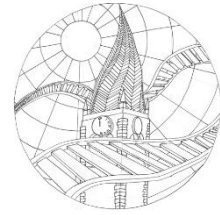




**CHESTERFIELD**  
BOROUGH COUNCIL



HM Government



# **Chesterfield Pride in Place Programme Assurance Framework**

**DRAFT**

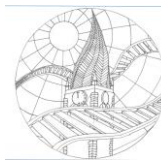


## Contents

1. Introduction and purpose
2. Roles and responsibilities
3. Policies and procedures
4. Project development, approval and delivery
5. Risk and assurance
6. Contract management
7. Monitoring and evaluation
8. Communications and transparency

## Appendices

- A. Terms of Reference – Chesterfield Town Board
- B. Terms of Reference – Internal Programme Board
- C. Assurance overview and 4 lines of defence model
- D. Outline Business Case template



## 1. Introduction and purpose

### Purpose

This Assurance Framework sets out how the Chesterfield Town Board and Chesterfield Borough Council (as the Accountable Body for the programme) will undertake their roles to ensure good governance and sound use of public money with respect to the Pride in Place programme funding.

The framework sets out the **structure and roles** that bodies will play, including specific groups and officers within organisations, and the **processes** that will apply to the decision making and oversight that are required in managing the programme.

Adherence to the framework should ensure:

- Accountable decision making
- Responsible use of public money including achieving value for money
- Effective monitoring and evaluation

The framework is jointly owned by the Chesterfield Town Board and Chesterfield Borough Council. It was approved by both organisations in **XXX** and is subject to an annual review.

### Pride in Place

Chesterfield is one of an initial 75 places (more have since been added) selected by government for almost £20m of investment over ten years through the Pride in Place programme (previously known as the Long Term Plan for Towns and then Plan for Neighbourhoods). The investment (75% capital, 25% revenue) will be made from 2026 to 2036 with a broadly even profile of funding across the ten years.

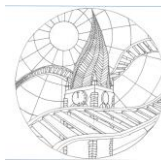
A Chesterfield Town Board was established in 2024 as a programme requirement, with an independent chair and representation from key public, private and voluntary and community sector organisations. The Board is responsible for setting a vision, priorities for investment and agreeing which projects to fund. Funding decisions also require confirmation from Chesterfield Borough Council as the Accountable Body before funding is released.

Prior to the release of the main programme funding in April 2026, the Board produced a ten-year Regeneration Plan [insert link] setting out a vision for how the investment will be used to transform the town. It also submitted an investment plan for the first programme period (years one to four).

Guidance on the programme covers the key themes and policy areas to which investment should be directed, as well as a list of projects that are 'pre-approved' as eligible for funding. The guidance also sets out other expectations of government, in particular the need for the Board to engage with stakeholders and communities throughout the lifetime of the programme.

[Pride in Place Programme prospectus - GOV.UK](#)

[Plan for Neighbourhoods - GOV.UK](#)



## 2. Roles and responsibilities

The two key bodies with responsibilities to develop and deliver the Pride in Place programme are the Chesterfield Town Board and Chesterfield Borough Council, the latter being the Accountable Body for the programme.

### Summary

As noted above, guidance on the programme has been provided by government. This includes setting out the respective roles of the Board and Accountable Body. This framework has been developed in line with the guidance, as well as drawing on the experience of managing similar programmes in the locality, in particular the Staveley Town Deal. The guidance includes this summary of the respective roles and responsibilities of the key partners:

*Funding will be managed through a partnership between the:*

- *Neighbourhood Board, responsible for co-producing the Regeneration Plan for their place, which constitutes a 10-year vision and 4-year investment plan, and delivering in the interests of local people to improve the physical and social infrastructure of their community*
- *local authority, who will support the Neighbourhood Board to develop and deliver the plan*
- *the local community, to engage on the place's priorities and hold the Neighbourhood Board and local authority to account*

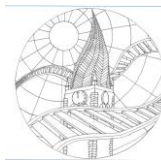
*This partnership is integral to the successful delivery of the plan, channelling funds to address the right local issues at the right time. Ensuring the community is heard is vital for decision-making and giving the confidence that funding is spent effectively, efficiently, and compliantly.*

The role of the Accountable Body is summarised as follows:

*The relevant local authority in each place will act as the accountable body for the funds with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the [Nolan Principles](#) and [Managing Public Money](#) principles. They will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement.*

And the Town Board (referred to as Neighbourhood Board in guidance) as follows:

*A Neighbourhood Board must be established in each place to receive funding, bringing together those with a deep connection to the local area such as local businesses, grassroots campaigners, workplace representatives, faith and community leaders and any other relevant organisations. It should be noted that all members of the board have an equal right to vote on board issues. The board will work in partnership with their respective local authority to develop a plan for their local area and distribute funding to the projects to deliver on this vision.*



### Chesterfield Town Board – role and responsibilities

Supported by CBC as the Accountable Body, the Town Board will lead the development and implementation of the Pride in Place programme. As set out in the programme guidance, the Board has a critical role to play in ensuring a strong and diverse voice from local communities and stakeholders is brought to the discussions and decisions on programme priorities and investment. The role and responsibilities of the Board are set out in full in the Terms of Reference included as appendix one. These have been designed to incorporate the relevant guidance and will be kept under regular review. In particular, the requirements relating to transparency, conduct and managing conflicts of interest have all been incorporated within the Board's Terms of Reference and governance.

Within the guidance issued for the role of the Town Board, there are clear and detailed requirements relating to the Board Chair and wider membership, setting out expectations on the range of stakeholders that are required to be represented. The Board will therefore be expected to regularly review its membership and ensure compliance with the guidance.

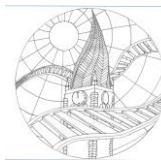
In order to carry out its role, the Board may choose to establish sub-groups for specific purposes consistent with its overall goals. The terms of reference for these groups should be agreed by the Board. The Board is also encouraged to work closely with other established groups and networks where these can complement its work.

It is a responsibility of the Board to ensure there is an effective and resourced secretariat function. This function includes responsibility for the operation of the Board, ensuring there is an established terms of reference and that it follows the associated governance and transparency requirements. At present this function is fulfilled by the borough council, but the Board should keep this under review and is encouraged to consider other mechanisms for providing this support.

### Accountable Body (CBC) – role and responsibilities

The detailed roles and responsibilities for Chesterfield Borough Council as the Accountable Body for the programme include:

- Ensuring decisions made by the Board are made in accordance with good governance principles and uphold the Nolan Principles
- Ensuring transparency requirements are met through publication of information on-line and that all information gathered for and relating to the programme is handled and stored appropriately
- Receiving and accounting for Pride in Place programme monies
- Ensuring that Public Sector Equalities Duties are met and that a programme level assessment is carried out
- Agreeing and signing the Memorandum of Understanding with government
- Ensuring that business cases approved by the Board for project funding are compliant with overall programme requirements, including those relating to social value, Subsidy Control, procurement etc.



