

# **Stapleford Towns Fund Local Assurance Framework v5 JULY 2022**

**DOCUMENT VERSION HISTORY**

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2	RO; LC	Sep 21	Approved at 17 September 2021 Exec	RH comments as per minutes from July 21 exec. Further additions to section 'Co-Funding', which differentiate the process for a complaint business case with regards to project D vs the other 5 projects.
3	LC	Nov 21	Draft	<ul style="list-style-type: none"> <li>Amends in <b>green</b> following agreement to include new private sector member to the Executive Board as October 2021 meeting.</li> <li>MHCLG to read DLUHC.</li> </ul>
4	VMc	Jun 22	Draft	Update to framework to match progress and responsibility changes to the Executive Board and Delivery Board.
5	VMc	Jul 22		Update to agreed changes by Exec Board. Various typos and tidying

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**Introduction**

It was announced in September 2019 that £3.6bn is being made available to regenerate over 100 towns across the UK, with each town set to receive up to £25m worth of investment across a number of areas. Stapleford was chosen as one of the towns to receive this funding and is set to receive £21.1m of investment.

The Government published a prospectus in October 2019, with additional guidance published in June 2020, setting out the three areas of regeneration the Towns Fund will focus on:

1. urban regeneration, planning and land use,
2. skills and enterprise infrastructure and
3. connectivity

In line with the themes, the overarching vision for Stapleford is to; create a reinvigorated, reimagined town centre, bring in an influx of new businesses to support sustainable job creation, develop new sports facilities to enhance the standard of living and improve cycle networks to create stronger transport connections in readiness for the HS2 hub station at Toton. To ensure this is possible an effective governance and assurance process is required.

This document sets out the governance and assurance process for the Stapleford Towns Fund for stage 2 and 3. It will highlight the governance procedures, accountable body and relevant policies to ensure the towns deal projects are delivered to the highest standard relating to good governance and delivery of public funds. It identifies the roles to be taken by the Working Groups, Delivery and Executive Board and by the Accountable Body. This includes the process of ensuring value for money, prioritisation, appraisal, business case development and risk management.

Broxtowe Borough Council along with the Towns Fund Executive and Delivery Board are fully committed to ensuring the highest standards of governance, accountability and transparency across all aspects of activities. The Accountable Body for the Stapleford Towns Deal is Broxtowe Borough Council which has responsibility for ensuring this Local Assurance Framework (LAF) is in place, meets the standards set out by Government and that all funding decisions are made in accordance with it. The Section 151 officer at Broxtowe Borough Council ultimately provides assurance of proper use of Government Funds and Governance Procedures across Stapleford Towns Deal activities.

**Stapleford Town Deal Governance**

The Stapleford Towns Deal Delivery and Executive Board alongside Broxtowe Borough Council have clear systems, rules, practices and processes in place to ensure that decisions are made on a transparent basis, by the appropriate persons or groups and based on appropriate skills and capability with objectives being met.

Members of the Delivery Board, Executive Board and additional Task and Finish groups will work within the agreed governance structures and will always demonstrate the highest standards of conduct. Any third party involved with the towns deal or who is providing a service to the Executive Board will be made aware they are expected to act within the governance system and that their conduct is expected to be consistent

with the standards applicable to members of the Stapleford Towns Board and Broxtowe Borough Council.

The Nolan Principles of Public Life underpin the LAF and all Board and Task and Finish group members are expected to adhere to them, these are:

1. **Selflessness:** Holders of public office should act solely in the public interest.
2. **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.
5. **Honesty:** Holders of public office should be truthful
6. **Leadership:** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

#### Board Structure

During stages 1 and 2 the Stapleford Towns Fund the Executive Board has been comprised of public, private, and community sector organisations, with these local stakeholders working on a voluntary basis to support the delivery of the Town Investment Plan for Stapleford.

