Board considered a report from the Town Investment Plan Programme Manager, which sought approval to submit to the Department of Levelling Up, Housing and Communities (DLUHC) the Summary Documents for the Cycle Town project and the International Air and Space Training Institute (IASTI) project. The business cases for each of the projects had been assured by Quod consultants.

The Executive Board Members thanked the team for getting the projects together and assurance from Quod. Clarification was sought regarding the name 'International Air and Space Training Institute (IASTI) and whether this was separated to the IASTI scheme located in

London. Additionally, there was a question about whether a land deal for the IASTI site had been agreed between Lincoln College Group and NSDC.

The Director of Planning and Growth confirmed that there were two milestones left to get ready for September 2023 opening;

- (i) To get the outline business case completed, which the Board were undertaking at that meeting; and
- (ii) The land deal with NSDC, for approval at February 2022 Policy & Finance Committee.

The Director of Planning and Growth confirmed that Aviation 360, which was the organisation bringing forward the IASTI scheme in London, was supportive of the Newark scheme but not directly involved in its execution. It was confirmed that the new building would be on site by September 2023 and offer an aviation degree course.

Agreed that:

- (a) the summary document for the Cycle Town project be approved;
- (b) delegated authority be granted to the Co-Chair and NSDC's S151 officer to approve the Summary Document for the IASTI project, subject to assurance by QUOD;
- (c) approval be granted for the documents to be submitted to DLUHC to release the grant fund for the year 2021/2022; and
- (d) the accountable body would submit the summary documents to central government and await their response, NSDC would inform the Town Board of the outcome.

4 Newark Town Board Branding and Town Fund Projects Communications Plan Update

The Executive Board considered a report from the Town Investment Plan Programme Manager, which updated them on actions taken since the last Newark Town Board regarding the branding of Newark Town Board and the communications approach for the promotion of the Towns Fund Projects. The report also sought the Board's endorsement of actions taken to date and sought agreement to continue with the recommended approach.

The Town Investment Plan Programme Manager provided a presentation regarding the proposed role of the Newark Town Board. At the last meeting of the Newark Town Board meeting held on 26 November 2021, discussion had taken place that engagement had waned since the Board was initially established. Following this, an agreed action was that the Town Investment Plan Programme Manager would take the lead on facilitating a workshop on visioning and communication and draw together with the NSDC communications team a joint PR campaign with key partner's communications teams.

Officers including representatives from the NSDC communications team met on 16 December 2021 to discuss ways forward. The preferred option was identified as, 'seek quotes for smaller piece of work under procurement threshold, asking for responses in a shorter time frame, ensuring results and spend within this financial year'.

Thursday, 13th January, 2022

On 5 January 2022, a specification to quote was sent out to four identified consultancies in the local area. The specification commissions facilitated workshops to define the ambassadorial role of a member of Newark Town Board, and the development of a briefing document to set this out. It culminated in a relaunch event for Newark Town Board at the end of March 2022, with a refreshed membership and clear sense of purpose. The specification also set out the requirement of a communications plan delivering effective, results-focused interventions to promote and inform on the ten identified Towns Fund projects as well as the overall vision for Newark from which they had originated.

Tom Cartledge commented that he was unsure a consultant commission was the way to go. Instead, the purpose of the TIP was to create a new educational platform and the Executive Board should focus on the delivery of the projects. It was considered that the aim of the projects was to make jobs for children leaving education in 2024 onwards. It was suggested that the Executive Board needed someone with aviation experience and that the Board needed to engage with the business sector to get experienced business people to attend the meetings.

Steff Wright expressed uncertainty about how to promote the IASTI project and stated that it appeared that students attracted to IASTI would not be local and would work in the aviation sector and move out of Newark when they had completed their training. Further, it was commented that the Cultural Heart of Newark needed to be saleable and had tangible benefits to make sure that it delivered things for the people of Newark.