- Putting in place appropriate arrangements, such as contracts or grant agreements, with project sponsors once funding is confirmed and managing those contracts/agreements on behalf of the Board, ensuring that funds are used in accordance with conditions set out
- Submitting regular monitoring reports to government in line with its Monitoring and Evaluation requirements
- Putting in place appropriate arrangements for programme and project audit

It is the role of the council's Cabinet to ensure that resources and arrangements are in place to discharge these accountable body responsibilities. Its Cabinet will be the senior decision making body within the council with regard to the programme, though it can choose to delegate decisions to officers and/or groups.

One such group the council has established to support delivery of the accountable body role is an internal programme board. Terms of reference for the group are included as appendix two of this framework. The group membership includes the CBC s.151 officer who, together with the Chief Executive, will be required to provide formal assurance to government on behalf of the council as the accountable body.

Decisions taken by Cabinet will be subject to scrutiny through the existing CBC scrutiny process. The council will also ensure that its processes for carrying out the accountable body role are considered through the planned programme of internal audits to provide further assurance.

#### Joint responsibilities

As set out in guidance, together the Town Board and local authority should ensure that:

- the appropriate capacity and capability is in place throughout the programme period to ensure that funds are distributed effectively in the local area
- residents, businesses, and grassroots organisations are actively involved in programme design and decision-making to ensure delivery reflects the priorities of local people and helps build capacity within the community
- monitoring and evaluation is undertaken according to the Monitoring and Evaluation Strategy to be published

#### Role of central government

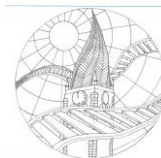
MHCLG is the lead government department for the Pride in Place programme. A representative from the department will be invited to attend all meetings of the Chesterfield Town Board as an observer. The department will manage the relationship with the Accountable Body on the basis of a Memorandum of Understanding, to be signed by both parties and kept under regular review.



### **3. Policies and Procedures**

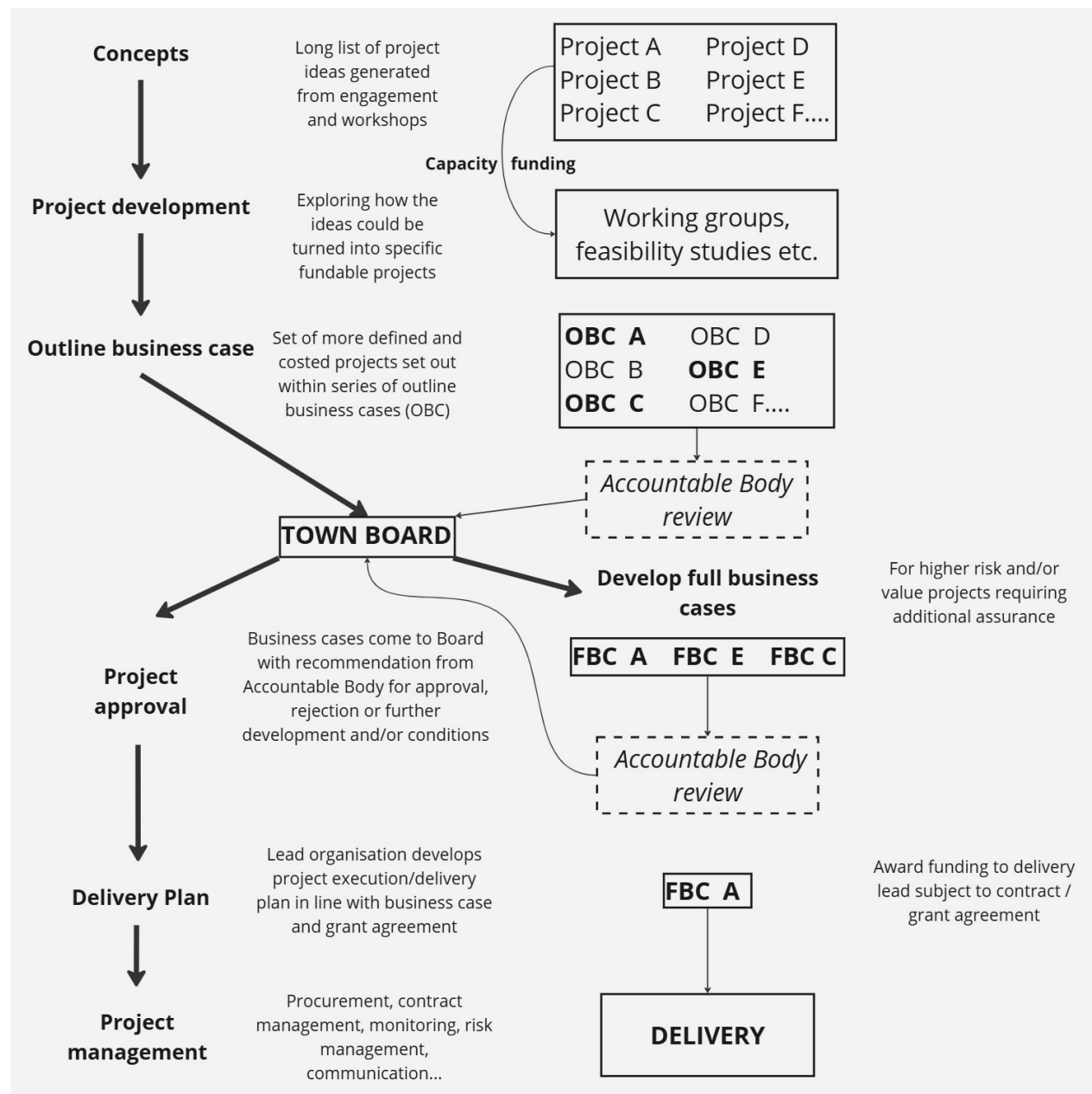
Those parts of the governance structure that are new or existing Chesterfield Borough Council bodies or groups will be bound by the council's policies and procedures already in place. The Chesterfield Town Board has a terms of reference (at appendix one) that sets out expectations of Board members with regard to conduct and managing conflicts of interest. This terms of reference in turn reflects the clear expectations set by government within guidance for the programme.

Where explicit policies and procedures are not provided for the Board in this framework or its terms of reference, and an explicit policy or procedure is required, it will either revert to the relevant CBC policy or develop one for its own use. In the latter case, Board-owned policies will need to be approved at a formal Board meeting and confirmed by the Accountable Body as compliant with the overall programme requirements. Section 8 of this framework includes more information with regard to policies for publishing information and management of data.



## 4. Project development, approval and delivery

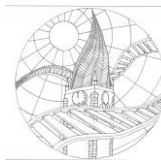
The key processes requiring decisions by different parts of the Pride in Place programme governance are set out in the following sections and summarised on the diagram below.



### A. Regeneration Plan and project selection

The Regeneration Plan submitted by the Town Board to government in November 2025 provides the foundation for project selection and development. For the initial investment period, project concepts have been developed following external engagement, Board workshops and input from Board member organisations. This process generated a long list aligned to the Board's priorities that was used as the basis to develop projects through the next stage, prior to putting a business





case together. Alignment with the Regeneration Plan will be a key component of the business case assessment as projects are taken forward for approval. Projects will only be selected for inclusion within the programme once a business case is developed (as set out in the process below). This process will include (prior to approval) consideration of when and how any process to select an appropriate project sponsor is required, ensuring compliance with procurement and subsidy control requirements.