Executive Board will increase to 23 members; 9 from the public sector, 10 from the private sector and 3 from the charitable/voluntary sector, as well as the local MP, this has proved to be very successful ensuring quorate meetings and good involvement from the private and third sectors. It is planned to have the Executive Board remain in its current form for the future delivery of projects in stage 3. This Executive Board could/will also be used as the Governance forum for the Levelling-up Fund encouraging a coordinated and collaborative approach to activity in Broxtowe Borough Council's priority areas. The Executive Board will not be required to meet more than 4 times per annum, although "urgent issue" meetings can be called if required. These can be face to face, via Teams/Zoom/or similar, or electronic means, and a required major decision can also be made through written electronic procedures, eg email, between scheduled meetings. (See ToR Appendix 3 and 4) Arrangements, either transitional or transitional moving to permanent, can be installed with Stapleford and other localities in the Borough to ensure good governance arrangements and sharing of best practice across Broxtowe. This arrangement would allow this "template" model to be used, exchanging private sector to private sector and local elected members, ensuring appropriate robust representation from involved localities.

In line with the guidance published in the first prospectus document, we have a Chair and Vice Chair from the private sector, appointed at the inaugural Executive Board

meeting and reviewed on a biennial basis, with an option to extend into a 3<sup>rd</sup> year if a 2/3 majority agree.

During stage 2 Full Business Cases (FBC) development, the Executive board was supported by six task and finish groups. These groups worked on individual projects, with the support of business case consultants, to develop HMT Green Book compliant FBCs. Membership of these groups has been largely made up of officer representation from Broxtowe Borough Council and partner organisations to oversee the development of the full business cases.

During Stage 3 of this process, the Executive board will be supported by a Delivery Board. This group will provide area expertise, legal and financial support and guidance for the day-to-day programme management. The Delivery Board is intended to be agile and responsive so will consist of no more than 10 members, preferably 7, including area specialists as well as working group representatives. It will be chaired by the Accountable Bodies Section 151 Officer, and will meet on a 6 weekly basis to ensure progress and risk are monitored and timely actions are undertaken to ensure trajectory toward successful completion is maintained. (See ToR Appendix 3 and 4)

Diagrams of the Board structures for stage 2 and 3 are in appendix 1 and 2 of this document. The terms of reference for the Executive Board and Delivery Board can be found in appendix 3 and 4 respectively. Board membership and code of conduct documents alongside the terms of reference for each group can be found on [Broxtowe Borough Council's website](#). The agenda, minutes and future board meeting dates are also published on this webpage.

### Policies and Procedures

The policies and procedures to support the Stapleford Towns Deal will be the ones set out through Broxtowe Borough Council as the accountable body. These can be found on the Broxtowe Borough Council website.

In addition to these stated policies where this Executive Board may need work undertaken swiftly or because of exceptional circumstances the formal tendering procedures may be waived in agreement with the Chief Executive or Deputy Chief Executive and Section 151 Officer of the assisting Local authority, set out in the circumstances below in a) to j):

### Formal tendering procedures may be waived in the following circumstances:

- a) in very exceptional circumstances where the Accountable S151 Officer or Chief Executive Officer decides that formal tendering procedures would not be practicable or the estimated expenditure or income would not warrant formal tendering procedures, and the circumstances are detailed in an appropriate Broxtowe Borough Council record;
- b) where the requirement is covered by an existing contract;
- c) where Crown Commercial Service or equivalent agreements are in place and have been approved by the Governing Body;
- d) where a consortium arrangement is in place and a lead organisation has been appointed to carry out tendering activity on behalf of the consortium members;

- e) where the timescale genuinely precludes competitive tendering, but failure to plan the work properly would not be regarded as a justification for a single tender;
- f) where specialist expertise is required and is available from only one source;
- g) when the task is essential to complete the project, and arises as a consequence of a recently completed assignment and engaging different consultants for the new task would be inappropriate;
- h) there is a clear benefit to be gained from maintaining continuity with an earlier project. However, in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering;
- i) for the provision of legal advice and services providing that any legal firm or partnership commissioned by the Broxtowe Borough Council is regulated by the Law Society for England and Wales for the conduct of their business (or by the Bar Council for England and Wales in relation to the obtaining of Counsel's opinion) and are generally recognised as having sufficient expertise in the area of work for which they are commissioned. The Chief Finance Officer will ensure that any fees paid are reasonable and within commonly accepted rates for the costing of such work.
- j) where allowed and provided for in the capital investment manual.