The Town Investment Plan Programme Manager confirmed that having the right people on the Executive Board was key to the success. The Town Investment Plan Programme Manager, confirmed Cultural Heart, had commissioned Leonard Design to undertake the Public Realm Masterplan. The first stakeholder meeting had taken place that morning. The outline business case would be developed by March 2022.

Tony Asbury agreed that he did not think a consultant commission was the way forward and commented that he was not clear how they could deliver the ambassadorial role. He suggested that communications be undertaken with children in schools, including careers conventions and talking about careers in Newark. He also commented that the Board should not have a problem with children receiving an education in Newark and then pursuing their career choice away from Newark, it was needed to be recognised that people go where their career takes them. He considered the current role as too broad at present. It was further suggested that a representative from IASTI needed to sell the project to the Executive Board members, who in turn would then be able to lead on this.

The Business Manager Economic Growth informed the meeting that the Executive Board was established to secure funding, which they had achieved, there however was always other opportunities to secure further resources. The Town Investment plan had thirty projects, ten of which had been delivered to date. It was suggested that the Board look at what the next projects were and attract new people onto the Board, which in turn would attract new projects.

Craig Berens commented on the need to engage with hard-to reach individuals in society, such as low-earning families. It was confirmed that the YMCA could reach those groups, to get as many diverse groups as possible and support those people through funding.

Thursday, 13th January, 2022

Alan Mellor commented on similarities between current proposals and a Local Strategic Partnership for the Town, which was in place some years ago. Alan Mellor agreed in principle to the Board carrying on as an entity, but an agreement as to what the Board needed to do and a clear understanding of the role of the Board was essential.

The Town Investment Plan Programme Manager commented that from listening to the debate, it was clear the ambassadorial role required further work to establish who the target audience was and what the message should be. She felt the communications strategy was required in order to plan and have strategic oversight over messaging from the Council, in order to reach the right channels and right people. It was hoped that the communications plan would sell the overall vision of the Town Investment Plan.

Sanjiv Kohli confirmed that the Executive Board's role and also his role as Section 151 Officer, was to ensure that the projects/plans were delivered. He considered that the ambassadorial role was something that could be considered in the future and that the Board members had indicated that they currently act as ambassadors. What had been learnt from the meeting was that the aim was to create a place where children and people could thrive, that was the wider vision and at that point consultants were not required to inform the Board of that. The way forward was to focus on delivery.

Craig Berens sought clarification regarding who was the driving force for the projects. The Business Manager Economic Growth confirmed that it was the role of the Newark Town Board to say how the projects should be delivered. It was further commented by Tony Asbury that the execution of the communication plan was from NSDC who were the accountable body. It was considered that the Executive Board was not ready to undertake an ambassadorial role and re-branding.

The Deputy Chief Executive, Director of Resources and Section 151 Officer, confirmed that a communication plan should be drafted, with a key focus on how the projects would change the demographics for Newark. An Executive Board member commented that essentially that was a political issue for the Council and not for this Board.

The Executive Board members thanked the Town Investment Plan Programme Manager, for the work achieved and confirmed that the ambassadorial role was something the Board would discuss in the future. Presentations from each project sponsor would be beneficial moving forward in order for the Board to share positive achievements.

A discussion took place regarding Cultural Heart of Newark and the possibility of using football to build on a sense of place and have a united vision for football for Newark and try and fold into the Cultural Heart.

The Business Manager Economic Growth, confirmed that the outline business case was being developed and could be reviewed to provide an opportunity for that to get assessed.

Steff Wright commented that discussions had taken place with the Council's Chief Executive, who had confirmed that there may be an opportunity to get two clubs together to establish a newly branded Newark United.

AGREED that:

- (a) the update on the actions progressed since the last Newark Town Board, 26 November 2021, be noted;
- (b) the Executive Board do not wish to pursue a re-branding exercise at present, but were open to the idea of revisiting this in the future. The Town Investment Plan Programme Manager will work with the Council's internal communications team to progress a communications plan for the Towns Fund projects. Newark Town Board have decided that they do not want to be involved in the communications approach and consider it a matter for NSDC alone;
- (c) the Executive Board will focus on project delivery and governance of Towns Fund projects; and
- (d) the next Board meeting, scheduled for March 2022, should meet in person if Covid-19 guidance permits.