The Board may use other approaches in order to generate and select project short and long lists. These may in future include an open call or collaboration with other partnerships to commission projects or co-fund activities. Any of these approaches would still require a project business case to be developed in order to gain Board and accountable body approval for the allocation of programme funding.

## **B. Project development**

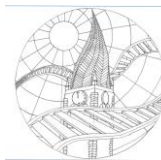
The Town Board will oversee the process for developing projects, including the approval of any funding to support project development work such as feasibility studies, engagement, preparing planning applications etc. This project development will contribute directly to the content of the business case taken forward for each project at the next stage. Where appropriate, working groups will be formed to help shape the development of each project, with full account taken of the programme requirements for community and stakeholder engagement.

## **C. Business case appraisal and approvals**

The Town Board and Accountable Body have agreed that a business case process will be used in order to guide funding decisions. A business case format provides an appropriate structure for setting out proposals for projects. It imposes all the necessary disciplines to inform decision-making in line with protecting the interests of both the Board and the Accountable Body.

All projects will require an Outline Business Case. This will be a high level case put together based on the outputs of the project development work undertaken. A template for outline business cases is included at appendix four. Outline business cases will be reviewed initially by the Internal Programme Board, which has delegation from the Accountable Body to make recommendations to the Town Board. It will assess the compliance of the business case based on the material provided within the template and then provide a cover report to the Town Board that will either:

- a) Recommend approving the project for funding where the outline case provides sufficient assurance of compliance proportionate to the risk and value of the project; or
- b) Recommend that a full business case is prepared where the project has merit but required a more detailed case in order for funding to be approved. This would typically be where the project is higher value and/or risk, thus requiring further assurance before funding can be approved. Progressing to a full business case does **not** commit the Board to funding the project. However, developing the full case may potentially incur further costs and the Board would need to consider how those costs were met in conjunction with the project sponsor (see below). Or



- c) Recommend the project is rejected where there is insufficient evidence of compliance and/or a poor fit with the Board's priorities.

In considering the case, the internal programme board will also recommend which organisation is best placed to deliver the project and/or sponsor the development of the full business case. This organisation would then be responsible for preparing the full case, meeting the costs of doing so (and/or making a case for capacity funding to support this) and liaising with Chesterfield Borough Council as the Accountable Body to ensure a compliant business case is brought forward. The sponsor organisation may be the organisation that assumes responsibility for leading delivery of the project if it goes ahead, but this does not have to be the case. At this stage, the Board and Accountable Body will also need to consider whether a process is required in order to select a project sponsor and/or presumed delivery organisation, ensuring compliance with procurement and subsidy control requirements.

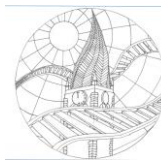
The Town Board should consider whether there are areas of particular focus that it is seeking from a full business case, i.e. areas of potential concern, risk or weakness where it wishes to see particularly robust evidence that the project will deliver its stated objectives.

Where a full business case is developed, this will also come initially to the Internal Programme Board, which will take a view on whether the project is compliant and investable and set out a cover report to the Town Board with a clear recommendation. In reaching its view, the Internal Programme Board may choose to seek further assurance. This may be through specialist external business case appraisal (particularly where the council is the project sponsor) and/or by utilising the expertise of Board member organisations. In the latter case, a small panel drawn from representatives of 3 or 4 Board member organisations with suitable experience of developing and reviewing business cases would be convened. It would review the business case and produce a summary for the Board of the key strengths and weaknesses within the business case to inform its decision making.

In either case, the Internal Programme Board will also commission specific external advice, for example relating to procurement or subsidy control, if required to inform its view.

Based on the recommendation from the Internal Programme Board, the Town Board would consider the full business case and either approve, reject, defer consideration or approve with conditions (e.g. if a particular element of the business case requires further strengthening or if additional evidence or assurance is required prior to releasing funding). **Approvals will require confirmation from the accountable body that the business case has demonstrated compliance with the programme requirements.**

For both the outline and full cases, a proportionate approach should be taken, with the level of detail provided in keeping with the cost and risk of the project. To aid this process, a template for business cases has been developed by the accountable body, based on HMT Green Book requirements (included at appendix four). Project sponsor organisations are required to use the template for developing their business case in order to ensure that the core programme requirements and Board expectations are met.



Where projects are approved on the basis of an outline case, the Board may still wish to include conditions and they will still require sign off from the Accountable Body to ensure compliance with programme conditions

Where CBC is the sponsor for a project, it will maintain a clear internal separation between the roles of programme management and project sponsorship during the development of business cases. As noted above, this is likely to include external review of full business cases.

Wherever possible, at Full Business Case stage, projects will be expected to consider and provide where appropriate:

- Details confirming that all planning consents have been granted and that all pre-start conditions have been met
- Confirmation of the results of any procurement exercises detailing: the tenders received (along with the detailed costs) and the tender accepted (along with timescales/ conditions)
- Confirmation that the promoter will be responsible for any variations to the contract price and that once entered, the contract will be completed in line with the details submitted. The promoter should submit a separate letter appended to the Business Case which confirms this from their Financial Director or equivalent
- Confirmation that the project has been designed to RIBA Stage 4 or its equivalent
- Confirmation that all funding is in place with details of the sources of funding, including letters from third party funders confirming any conditions and timescales.
- Confirmation that all land/ legal agreements have been completed and are in the control of the promoter to deliver the entire project

Recognising that some of the above milestones may not be achievable within the time and resources available to project sponsors, conditional approval may still be given for Full Business Cases where some of the above requirements remain outstanding. However, this will only be the case where the business case is able to provide confidence as to how and when those conditions will be met within the project timeline and resources.

#### **D. Project delivery**

Once projects have been approved through the above process, funding will be made by the accountable body in line with the profile set out in the business case for each project. Mechanisms for this are covered in more detail in section 6 of this framework.

Project sponsor organisations will then be responsible for delivery of each project in line with the business case. In particular, they will be responsible for ensuring:

- Delivery of project milestones in line with the business case
- Procurement is carried out in line with programme requirements



- Finances are soundly managed and claims submitted to CBC in a timely and accurate manner
- Project outputs and outcomes are accurately monitored and recorded.
- Risks are actively managed and recorded on the project risk register.

Project sponsor organisations are expected to develop a clear project delivery or project execution plan to capture their approach, drawing on the content of the approved business case. The plan should be proportionate to the level of spend and risk involved in each project.

Project sponsor organisations will liaise with the programme manager on a regular basis and submit all information required in a timely manner to allow for effective management of the programme.

The Town Board will continue to provide oversight through the delivery phase of the programme. It will receive regular highlight reports on delivery with key risks and issues noted. It may invite project sponsor organisations to present on progress during the delivery phase and/or commission reviews where it has concerns regarding any delivery issues.

The internal programme board will also receive reports on project and programme delivery. It will be responsible for directing the ongoing programme management and making decisions regarding risk and project change as required on behalf of the accountable body. The internal programme board is also responsible for ensuring that reporting to Town Board is accurate, timely and that key issues and risks are appropriately highlighted and escalated.