The waiving of competitive tendering procedures should not be used to avoid competition or for administrative convenience or to award further work to a consultant originally appointed through a competitive procedure.

Where it is decided that competitive tendering is not applicable and should be waived, the fact of the waiver and the reasons should be documented and recorded in an appropriate CCG record and reported to the Governance and Audit Committee at the first available meeting.

The suggested form of request is in Appendix 4 page 20.

#### Contracting and Construction Methodologies

The Stapleford Town Deal will make use of the most appropriate contracting and construction methodologies to ensure the best outcome and impact for Stapleford. These methodologies will not stand outside the Accountable Body's policies, procedures, or standing orders. This includes, but is not limited to, using fee structures that offer best value, using methods of construction that may be new to Broxtowe but have been tested in other areas and have proved successful, are required to meet timescales.

#### Diversity Statement

The Stapleford Town Deal has an Equality and Diversity Policy which is published on the Broxtowe Borough Council website. This policy sets out the commitment to promoting equality and fairness and recognising and celebrating the diversity that exists among our local communities.

#### Board Remuneration

None of the Executive Board members receive remuneration for their roles. Expenses are only claimable for elected members that are part of the group under



Broxtowe Borough Council's Member's expenses policy. For more information, please visit Broxtowe Borough Council's website.

#### Complaints Procedure and Whistleblowing Policy

The complaints procedure and whistleblowing policy will be the same as that of Broxtowe Borough Council as the accountable body. More information on this can be found on Broxtowe Borough Council's website.

#### Conflicts of Interest and Code of Conduct

As a standing agenda item, all executive board members are asked to declare any interests as part of the meeting agenda topics. Registers of interest are kept for every board member and updated in line with executive board meeting dates.

A code of conduct document, that has been signed up to by all Executive board members is available on the Broxtowe Borough Council website. This aligns with the council's code of conduct. Officers are also required to sign up to the council's code of conduct as employees of a public sector organisation.

#### Publication of Reports and Information

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

Any declaration of interest made at the meeting will be included in the minutes. The Stapleford Towns Deal Board follow its accountable body, Broxtowe Borough Councils' document classification policy in terms of how documents are classified as public, controlled, or restricted.

## **Accountability and Transparent Decision Making**

### **The Accountable body**

Broxtowe Borough Council has been appointed as the accountable for the Stapleford Towns Fund.

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

These responsibilities include:

- Ensuring the decisions and activities of the Stapleford Towns Deal Delivery and Executive Board conform with legal requirements with regard to equalities, social value, environment, State Subsidy and procurement\*.
- (\*) Procurement as per the Accountable Body procedures, except in the single tender waiver justification, and any single tender waivers must be authorised by wet signature by the S151 Officer or Chief Executive.
- Ensuring that funds are used in accordance with the conditions placed on each project grant as set out in the Heads of Terms document from DLUHC colleagues.
- Ensuring (through the Section 151 Officer) that the funds are used appropriately.
- Ensuring that this Assurance Framework (or any other which may instead apply) is implemented and adhered to.
- Maintaining the official record of Towns Deal Executive Board proceedings and holding copies of all relevant Board documents relating to the Towns Fund funding streams the Accountable Body is responsible for.
- Ensuring Executive Board decisions at formal meetings are recorded by way of minutes, and the minutes of each meeting are reported to the subsequent meeting to ensure accuracy. Minutes, agendas, and reports are published on the Accountable Body's website.
- Responsibility for the decisions of the Executive Board in approving projects (for example if subjected to legal challenge).
- Responsibility for ensuring all monitoring and evaluation requirements of the fund are carried out to the required standard by DLUHC.

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

If a situation did occur whereby the Accountable Body had significant concerns about a decision the Executive Board had taken, or proposed to take, then an urgent meeting within 5 working days would be convened by the Section 151 Officer of the Accountable Body with key stakeholders from both the Towns Fund Executive Board and the Accountable Body.