The meeting closed at 4.27 pm.

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NEWARK TOWN BOARD

17 MARCH 2022

TOWN FUND PROJECTS UPDATE

1.0 Purpose of Report

- 1.1 To seek approval of the Outline Business Cases for SISCLOG, Newark Cultural Heart and Castle Gatehouse Projects in order to progress these to Summary Documents for submission to Department for Levelling Up, Housing and Communities.

2.0 Background and Updates

- 2.1 In May 2021, Newark and Sherwood District Council (NSDC) as the accountable body, engaged Hatch consultants to work with the project sponsors to develop business cases for each of the projects. Additionally, NSDC commissioned an independent consultant, Quod, to act as assurers. Quod review the business cases once completed and give recommendations to the Council's s151 officer on the value for money and deliverability of the schemes.
- 2.2 Once the business cases have been completed, Hatch complete the Summary Document for submission to Department of Levelling Up, Housing and Communities (DLUHC) along with the Monitoring and Evaluation (M&E) plan. DLUHC then review the Summary Document and M&E plan and once approved, they release the funds for drawn down.
- 2.3 The Summary Documents and M&E plans have been submitted and approved for the YMCA Community and Activity Village, International Air and Space Training Institute, Cycle Town and 32 Stodman Street projects. Summary Documents for the Castle Gatehouse, Newark Cultural Heart and Smart Innovation Supply Chain and Logistics Zone (SISCLOG) projects are yet to be submitted. The deadline for the submission of the Summary Document for the Newark Cultural Heart and the Castle Gatehouse projects, as agreed with DLUHC, is 30 April 2022. An extension has been agreed on the submission date for the SISLOG project – due to delays caused by the announcement of the preferred route for the A46 improvements – and the deadline for this is now the end of June 2022 for completion of the Outline Business Case.

3.0 Newark Cultural Heart

- 3.1 The Newark Cultural Heart project seeks to reverse the gradual decline of the high street and increase visitor footfall, dwell time and customer spend thereby driving the economic growth of the town. The Towns Fund presents a three year funding opportunity to trial different interventions related to a regular programme of events in the market square and improvements to areas of public realm, including the Riverside Park, Castle Gardens and Church Gardens to ensure that they are used to their potential and cohesively. To support these the capital interventions, the revenue funding allows the recruitment of a new Events Manager by the Town Council, and a Project Development Officer. The latter role will seek to ensure the longevity of the scheme by exploring future longer-term sources of funding, be this through a Business Improvement District model or similar.

- 3.2 The Towns Fund grant allocation should, therefore, be seen as the start of the project, providing the opportunity to develop a longer-term financial sustainability model in order that a perennial programme of public events and activities can continue to thrive and grow beyond the period of funding. To this end, success is identified as future proofing the longer-term financial stability of the initiative as well as increasing the footfall, dwell time, expenditure and satisfaction.
- 3.3 The project will be delivered by a Project Board, led by the new Events Manager at Newark Town Council and comprising of representatives from relevant departments of Newark and Sherwood District Council, and other key stakeholders. This model of delivery ensures that the project can learn from successes and coordinate the approach to a new invigorated programme of events in the Market Place.
- 3.4 The Outline Business Case (OBC) for the Newark Cultural Heart project has been completed with Hatch in collaboration with the project sponsors and is now with Quod for their assurance. Once Quod produce their evaluation document, they will work with the Council's S151 officer to recommend that the OBC shows that the project represents value for money and is deliverable.