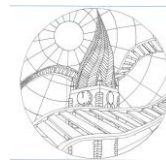
## **E. Project changes**

Changes to projects may be requested by project sponsor organisations and/or recommended by the Town Board or internal programme board on behalf of the accountable body. They may arise in response to unforeseen external circumstances, changes that affect the capacity or capabilities of the delivery organisation, or as part of risk mitigation.

Where project changes are very minor with no bearing on the outputs and milestones set out in Investment Plan, these may be agreed directly between the project sponsor organisation and the programme manager and reported to the internal programme board.

Where project changes are more substantial and may have an impact on the delivery of the outputs agreed in the funding agreement, they will be brought to the internal programme board for formal approval. They will be noted in the subsequent report to the Town Board. Where changes can be quantified (e.g. spend or outputs), the internal programme board will only be able to approve up to 10% variation from the business case and funding agreement.

Where project changes are significant and are likely to have an impact on the delivery of the outputs in the funding agreement and/or where variation is above 10% for quantifiable changes, they will be considered initially by the internal programme board which will then make a recommendation to the Town Board. The Town Board will then take a decision in light of the recommendation from the internal programme board and any external advice sought (including from government).



## 5. Risk and assurance

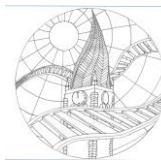
Risk management is an important element of delivering the Pride in Place programme. The approach will be to proactively manage risks, enabling the Town Board and the Accountable Body to be well informed and ensuring that future challenges are promptly identified. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. The Chesterfield Town Board will therefore keep the approach to risk management under regular review.

The internal programme board will be responsible for carrying out a programme level risk assessment and using this to generate a programme level risk register. It will hold both strategic and operational risks at the programme level. It will identify the lead individual to manage the risk, identify the controls or mitigation that needs to be in place to continually monitor the risk and set risk appetite for the target risk level being sought for each risk. The programme risk register will be maintained by the programme manager and reported on each month at the internal programme board. The register will be reviewed each quarter by the Town Board, in addition to project and programme risks being highlighted by exception as part of the regular programme reporting. The programme risk register will also feed into the wider strategic risk register for CBC which is reviewed on a regular basis by its risk management group.

Each project sponsor organisation will be responsible for maintaining an active project level risk register. This should be generated during development of the business case for the project and reviewed and updated on a regular basis. Each project sponsor organisation is expected to review its project risk register within its organisation as part of its own internal governance, though the form and frequency of that will depend on its own arrangements. Project risk will form part of the regular reporting that each project sponsor will need to submit to the programme manager, who will review the programme risk register in light of project risks. Reports will be taken each month to the internal programme board covering both project and programme risk. That board will make recommendations for additional mitigations where risk levels are not in line with stated risk appetite, ultimately escalating to the Town Board where appropriate.

The programme will use a model of four 'lines of defence' in order to provide assurance across the programme to government and to the communities of Chesterfield. This model is in place locally, in addition to the national level three lines described in the programme guidance. The details of this are included in appendix three. In summary, the four lines will be:

First line	Programme manager working with project leads
Second line	Internal Programme Board
Third line	Chesterfield Town Board and CBC Cabinet
Fourth line	Internal Audit and Scrutiny (CBC) and external scrutiny including MHCLG



## 6. Contract Management

Once a project is approved, an agreement will be drafted by CBC setting out the conditions that apply to the funding. This may be a grant agreement, contract or other form of agreement as appropriate. The funding agreement between CBC and the project sponsor will set out the conditions relating to CBC's agreement to fund the project and the responsibilities of CBC and the project sponsor. This will include any conditions for funding that are in place through either the requirements set by government in the Memorandum of Understanding or in subsequent guidance, and/or conditions set by the Town Board or accountable body as part of the process for approval of the project business case.

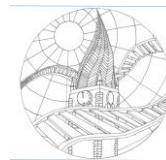
Whilst exceptions may be agreed by the accountable body at the behest of the Town Board, the funding agreement will generally confirm that the project sponsor organisation:

- Bears the risk for all overspend on the project beyond the approved amount
- Will be required to participate in a full and timely manner with any audit activity that is undertaken as part of the overall programme assurance
- Will be required to participate in a full and timely manner with any external reviews undertaken by government (or commissioned by government) as part of its assurance of programme delivery and/or evaluation of the programme
- Will maintain regular and timely reporting as set out in the monitoring and evaluation requirements outlined in the following section

Any contractual issues relating to projects will be considered informally in the first instance through ongoing dialogue between the programme manager and the project sponsor. Where issues are unable to be resolved, they will be considered by the internal programme board on behalf of the accountable body prior to any formal action being taken. Where necessary, CBC will seek external legal advice regarding significant contractual issues in the interests of fulfilling its role as the Accountable Body for the programme.

Payment milestones will be agreed with the project sponsor organisations at the point of contract. The milestones will depend on the complexity, cost and timescales of the project. The claims and payment process will then be managed by CBC in liaison with each project sponsor. Arrangements for processing claims will be made in line with the council's financial procedures and be subject to both internal and external audit. Where the project sponsor is the council itself, additional processes and checks will be put in place to ensure an appropriate separation of roles.

Where projects have not delivered the contracted outputs, then clawback provisions within the funding agreement may be utilised to recover funding. In these circumstances, the internal programme board would make a recommendation to the Town Board in the first instance. Following a view from the Town Board, CBC's Cabinet would take a decision on any formal steps that the Accountable Body undertook to recover funding.



## 7. Monitoring and Evaluation

Government has issued initial [guidance](#) (Dec 2025) regarding the approach to monitoring and evaluation for Pride in Place. More technical detail is due to be issued prior to the first monitoring return falling due in April 2026.

The guidance indicates that local authorities (as the accountable body) will be required to report twice a year on:

- each pre-delivery activity completed to date (e.g. capacity building, engagement activities, professional services) and a high-level breakdown of cost
- each new pre-delivery activity being undertaken in the next 6-month period (e.g. capacity building, engagement activities, professional services) and a high-level breakdown of cost
- each programme project and activity completed to date, including a description, interventions targeted, start and end date, and projected cost broken down by capital/revenue
- each new programme project and activity being undertaken in the next 6-month period, including a description, interventions targeted, expected start and end date, and projected cost broken down by capital/revenue
- any changes to Town Board membership

This reporting will also need to be made publicly available.

In addition, every year the accountable body will be required to report on:

- programme delivery and pre-delivery spend in financial year broken down by capital and revenue
- progress metrics (e.g. jobs created, green space created or improved)

In order to provide the required information to government and undertake sound programme management, the council as the accountable body will put in place local programme monitoring requirements. These will, wherever possible, aim to avoid duplication or unnecessary burdens on those organisations responsible for project delivery. Once monitoring arrangements are agreed, project sponsor organisations will be responsible for reporting at the agreed frequency against all project data required and in accordance with the agreed data collection methodology to ensure consistency. These requirements will be included in any contract and/or grant agreements issued as a condition of project funding.

This monitoring will allow the Town Board and accountable body to hold each project sponsor organisation to account for delivery against the activities, outputs, spend etc. set out in the final business case for the project.