### Section 151 Officer

The Accountable Body Section 151 Officer with the support of the Towns Fund Executive and Delivery Boards will ensure they address principles of the CIPFA guidance:

- Demonstrate a clear strategic direction, based on an overarching vision for Stapleford. Effective financial management of the Towns Fund, embedded in to the organisational culture.
- Accountability through medium term financial planning, supported by effective risk management, quality supporting data and whole life costs for each towns fund project.
- Financial management of this fund undertaken with transparency at the core, using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and Executive board decision making
- Adherence to professional standards, promoted by Broxtowe Borough Council's leadership team, and evidenced.
- The use of external assurance in the business case sign-off process and recognition of this as an essential tool in the financial management process and sign-off.
- Ensuring the long-term sustainability of each of the towns deal projects is at the heart of all financial management processes, evident in the prudent use of public resources.

The section 151 officer for the accountable body will have final oversight and sign-off of all financial documents related to the towns deal for Stapleford. The Section 151 officer will ensure their oversight of the proper administration of financial affairs across the life of Towns deal for Stapleford. This will involve chairing the Delivery Board and attending the Executive Board meetings on a regular basis.

The Accountable Body's Section 151 Officer will scrutinise and sign-off the evaluation and monitoring returns required by DLUHC. These are required bi-annually on the 1<sup>st</sup> June and 1<sup>st</sup> December for the duration of the fund. They will also be required to alert DLUHC colleagues if there are any material concerns or issues being reported.

### Projects

For the purposes of this document, a 'project' is defined as one of the schemes highlighted in heads of terms document issued by DLUHC colleagues under the Stapleford Towns Fund.

A regular programme overview will be given at every Executive Board meeting to update the members on the performance, any issues, risks and mitigations for each project. During stage 2, this will be given by the programme manager and during stage 3 this will be by a representative of the Delivery Board.

During stage 3 the Delivery Board will monitor project and programme progress, update the Executive board on outputs and overall programme delivery; maintaining

a clear reporting structure should any projects deviate more than 18% from the original plans.

#### Government Branding

Broxtowe Borough Council and all Towns Deal Boards as part of the Stapleford Towns Deal Fund will adhere to the branding guidelines set out by DLUHC, including the Midlands Engine branding information.

The programme is contractually obliged to conform to the branding guidance as set out in the Heads of Terms offer agreement. This will be followed up as part of the monitoring return requirements for the fund.

#### Engagement with Stakeholders

An extensive communications plan has been put together, covering each stage of the Towns Deal process. It demonstrates effective use of multiple channels of engagement to effectively communicate with local stakeholders (public, private and the public), on a continuing basis, to consult and inform on each of the projects within the programme. This document can be found in appendix 5.

See the communications and engagement strategies on Broxtowe Borough Council's website for more specific information.

#### Inclusion and Sustainability

The Towns Deal Executive and Delivery boards look to enable inclusivity and sustainability in to all its decision-making processes, and strategic project development. The project prioritisation, appraisal and evaluation processes will build in Social Value and inclusion, environmental impacts, and indirect benefits.

The Delivery and Executive Boards, Task and Finish groups will consider how projects will improve the economic, social, and environmental well-being of the Stapleford area, how equality issues are considered, and how such improvements can be secured in the procurement process itself. Broxtowe Borough Council and the Towns Deal boards are committed to securing Social value through the awarding of its contracts and will work with project promoters to embed that within the project design.

#### **Project Selection and Approvals Process**

To be included in the Town Investment Plan, projects were prioritised according to the fund requirements and local priorities as set out in the Stapleford Town Investment Plan. Projects were then ranked according to the extent they meet all of these objectives, each objective was given an equal weighting.

#### The Approval Process

After the government has issued the Executive board with the Heads of Terms agreement, each project that is taken forward to the next stage will be required to

have a full business case completed. The individual project task and finish groups will oversee this process, in line with the work programme.

The project task and finish groups will liaise with the Executive board throughout this process, with ultimate sign-off coming from the executive board. Once each level of governance is happy with a project's FBC, this will then be sent to independent assurance consultants to verify the assumptions and expectations made. Each FBC will need to include:

- ✓ A detailed 'Green Book' compliant business case has been completed detailing the project and its alignment to the 5-case model.
- ✓ A Value for Money assessment
- ✓ Confirmation of the party that 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. This should take the form of a supporting letter.
- ✓ Confirmation that all funding is now in place with details of the sources of funding.
- ✓ Confirmation that all land and/or legal agreements have been completed and are in the control of the promoter to deliver the entire project.
- ✓ A phasing plan identifying the start and completion elements of the project along with costs associated with each phase and the outputs/outcomes that will be delivered on a quarterly basis.
- ✓ An updated risk register identifying the key risks and the project manager responsible. The risk register needs to be scored and include a mitigation plan.