4.0 Smart Innovation Supply Chain and Logistics Zone

- 4.1 SISCLOG seeks to capitalise on the opportunity to reinforce an industrial cluster of regional and national significance in the Newark Gateway area by supporting innovation and growth in the transport, engineering and logistics sector. Newark has sector strengths in transport, logistics, supply chain and benefits from a favourable position in relation to key transport nodes and assets such as East Midlands Airport and the ports.
- 4.2 The OBC for the SISCLOG project will make the case that the use of the Towns Fund grant will produce significant Land Value Uplift of the site in addition to creating the opportunity for many additional high skilled, high paid jobs in future-proofed sectors. It establishes the ambition of Newark to assert itself, at the Gateway to the town, as an attractive centre for these sectors – encouraging new businesses and workers to choose Newark as their base.
- 4.3 Following the announcement by the Department for Transport of the preferred route for the A46 improvements, more work is needed to understand how the current SISCLOG site is affected by the land take needed for the A46 routes. Additionally, though the preferred route has been announced, a Development Consent Order is needed to confirm what work will be taking place, and this is expected in autumn 2023. Therefore, an extension of the deadline has been negotiated with government to submit the Summary Document based on the Outline Business Case for SISCLOG by the end of June 2022. This report is therefore seeking delegated authority for the Council's s151 officer to approve this OBC, subject to assurance by Quod.

5.0 Castle Gatehouse

- 5.1 The Castle Gatehouse project will conserve a historically important building, preventing further deterioration of the Gatehouse, better integrating the Castle with other visitor attractions in Newark and introducing new exhibition space allowing for a rich programme of activities suitable for all ages.

- 5.2 The Castle Gatehouse project links to the wider strategic context of the Town Investment Plan, driving town centre footfall, enhancing visitor experience at the Castle, increasing the financial sustainability of Newark's main heritage asset, and providing the opportunity for a range of social and health benefits.
- 5.3 There is a current National Lottery Heritage Fund (NLHF) application submitted to cover the match funding needed for this project. The result of the first stage of this application is likely to be announced at the end of March 2022, and if this is successful, the application can progress to the second stage. The timelines of the NLHF applications mean that, if successful, construction on the project could start in late 2023, early 2024.
- 5.4 In December 2021, the programme manager submitted a Project Adjustment Request (PAR) to government requesting the reallocation of funding that had originally been identified against a project that is no longer going ahead (relocation of the Police Station) to the Castle Gatehouse project and two other projects that are most affected by the inflation-related rises in the cost of construction (Stodman Street, and SISCLOG). A response to the PAR request is still outstanding, although, after conversations with government colleagues, it is expected in March 2022 after DLUHC has completed a review of its overall processes with regard to PARs.
- 5.5 The OBC has been completed by Hatch and shows an indicative positive Benefit Cost Ratio (BCR) meaning that the project would represent value for money.
- 5.6 The OBC is with Quod, the independent assurers, for review. They will make a recommendation to the Council's, as the accountable body, s151 officer to sign off the OBC if they are convinced that the business case has demonstrated that the project represents value for money and is deliverable.
- 6.0 RECOMMENDATIONS that:**
- (a) the Board welcomes and note the update to the Towns Fund projects; and**
- (b) approval is given to progress the Outline Business Cases for the SISCLOG, Newark Cultural Heart and Castle Gatehouse projects to Summary Document Stage and submission to DLUHC for the drawn down of funds, subject to assurance by Quod and NSDC's S151 officer.**

Background Papers

SISCLOG Outline Business Case

Newark Cultural Heart Outline Business Case

Castle Gatehouse Outline Business Case

For further information please contact Frances Davies at frances.davies@newark-sherwooddc.gov.uk

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Town Investment Plan Programme Manager, Economic Growth & Visitor Economy

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NEWARK TOWN BOARD

17 MARCH 2022

TOWNS FUND PROJECTS COMMUNICATIONS UPDATE

1.0 Purpose of Report

- 1.1 To update the Board on the work done to date on the communications of the Towns Fund projects, including a dedicated website and suite of project videos.