## **8. Communications and Transparency**

For the Pride in Place programme to be successful and of greatest benefit to the communities of Chesterfield, it is vital that the programme requirements for engagement are fully taken on board in all of the programme activities. The Board will also need to ensure that there is effective, accurate and regular communication with stakeholders and the public. To aid the Board with this, a Communication and Engagement sub-group was established in 2025. The group will develop plans for both engagement and communication, progress against which will be reviewed regularly by the Town Board.

In addition to the engagement requirements set out in the business case template, project sponsors will be asked to agree and follow a Communications Protocol that will ensure communication regarding Pride in Place projects is coordinated and fulfils government expectations for branding and any other programme requirements. The Town Board will be responsible for overseeing the implementation of the protocol and working with project sponsor organisations to ensure adherence to this.

As set out in the Town Board Terms of Reference, whilst the Board meetings are not public meetings, CBC will publish on its website copies of agendas and reports that are open to public inspection at least 5 clear working days before each board meeting, and copies of minutes of board meetings that are open to public inspection 5 clear working days after each board meeting. CBC will also be responsible for maintaining the Pride in Place website pages and ensuring information is kept up to date. It will also be responsible for ensuring any other digital channels are utilised effectively and contain accurate and timely information about the programme.

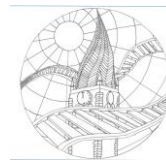
The internal programme board is an internal meeting of CBC officers and will not be a public meeting. Papers will be kept restricted to those attending the meetings, though (as noted below) any request for information under the Freedom of Information Act 2000 would be considered and responded to, subject to any relevant exemptions (for example due to commercial considerations).

### **Data management and Freedom of Information.**

Pride in Place programme activity will comply with the council's Information Governance Framework which is aligned to requirements of the General Protection Data Regulation (GDPR) 2015 and Data Protection Act 2018. Through the programme manager, the council will support the Board in dealing with any data protection questions and ensure that project sponsor activity is also conducted in line with information assurance requirements. The relevant council policies can be found [here](#).

The Freedom of Information Act 2000 will also apply and there should be prompt liaison with CBC over any request for information received by any party, to enable an appropriate response within statutory timescales and under the council's procedures.





## **Appendix one - Terms of Reference for Chesterfield Town Board**

**[Approved 29th April 2024 and revised June 2025 under 'Plan for Neighbourhoods'. Changes to reflect Pride in Place guidance will be made early in 2026]**

### **1. INTRODUCTION**

Chesterfield Borough Council is one of eight Borough/District Councils in the County of Derbyshire and the only town in Derbyshire to be designated for funding from the Plan For Neighbourhoods (previously Long Term Plan for Towns).

Chesterfield is the second largest settlement in Derbyshire and lies 24 miles (39km) north of Derby. The Borough is a relatively compact and mainly urban area with good access to the M1 motorway which runs along its Eastern boundary. According to the 2021 Census, the Borough's population is 103,600.

Chesterfield Borough Council's vision is "Putting our communities first".

In September 2023, Government announced the Long-Term Plan for Britain's Towns, a core part of the government's Levelling Up programme that has so far invested more than £13 billion to support projects across the United Kingdom.

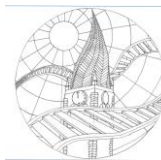
Chesterfield is one of 55 towns included in the Department of Levelling Up, Housing and Communities (DLUHC) Long-Term Plan for Towns, delivering a range of interventions across 3 broad investment themes:

- Safety and Security
- High Streets, Heritage and Regeneration
- Transport & Connectivity

Following the announcement in September 2023, and subsequent guidance issued in December 2023, Chesterfield Borough Council as lead Local Authority is required to establish a Long Term Plan for Towns Board by April 2024. This Board will be formed to input into and oversee the successful submission of a 10 Year Vision by 1<sup>st</sup> August 2024. The Government has allocated £20 million endowment-style funding for Chesterfield which will come through Chesterfield Borough Council (CBC) as the Accountable Body. Of the £20 million allocated, 75% is capital funding and 25% is revenue funding.

Due to the change in Government in July 2024, the Long Term Plan for Towns programme has been replaced by the Plan for Neighbourhoods programme. The board, working with the local authority, is responsible for producing a 10-year Regeneration Plan for their area, setting out the activity that will be pursued to achieve the 3 strategic objectives of this programme:

- thriving places
- stronger communities
- taking back control



## 2. THE ROLE OF THE CHESTERFIELD PLAN FOR NEIGHBOURHOODS BOARD

The Chesterfield Plan for Neighbourhoods Board (“the Board”) is the vehicle through which the 10 Year Vision and Strategy for the Chesterfield PFNs is delivered. It is also responsible for overseeing positive progress and delivery of each of the interventions within the Plan for Neighbourhoods Programme.

The Board will sign off each stage of the Regeneration Plan that includes a 4 year Investment Plan and a 10 Year Vision. The Board is responsible for:

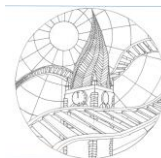
- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing and agreeing an evidence-based, community led Long Term Plan including a 4 year Investment Plan and a 10 year vision
- Establishing a clear programme of interventions
- Embedding arrangements in local plans (where appropriate) and undertaking Environmental Impact Assessments and fulfilling duties on public authorities under the Equalities Act, in particular, and the public sector equality duty
- Coordinating resources and engaging stakeholders
- Ensuring communities’ voices are involved in shaping design and decision making at each phase of development
- Ensuring diversity in its engagement with local communities and businesses
- Helping develop detailed business cases
- Overseeing each step of agreeing a Regeneration Plan for Chesterfield, and overseeing compliance with the Heads of Terms Agreement with government
- Develop and monitor a clear Communications, Engagement and Consultation Plan
- Provide a scrutiny role for the performance monitoring & evaluation of the interventions and overall Programme

The geographic area the Board represents is the Chesterfield town boundary with a focus on the town centre of Chesterfield and is shown on the map at Appendix A.

The Board is not a legal entity, and its role is advisory. Its purpose is to work with Chesterfield Borough Council, as Accountable Body for the funding, to deliver a successful Regeneration Plan for the Town which sets out a clear focus of Chesterfield’s assets, opportunities and challenges. It will be instrumental in considering the quality of each intervention and project, ensuring compliance with DLUHC’s guidance around pre-determined projects and as appropriate the development of business cases in order to secure access to Plan For Neighbourhoods funding and demonstrate robust and well developed projects.

Since the Board formed under the Long Term Plan for Towns programme, its membership has evolved to reflect the priorities emerging from the extensive engagement undertaken during summer 2024. On reviewing the guidance for Plan for Neighbourhoods, the Accountable Body, informed by the views of the current Board, is satisfied that it remains an appropriate Board to continue to oversee the new programme.

As part of the Regeneration Plan, boards will need to provide a more detailed investment plan for the first 4-year investment period cycle, which will include the interventions the board would



like to pursue over the period and how that activity delivers across the 3 strategic objectives of the programme.