Once the business cases have been completed they will be signed off by the Executive Board and sent over to the assurance consultants. They will then provide feedback and a summary document (Annex A issued by DLUHC) on each of the business cases, indicating if the business case does or does not meet the requirements set out above. Once the business cases are confirmed as satisfactory, the Annex C document will be completed.

An Annex C document is required for each project business case. These will be collated as projects come forwards, to be submitted to DLUHC within 12 months of signing the Heads of Terms document. Once all have been completed to a satisfactory level, they will then be submitted to central government colleagues for approval. With exception of the one accelerated project which will be submitted to government as soon as it is ready.

### Co-Funding

Previously, for a business case to be compliant, the source of co-funding had to be formally confirmed, and the agreement would form part of the final project business cases.

However, with regards to the Town Centre Recovery Grant Project (Project D), the arrangement for confirming co-funding amounts from a third party follows a unique process. Project D is considered an “internally accelerated” project to the Town Deal Executive Board and is being delivered within an offset timeframe to the remaining 5 projects in the Stapleford Town Deal programme.

Where co-funding amounts from third parties, in the case of project D – are from business applicants, those third parties will provide confirmation of a co-funding amounts within their grant application and through further written correspondence with the Council’s Finance and Audit department. The co-funding amount detailed in a successful applicant’s proposals will be further confirmed via a signed declaration. This process is detailed further in Projects D’s Full Business Case, which was approved for an October 2021 submission to government.

Post approval of the Full Business Cases any potential co-funding can be sought and welcomed only if it will enhance the proposed project outcomes and improve the overall investment objectives, it should not reduce or significantly change outcomes (unless increasing the same outcome eg number of jobs created was 10 is now 20). The executive Board will be required to approve the supporting funding and agree that the additional resourcing improves the investment objectives.

In the unlikely event that co-funding means there is a surplus of resourcing the Executive Board will approve where this could be vired, potentially to an overspending project, or on “added value” to another project.

#### Value for Money

Broxtowe Borough Council, the Delivery and Executive board will ensure the highest possible value for money and deliverability for each project. This will be determined by both monetary and non-monetary project benefits and costs. These will be reviewed as part of the external assurance process. No specific measurements have been provided by DLUHC colleagues in terms of Value for Money guidelines.

A range of methodologies may be employed

#### Risk

A risk register will be maintained for all of the projects within the Town Deal programme. This will be updated on a regular basis by the working groups and Delivery Board and shared with the Executive Board at each meeting. The risks of each project will be rated using a scoring matrix based on likelihood and impact that each risk presents. A set of mitigations will also be included.

Based on the information in this document, high risk projects will be highlighted to the Executive Board and monitored closely. The individual project managers will be responsible for risk identification and management for their respective projects.

In the event that a project has significantly changed (by 18% or more), from what was originally proposed (i.e. spend profile, outputs and outcomes, or delivery) the delivery board will propose a project amendment to the Executive board. Should the Executive Board agree with this change, a request to change form will be submitted to DLUHC for approval.

### Monitoring and Evaluation not using delta portal

Monitoring and evaluation guidelines will be agreed with DLUHC colleagues on the confirmation of project scope after the Heads of Terms agreement has been signed and returned. During stage 2 project working groups will report monitoring and evaluation metrics to the project manager, Executive board and Accountable body for sign-off and submission to DLUHC.

Stage 3 will see Project managers principally reporting project progress to the Delivery Board who oversee the day-to-day programme management of the Stapleford Towns Deal. The Delivery Board will report project progress to the Executive Board, and accountable body, who are ultimately responsible for the submission of the biennial returns to DLUHC.