2.0 Background and Updates

- 2.1 Further to the discussion at the Executive Town Board meeting on 13th January 2022, the Board concluded that the communications of the Towns Fund projects should be taken forward by the programme manager in collaboration with the internal communications team of Newark and Sherwood District Council. Newark Town Executive Board stated that the coordinated communications programme should be undertaken by NSDC as accountable body.
- 2.2 The programme manager has engaged specialist support to develop a communications plan highlighting the most effective promotional interventions to be taken at key points along the project timelines whilst also linking into the greater context, for example National Cycle week which is taking place between 6-12 June 2022 and presents a fantastic opportunity to promote the Cycle Town scheme which will be up and running in the town by this date. This communications plan will be completed by the end of March 2022, and enable a more targeted, efficient and effective approach to the communication of the Towns Fund projects.
- 2.3 Additionally, the programme manager has commissioned the creation of a dedicated website aimed at informing the residents, workers and visitors of Newark about the progress of the Towns Fund projects. Initial content on the website will include a suite of videos, one for each of the projects and one 'parent video' which will sit above and provide context.
- 2.4 A dedicated website will define the Towns Fund project as being governed by and subject to the direction of Newark Town Board, and highlight the cohesive vision of which each project forms a part. It will keep the residents, workers and visitors of Newark informed of the progress of the projects, and which benefits they can expect to see realised and when. Rather than being diluted as part of the internal NSDC comms, a dedicated website will help to showcase the exciting future plan for Newark that the Towns Fund projects are working to create.

3.0 Newark Town Board Website

- 3.1 Tor Studios have been commissioned to develop a dedicated website for the promotion of Towns Fund projects. The website should be live by the end of March, coinciding with a completion of the majority of governance around the Towns Fund projects, a greater level of certainty in the Towns Fund grant, and a move towards the implementation and delivery stages of the projects.

- 3.2 The website will include similar information to what is currently published on the Towns Fund page of the Newark and Sherwood District Council website, including the meeting times, agendas and minutes of the Newark Town Board, a short bio of each member of the Board, and key documents, such as the Town Investment Plan. Keeping this information on the dedicated website will ensure that we adhere to the transparency standards expected by central government – as per our most recent performance and assurance statement return to the Department of Levelling Up, Housing and Communities (DLUHC) in February 2022.
- 3.3 In addition, there will be a section on each of the projects, with links to up-to-the-minute news information informing visitors to the website of the key milestones in the delivery of the projects that have been met.
- 3.4 The website is branded for Newark Town Board, which means it can remain agile and future proofed, as we move through the Towns Fund programme and explore the possibility of other funding opportunities to bring forward the projects of the Town Investment Plan (TIP). In this way, the website will help to tell a continuous story of the vision behind the TIP projects and the benefits for Newark that will be realised through them.

4.0 Towns Fund Project Videos

- 4.1 The consultancy commission includes the production of a suite of 8 videos, one for each of the Towns Fund projects, and one ‘parent video’. The project videos will be short (no more than 2 minutes in length) and punchy, based on drone footage that was filmed in late February 2022, with their key purpose to be accessible and relevant to the residents, workers and visitors of Newark. The parent video will include an interview with each of the Co-Chairs of Newark Town Board, and provide context and cohesion between the rest of the videos.
- 4.2 The intention is for this suite of videos to be released one-by-one once the website goes live to provide exciting initial content, and build a picture of the collection of projects that makes up the Towns Fund programme.
- 4.3 Officers have already seen early uncut drone footage that is being used for the videos, and it promises to create a high-quality and visually striking end product.

5.0 Role of Newark Town Board

- 5.1 In July 2020, Newark Town Board submitted the Town Investment Plan (TIP) to central government, which was the basis of their successful application for Towns Fund grant. Since then the 8 priority projects have been progressed, and almost all have completed their business cases, and are entering the delivery stages of the programme. Crucial for shaping the vision from the beginning of the development of the TIP, Newark Town Board remains integral to the success of the Towns Fund projects, and the rest of the TIP projects into the future. Firstly by continuing to feed into the direction for Newark and sharing private sector insights and priorities, and secondly by promoting and championing the work that has fed into the successes of the projects so far.
- 5.2 The specific messages that the Board is asked to cascade can be summed up by the Four Pillars for change, as identified in the TIP:

- Skills, Education and Business;
- Connectivity;
- Town Centre, Regeneration and Culture; and,
- Town Centre Residential.