### 3. BOARD MEMBERSHIP

The Board is made up of the following members (April 2025), comprising:

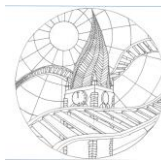
Member	Organisation
Chairman Dominic Staniforth	BHP
Emily Bowman	Junction Arts
Cllr Amanda Serjeant	Chesterfield Borough Council
Toby Perkins	Member of Parliament
Simon Wright	Banner Jones
Jacqui Willis	Derbyshire Voluntary Action
Andrew Kelly	Parkside School
Nicole Ndiweni	Police and Crime Commissioner
Angela Stansfield	Job Centre Plus
Gavin Grainger	Bottle and Thyme
Julie Richards	Chesterfield College
Simon Davidson	Cheese Factor
John Croot	Chesterfield Football Club Community Trust
Dave Kirby	Derbyshire Police
Mahmud Nawaz	Chesterfield Royal Hospital Foundation Trust
Cllr Robert Reaney	Derbyshire County Council
Canon Patrick Coleman	Chesterfield Parish Church
Kath Mitchell	University of Derby
Laura Jo Owen	Adorn Jewellers

The Chair will invite stakeholder organisations to confirm the nominations to represent them on the Board. Individual membership of the Board is dependent on the continuing support of the relevant nominating body or sector representation.

The Board will have the power at any time to invite further members if the Board considers it necessary. In the absence of the Chair at any meeting, the Vice Chair will chair the meeting.

A Board member shall cease to be a member in the event of:

- such member giving written notice to the Board of their resignation, to take effect on receipt by the Board of the notice of resignation or, if later, the date stated in the notice.
- such member's death or, being a corporation, its winding up
- such member's bankruptcy, making of any arrangement or composition with their creditors, or liquidation, or in the case of an organisation, winding up, liquidation, dissolution or administration or anything analogous to any of the foregoing occurring in relation to a member



- such member ceasing to have an office or other base within Chesterfield or ceasing to be employed or Trustee by such organisation as entitles them to be a member.

All Board members must retire every three years but can be re-appointed by their nominating body or representative sector at the end of each three year period.

Chesterfield Borough Council will provide administrative support to the Board.

#### **4. BOARD MEETINGS**

- The Board will meet at least 4 times per year, or more often as required.
- No business shall be transacted at any Board meeting unless a quorum is present. The quorum shall be eight and shall include CBC.
- CBC will give at least 5 clear working days' notice of all Board meetings, by publishing details on its website.
- Board meetings will not be public meetings.
- CBC will publish on its website copies of agendas and reports that are open to public inspection at least 5 clear working days before each board meeting, and copies of minutes of board meetings that are open to public inspection, 5 clear working days after each board meeting.
- CBC will publish draft minutes of meetings following the meeting within 10 working days
- CBC will publish final minutes, once approved by the board within 10 working days
- CBC will report Board member conflicts of interest within the minutes
- CBC will invite DLUHC to send a representative to attend Board meetings as an observer.
- Each Board member shall have one vote and decisions will be made on a show of hands. In the event of an equality of votes the Chair shall have a casting vote.

#### **5. BOARD MEMBERS' CONDUCT**

Board members are expected to adhere to the Seven Principles of Public Life, known as the Nolan Principles, as defined by the Committee for Standards in Public Life. They are:

- Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.



- Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Leadership: Holders of public office should promote and support these principles by leadership and example.

## **6. CONFLICT OF INTEREST**

CBC will maintain and publish on its website a Register of Board Member Interests and a Code of Conduct.

The following provisions shall apply to all Board members:

- A Declarations and Conflicts of Interest item shall be at the top of the Agenda for each Board meeting and will be reported within the minutes of the relevant meeting
- In the event that there is a conflict of interest the person so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any business where the conflict would be relevant.
- Whenever a person has an interest in a matter to be discussed at a meeting the person concerned will not be:
  - entitled to remain present at the meeting during discussion of that matter
  - counted in the quorum for that part of the meeting
  - entitled to vote on the matter
- The Board may, at any time authorise a person to remain in the meeting whilst a matter in which they have or may have a conflict of interest is discussed, provided that the conflict of interest is declared and the person subject to the conflict of interest shall not be entitled to vote on the matter.

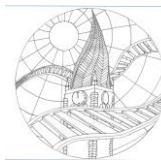
## **7. ROLES AND RESPONSIBILITIES**

### **(i) The Chair**

The role of the Chair is to lead the Board in defining vision and direction, and in delivering the desired outputs and outcomes, whilst ensuring that appropriate procedures for governance and management of resources are in place.

The key responsibilities of the post are to:

- Provide strategic leadership and direction to ensure that the Board achieves its goals
- Ensure the Long Term Plan is demonstrably community- led and embedded within the local area
- Lead the efforts of the Board on the approved Long Term Plan for the Town for Chesterfield and each intervention for funding



- Lead the efforts of the Board to monitoring performance and progress of each intervention, agreeing ways forward should activity slip, in terms of output, outcome, timescale and financial delivery
- Monitor the range of agreed Indicators to demonstrate the success of the Long Term Plan for the Town and wider activities and deliverables of the area
- Effectively chair meetings of the Board, leading it towards decisions that ensure the strategic vision and key objectives of the Board are delivered
- Be an effective influencer and “ambassador” for Chesterfield at local, regional and national levels working with appropriate partner organisations and individuals
- Be an effective advocate on behalf of the Board, CBC and the businesses and people of Chesterfield, in particular at conferences and events/meetings with Ministers, MPs and key civil servants
- Reflect the agreed policies and strategy of the Board and its members in all discussions with partners, stakeholders, government and its agencies
- Ensure that the Board adheres at all times to high standards of ethics and governance in public life and is an exemplar to other organisations
- Ensure that all Board members participate actively in the work of the Board, encouraging their attendance and engagement and keeping regular contact with all members
- Exert a casting vote in Board decisions if circumstances so require

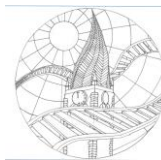
## (ii) Board Members

Board members have a responsibility to uphold high standards of integrity and probity. They should support the Chair in instilling the appropriate culture, values and behaviours in the boardroom and beyond.

Board members should take into account the views of other stakeholders and the community, because these views may provide different perspectives on the Board and its performance.

The duties and responsibilities of a Board member are to:

- Attend meetings of the Board and to nominate an appropriate named alternative where attendance is not possible, subject to the prior agreement of the Chair and Lead Council
- Reflect the agreed view of the Board and its members in all discussions with partners, stakeholders, government and its’ agencies
- Support the Chair by leading on activities relevant to their knowledge and experience by representing the interests of the Board in meetings with partners, stakeholders, government and its’ agencies
- Actively develop an effective partnership
- Contribute knowledge and expertise to the development and delivery of the interventions within the Long Term Plan for the Town and 10 Year Vision
- Formally represent the Board in meetings with other bodies and partner organisations as required



## **Appendix Two – Terms of Reference for Internal Programme Board (CBC)**

### **Purpose**

The PIP Internal Programme Board is a Chesterfield Borough Council officer group established to provide oversight of the Pride in Place programme on behalf of the Borough Council as accountable body. The Board will be run in line with the wider project and programme methodologies in place within the council. It will report internally within Chesterfield Borough Council and make recommendations for CBC as the accountable body and will feed back to the board as appropriate.

### **Key Responsibilities**

- Responsible for oversight of the Chesterfield PIP programme from an accountable body perspective to ensure it achieves the aims defined in the PIP Regeneration and Investment Plan as submitted to Government in Nov 25.
- The Board will form part of the council's structure for project and programme management with a remit in line with approved internal governance for this purpose. It will form part of the governance as set out in the Assurance Framework.
- To ensure key internal officers are brought together to progress the PIP proposals to fulfil its role as accountable body.
- Ensure spend and outputs are achieved by the end of the PIP programme in 2036.
- To contribute towards the agenda for the PIP Town Board.
- To receive regular reports and updates on spend and achievements relating to projects.
- To make recommendations on early interventions where project progress is not being achieved to target.
- To act appropriately on all matters in relation to the organisation's role as accountable body for the project.
- To note the progress from the Communication and Engagement Subgroup.
- Monitor all project progress on a quarterly basis.
- To recommend variations on project spend and outputs, in line with delegations approved by CBC Cabinet and PIP guidance.
- Scrutinise PIP projects, programme, budget and expenditure.
- To review the Assurance Framework to make recommendations for changes to CBC Cabinet and PIP Chesterfield Town Board.



## **Board Members**

- Christine Durrant (Chair) – Executive Director
- Neil Johnson – Service Director, Growth
- Theresa Channel (151 Officer) – Service Director, Finance
- Deborah Goodall – Head of Procurement
- Ian Waller – Service Director, Leisure, Culture and Communities
- Lynda Sharp – Economic Development Manager
- Matt Sorby- Head of Corporate Property Manager
- Katy Marshall – Policy Officer
- Sam Dunwell – Project Development Assistant
- Rebecca Bland –Pride in Place Programme Manager
- Mandy Atkinson - Communications
- Helen Frith – Planning
- Adelle Fitzpatrick – Legal Services

Officers unable to attend will be encouraged to send a substitute attendee who will be expected to be briefed on the role of the Programme Board and its agenda.

The Economic Development Administration and Monitoring Officer will also be in attendance at meetings.

The Board will be chaired by the Executive Director who will act as the Senior Responsible Officer for Pride in Place within Chesterfield Borough Council. Partner organisations may be invited to attend the Board for specific items.

The Board will be facilitated by Rebecca Bland , PIP Programme Manager

## **Meetings**

Meetings will be held on a monthly basis.

PIP Programme Manager will provide the secretariat for the meetings, including preparation of agendas, circulation of papers and taking notes of the meetings. Papers will be circulated no later than three working days prior to each meeting.

## **Reporting**

The Board will receive quarterly programme reports from the Economic Development Team. In turn, the Internal Programme Board will be responsible for ensuring regular reporting to the PIP





Town Board, and throughout the programme, to Cabinet and annually to Full Council as part of the existing reporting on the council's capital programme. The Board will also be responsible for approving returns to government prepared by the Economic Development Team.

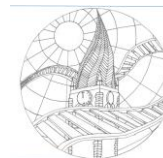
The Board may wish to commission more in – depth reviews of projects where it has concerns or seeks additional assurance.

### **Code of conduct**

All members of the Board are Chesterfield Borough Council employees and therefore bound by the Employee Code of Conduct as set out in [Part Five](#) of the Council's Constitution.

### **Review**

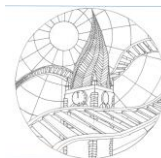
The Board will be responsible for keeping its Terms of Reference under review as part of the delivery of the programme.



## Appendix Three – lines of defence for assurance framework

The following table describes the four lines of defence model used to provide assurance for the Pride in Place programme. This approach will be kept under review as part of the annual review of the Assurance Framework. It is complementary to the national programme three lines model set out in the Pride in Place programme guidance.

<b>First line – programme manager</b>	<b>Second line – internal programme board</b>
<p><i>Lead responsibility</i></p> <p>Programme Manager responsible for ensuring the programme team undertakes first line checks and that control mechanisms are in place and utilised.</p>	<p><i>Lead responsibility</i></p> <p>Internal Programme Board Chair responsible for ensuring the Board provides a sound second line with mechanisms in place to assess, control and mitigate risk and monitor programme delivery.</p>
<p><i>Further roles</i></p> <p>Expectations of project sponsor organisations to be clearly set out and documented with regard to business case requirements, funding agreements, monitoring, financial claims and risk management.</p>	<p><i>Further roles</i></p> <p>Internal Programme Board members to play an active role in ensuring that the agenda and papers facilitate this second line role and allow for constructive challenge. Programme manager to ensure quality assurance of all documentation prior to circulation to the Internal Programme Board.</p>
<p><i>Sources of assurance</i></p> <ul style="list-style-type: none"> <li>• Project business cases (draft, full)</li> <li>• Project business cases independent review (where undertaken)</li> <li>• Legal advice</li> <li>• Project monitoring returns</li> <li>• Project risk registers</li> <li>• Programme plan and monthly programme report to Programme Board</li> <li>• Notes from bilateral meetings with project sponsors</li> <li>• Risks and issues log</li> <li>• Quality assurance processes for documentation produced</li> <li>• Notes of team meetings</li> </ul>	<p><i>Sources of assurance</i></p> <ul style="list-style-type: none"> <li>• Monthly internal programme board papers, minutes</li> <li>• Section 151 officer sign off</li> <li>• Programme risk register</li> <li>• Programme Equalities Impact Assessment and regular review of this</li> <li>• Controls in place for claims submission and payment process</li> <li>• Management of potential conflicts of interest, including where the council is a project sponsor</li> <li>• Sign off of returns to government and programme reports for Town Board and CBC Cabinet</li> <li>• Review of Assurance Framework</li> </ul>



<b>Third line – Chesterfield Town Board and Cabinet</b>	<b>Fourth line – audit and external scrutiny</b>
<p><i>Lead responsibility</i></p> <p>Chesterfield Town Board Chair responsible for ensuring the Town Board provides appropriate oversight and further assurance with mechanisms in place to assess, control and mitigate risk and monitor programme delivery. Council Leader responsible for ensuring that Cabinet has put in place sufficient resources and controls for the council to fulfil the Accountable Body role.</p>	<p><i>Lead responsibility</i></p> <p>Internal audit (and external audit where required) to assess the effectiveness of the first three lines of assurance, providing an independent and objective opinion on the framework of governance and making recommendations for improvement. External scrutiny from MHCLG as the lead government department in line with funding requirements, guidance and the Heads of Terms for the Staveley Town Deal.</p>
<p><i>Further roles</i></p> <p>Town Board and CBC Cabinet members to embody good governance through providing appropriate challenge and oversight in line with the respective roles set out in the Assurance Framework. Internal Programme Board to ensure quality assurance of all documentation prior to circulation to the Town Board/Cabinet.</p>	<p><i>Further roles</i></p> <p>All partners to engage fully and in a timely way with audit and external scrutiny/requests from government. Recommendations for improvement to be considered at the earliest opportunity by the Town Board and the Accountable Body.</p>
<p><i>Sources of assurance</i></p> <ul style="list-style-type: none"> <li>• Chesterfield Town Board papers and minutes</li> <li>• Board and Chair sign-off</li> <li>• Board representations made to government and/or the Accountable Body</li> <li>• Review of the programme risk register, the Assurance Framework and the Equalities Impact Assessment</li> <li>• Management of potential conflicts of interest</li> <li>• Cabinet papers and minutes</li> <li>• Leader sign off</li> </ul>	<p><i>Sources of assurance</i></p> <ul style="list-style-type: none"> <li>• Internal audits</li> <li>• Consideration of audit reports and recommendations by the Town Board and Accountable Body</li> <li>• Compliance with audit recommendations</li> <li>• MHCLG reviews of governance</li> <li>• MHCLG monitoring and evaluation of programme delivery</li> <li>• MHCLG sign-off</li> </ul>