- 5.3 It is clear to see how the projects that are being taken forward with the Towns Fund grant feed into these four pillars, from the Stodman Street redevelopment that will add footfall and vibrancy to the town centre, to the Cycle Town project that offers easy, affordable ways in which residents can connect to other parts of the town and beyond. From the International Air and Space Institute which promotes future-proofed skills and puts Newark on the map as a centre for ambition, to the Cultural Heart project which seeks to bring renewed vigour to the town centre with a regular programme of events and improved public realm. The role of the Board is to engage with and advocate for these projects, and the Pillars they support in order that the TIP takes the town along on the journey towards a more prosperous, thriving Newark by 2030.
- 5.4 The communication of these projects is vitally important in fulfilling this aim, and the Board is asked to contribute by engaging with the Newark Town Board website, cascading the vision and successes of the projects throughout their networks and continuing to seek out opportunities for bringing forward the remaining projects in the future.

6.0 Next Steps

- 6.1 Once live, the website and videos will be shared with the members of the Board.

7.0 RECOMMENDATIONS that:

- (a) the Board notes and welcomes the update on communications of the towns fund projects; and,**
- (b) the Board agrees to support the launch of the new website and the project videos by visiting the site, watching the videos and sharing within their networks as appropriate.**

Background Papers

None

For further information please contact Frances Davies at frances.davies@newark-sherwooddc.gov.uk

Frances Davies
Town Investment Plan Programme Manager, Economic Growth & Visitor Economy

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NEWARK TOWN BOARD

17 MARCH 2022

NEWARK TOWN BOARD TERMS OF REFERENCE REVIEW

1.0 Purpose of Report

- 1.1 To seek approval for the annual refresh of the Newark Town Board Terms of Reference including the direction it creates for the Board.

2.0 Background and Updates

- 2.1 The Terms of Reference for Newark Town Board was last reviewed in July 2020. Since that date, the Town Investment Plan (TIP) for Newark has been developed, and was successful in securing a £25m Town Deal for the town. Business Cases for the projects are being completed, and documents submitted to government as necessary to secure the draw-down of funds. As the Towns Fund projects enter the implementation phase, it is considered appropriate to revise the Terms of Reference so that this document remains relevant and captures the current function of the Board.
- 2.2 Due to the mutable nature of the function of Newark Town Board, and in order to keep it relevant and able to adapt to new opportunities to bring forward the Town Investment Plan, it is recommended that the Terms of Reference be reviewed and updated annually, or as necessary. The main specific changes to the Terms of Reference are detailed below.

3.0 Statement of Purpose

- 3.1 The revised statement of purpose takes into account the progress made since July 2020 towards securing the £25m Town Deal, the success of the Board so far, and its new ambassadorial role now that the projects are entering the implementation phase of the programme.
- 3.2 It also sets out what is needed from each member of the Board to maximise the success of the Town Investment Plan projects. This is identified mainly as acting as advocates for the projects, sharing information throughout individual networks to keep the town informed and aware of what projects they can expect to see completed and when. There is also an expectation that Board members will share resources when appropriate, including hosting future Board meetings at their venues, where possible.

4.0 Membership

- 4.1 A refresh of the membership of Newark Town Board has been undertaken for the first time since July 2020. This was necessary as some of the organisations represented on the Board needed a different delegate, other members no longer had the capacity to be involved and other new individuals with an interest in the prosperity of Newark and working to bring that forward wanted to be added to the list.

4.2 The programme manager is undertaking a comprehensive review, contacting each individual member to ask if they still want to be included on the membership list. Additionally, the programme manager met with potential new members to discuss the responsibilities and opportunities of the role, and to facilitate their application to join the Board. The membership list has therefore not been included in Annex A of the Terms of Reference which accompanies this report since it is still under review. Once this review is complete, the revised membership list will be published on the new Newark Town Board website to adhere to the Towns Fund transparency standards.

4.3 It is recommended that the membership of Newark Town Board be reviewed annually.

5.0 Members Responsibilities

5.1 The conduct section has been updated to include an expectation that members attend one Newark Town Board meeting per year, which is equal to one out of every four, in order to keep their membership active. This clause has been added to ensure consistency and commitment among members and to ensure that the membership list is an accurate representation of those who are engaged and interested in bringing the Town Investment Plan projects forward.

6.0 RECOMMENDATIONS that:

- (a) the Board agree the proposed revisions to the Terms of Reference and accept the Terms of Reference March 2022 as the most current version of the document; and**
- (b) the Board commits to a further revision of the Terms of Reference in no longer than 12 months, by March 2023.**

Background Papers

Annex A Terms of Reference, March 2022

For further information please contact Frances Davies at frances.davies@newark-sherwooddc.gov.uk

Frances Davies
Town Investment Plan Programme Manager, Economic Growth & Visitor Economy

Newark Town Board - Terms of Reference

1 STATEMENT OF PURPOSE

The Newark Town Board is the vehicle through which the vision and strategy for the town was defined in the Town Investment Plan (TIP), and was critical in successfully securing a Town Deal of £25m. Now in the delivery phase of the priority projects, the primary role of the Newark Town 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. The Board will seek to maximize the success of the TIP by

- Cascading information within networks to inform Newark residents, workers and visitors of the progress of the TIP projects
- Sharing valuable intelligence and information (both directions)
- Sharing resources, hosting Newark Town Board meetings, participating in information and networking sessions key groups, e.g. students

2 MEMBERSHIP AND VOTING RIGHTS

2.1 The Town Board comprises of representatives from the local business and education sectors, relevant national government organisations and / or arm's length bodies, local representative organisations and community groups; Local Authorities and relevant Parish Councils. Membership will seek to be representative of a diverse range of sectors, skills and interests in Newark in order for the Newark Town Board to be a valuable resource to draw on at all stages of the Town Investment Plan implementation. Membership will be reviewed annually.

2.2 Members will be engaged in Newark and keen to offer their insights and resources in exchange for the opportunity to shape and influence not only the Towns Fund projects, but the rest of the Town Investment Plan – and any further pots of money – into the future.

2.3 Newark Town Board meetings will be held once a quarter, and the dates, times and (town centre) venue of the meeting will be published well in advance. Agendas and papers will be circulated to the membership at least 5 working days before the meeting.

2.2 Voting Rights

One vote per organisation as set out in below.

2.3 Provision of Substitute Members

Substitute members will be entitled to attend Board meetings and vote where appropriate.

4 TERMS OF REFERENCE

The key functions of the Newark Town 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 order to govern the implementation of the Town Deal with the Government;
- iii. Maximise visibility and promote the priorities of Newark at local, regionally, national and international levels and continue to 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; and,
- v. Support the identification and application process of further complimentary funding sources, as these opportunities arise.

5 CONDUCT

The Newark Town 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.
- Attendance should be at a minimum level of once per year (i.e. one Newark Town Board meeting out of every four) after which the membership will be considered to have been relinquished. Where attendance is not possible, the member should send their apologies to the Board clerk with as much notice as possible.

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.

6 MEETINGS

- The Board will meet every three months
- 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)
- Draft minutes of meetings will be published on NSDC website within 10 clear working days of the meeting
- Final minutes once approved by the Board will be published on the NSDC website within 20 clear working days of the meeting
- All conflicts of interest declared will be included in the published Minutes

7 ACCOUNTABLE BODY

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.

The Board Terms of Reference will be reviewed and updated annually, next due March 2023.

The Accountable Body will be responsible for the Monitoring and Evaluation of the progress of the Towns Fund Projects and for submitting these returns to central government. The Town Investment Plan Programme Manager will work with project sponsors to collate the monitoring and evaluation data to facilitate these returns.

VERSION 0.06 Last reviewed March 2022

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:

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