## Appendix Four – Outline Business Case Template

In line with the assurance framework, following development and consideration of an outline case, the Board may request a more detailed full business case, particularly where projects are higher risk and/or value. The structure for a full case will be the same as that set out below, but (a) more detail, evidence and assurance will be required and (b) the Board and/or Accountable Body may highlight areas where additional information is needed beyond the headings set out below.

### OUTLINE BUSINESS CASE TEMPLATE (PRIDE IN PLACE)

#### NOTES

The template below is structured as an outline business case, in line with the Town Board approved process for considering projects for Pride in Place programme funding.

Responses should be proportionate to the value and risk of the project and based on the best available information.

For further advice please contact Rebecca Bland, [Rebecca.Bland@chesterfield.gov.uk](mailto:Rebecca.Bland@chesterfield.gov.uk)

Guidance relating to the Pride in Place programme is available [here](#).

The current priorities set by the Town Board for the programme are set out on the following page.



## Board priorities for Pride in Place (subject to current engagement)

### **Cohesion**

- Enabling spaces and places for people to meet, dwell and engage
- Events and activities that encourage greater social mixing
- Building social capital
- Creating opportunities for volunteering

### **Health and wellbeing**

- Bringing more services into the town centre
- Co-location of services
- Supporting community-level health provision

### **Regeneration, high streets and heritage**

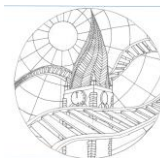
- Tackle empty units
- Enhance our heritage and cultural offer
- Take a strategic approach to diversifying the town centre offer
- Encourage and enable town centre living
- Events and animation
- Enhanced experience and public realm

### **Safety and security**

- Prevention and diversion
- Enforcement and visible presence
- Addressing anti-social behaviour

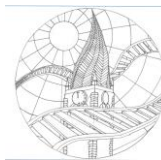
### **Transport**

- Connections to the centre
- Active and sustainable travel
- Improved experience through welcome and wayfinding
- Bus improvements



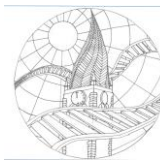
### Project applicant details

Project name	
Name of organisation applying for funding	
Lead contact name	
Lead contact email address and phone number	
Lead delivery organisation (if different from funding applicant)	
Location of project (in which area/s will the delivery be focused)	



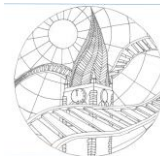
**Project template** – please complete all sections with as much detail as possible, including appendices where helpful

<p><b>Project summary.</b> Please provide a short summary of exactly what the project will do (100 words max)</p>	
<p><b>1. Strategic Case:</b> this case establishes the overall strategic context of the project, its alignment with the programme themes and priorities, and why the proposed changes are necessary.</p>	
1.1 How does the project align to one or more of the three <a href="#">Pride in Place</a> themes (thriving places, stronger communities, taking back control)?	
1.2 Under which of the pre-approved interventions does the project fit (see <a href="#">here</a> for list). Please select one as the best fit, though you may also indicate how it contributes to others. Please note that all projects need to fit within one or more pre-approved interventions.	
1.3 How does the project align with the Town Board's priorities (see list above); how will it contribute to its vision for the town?	
1.4 Please summarise the case for change – why is this project needed now and what would happen if funding was not available?	
<p><b>2. Economic case:</b> this case focuses on the economic benefits of the project, including its return on investment and relevant outputs and outcomes.</p>	
2.1 Please summarise the main benefits that delivery of this project will provide and show how these align with the Board's vision in the Regeneration Plan.	
2.2 Please append a table of outputs and outcomes that the project will deliver. This should cover all years during which the project will return outputs and outcomes, broken down by quarter where appropriate.	
2.3 Please outline how you will monitor and evaluate the project outputs, outcomes and wider benefits. Please confirm that the resources required for this are in place and/or included in project costings.	
2.4 If available, please include any evidence that you have demonstrating the return on investment that these benefits provide.	
<p><b>3. Commercial Case:</b> this case examines the preferred approach for procuring services, the envisaged deal structure, and demonstrates compliance with public sector procurement and wider requirements</p>	
3.1. What procurement route/s will you use to deliver the project	
3.2 Please confirm you have the skills and resources in place for any procurement	



processes, grant awards and/or contracts that are required for project delivery	
3.3 Please confirm that the approach outlined above is compliant with all relevant procurement, subsidy control and other legal requirements	
3.4 Where relevant, please outline your route to market and indicate any soft market testing that has already taken place	
3.5 What steps will you take to ensure the approach to delivery outlined here will secure value for money?	
<b>4. Financial Case:</b> this case provides a financial analysis of the project, including affordability, funding sources, future revenue costs and income, and potential gaps.	
4.1 What are the total project costs and how have you established these? What level of confidence do you have in the costs?	
4.2 Please provide in an appended table a breakdown of costs. This should include key expenditure lines set out on a quarterly basis, separating capital and revenue expenditure	
4.3 What proportion of the total project costs are you seeking from Pride in Place (please specify capital and/or revenue)?	
4.4 What sources of other project income have you secured or do you hope to secure? Please show how you have maximised all opportunities for match funding.	
4.5 What other in-kind contributions are being made to complement the project funding sought?	
4.6 Please confirm that in the event of cost overruns, your organisation will meet any shortfall to ensure the outcomes and outputs are still delivered	
4.7 Are there ongoing running costs (including maintenance) associated with the project and, if so, how are these being met?	
<b>5. Management Case:</b> this case outlines the approach to delivery, project and risk management and ongoing operation (where relevant)	
5.1 Please set out how the project will be delivered, including the roles of all partner organisations. Please confirm that capacity and expertise is available for these roles within each of partner.	
5.2 Please set out any key dependencies for delivery of the project, e.g. obtaining planning permission, licensing arrangements, acquisition of land. Provide details of how these will be managed/met.	





5.3 What are the project management arrangements; how will these be used to keep the project to time & budget?	
5.4 What are the key risks associated with delivery and how will these be mitigated?	
5.5 Please append a high level project plan identifying key milestones, ensuring this aligns with the information provided on spend and outputs/outcomes	
5.6 Where relevant, please set out the proposed operating model for the new asset or facility once the project has been delivered? Please confirm that organisations involved in the ongoing operation have the required capacity and expertise to deliver their roles.	