As a requirement of the fund, during project delivery, project managers will be required to collect primary data on inputs, activities, outputs and a small set of outcomes. These will be reported to the Delivery and Executive Boards respectively, with a formal requirement to report these to DLUHC twice a year; 1<sup>st</sup> June and 1<sup>st</sup> December respectively. This information will be submitted by the Accountable Body to an appropriate portal identified by DLUHC. Each submission to this portal will be scrutinised and signed off by Broxtowe Borough Council's Section 151 Officer. DLUHC may change the method of reporting monitoring and evaluation at any point throughout the lifetime of this fund and the Accountable Body must comply with any changes.

This monitoring and evaluation process will facilitate learning for future interventions. It will:

- ✓ allow an impact evaluation, as well as assessing how and why those impacts were achieved
- ✓ produce an integrated picture of both Town Deals and Future High Streets Fund results, while enabling comparison and learning from the differences
- ✓ allow evaluation and learning to be shared throughout the programme and at programme end, as well as ongoing monitoring and learning
- ✓ use a mixture of methods, including quasi-experimental design and contribution analysis as well as being grounded in an overarching Theory of Change (ToC)
- ✓ include some standardisation and fixed requirements, to enable comparison and aggregation, while allowing for flexibility
- ✓ including qualitative and quantitative surveys, providing output data as well as outcome and impact qualitative information from the people and businesses of Stapleford about their town.

Information regarding the process and data collected can be found in the *Towns Fund Monitoring Evaluation Local Authority Guidance* published by DLUHC. It will be the responsibility of the Local Authority to formally report twice a year on Inputs and Activities, and Outputs. There are also a small number of Outcomes we will provide information on.

Output indicators will be agreed with DLUHC colleagues once the Heads of Terms has been offered. This will be in line with the Town Investment Plan for Stapleford. Support will be given to DLUHC to carry out the outcome and impact evaluation for Stapleford.

### Scrutiny and Audit Arrangements

#### *Monitoring and Evaluation Returns:*

Data validation and quality assurance involves checking whether the data collected accurately reflects reality. As a starting point, all data submission returns will be scrutinised and signed off by the Accountable Body's Section 151 Officer.

To ensure the data provided is accurate and can be deemed as reliable in final analysis, DLUHC reserves the right to conduct:

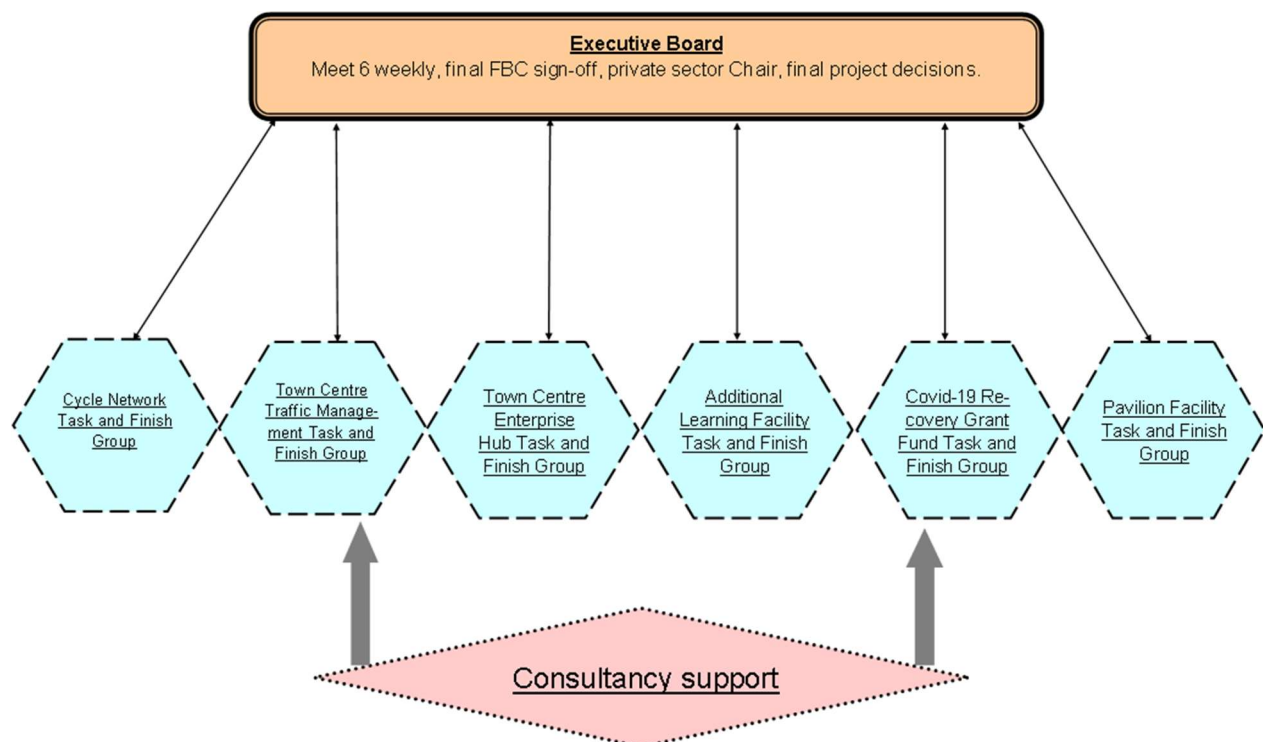
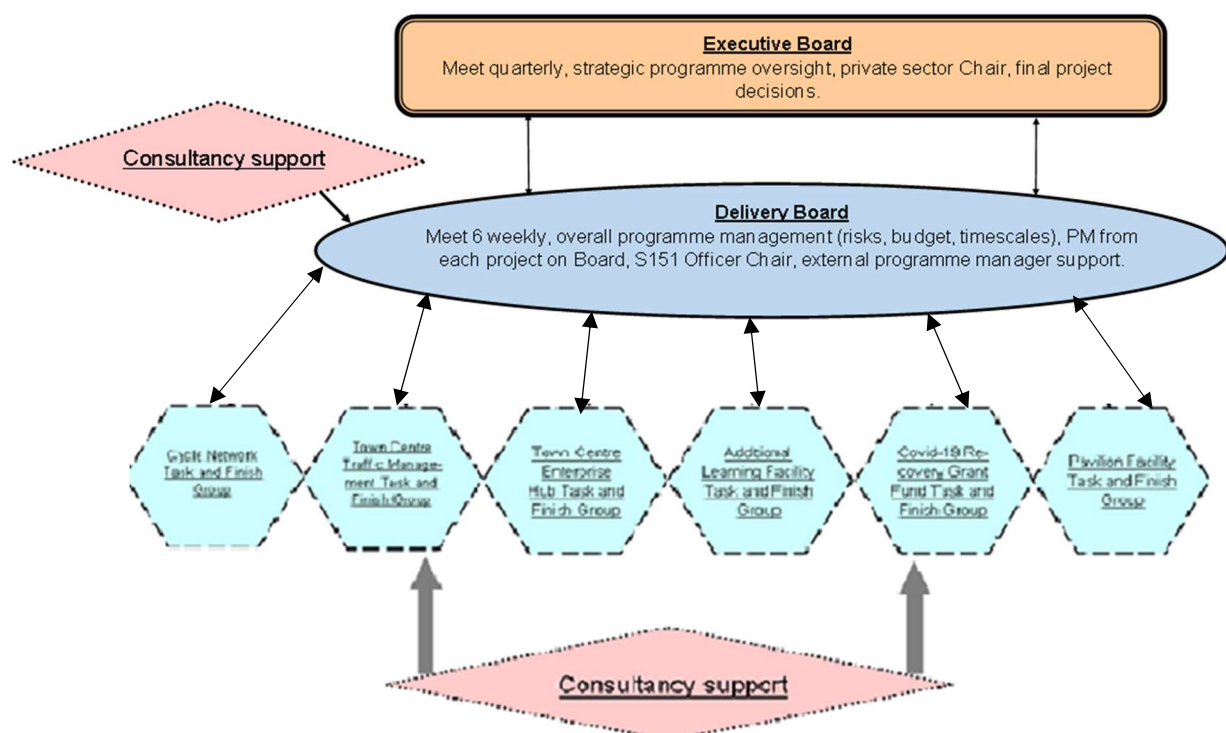
- Site verifications – this will involve visiting project sites to check whether observations can confirm the validity of data collected.
- Data Audit – this will involve visiting sites to check whether each data point can be evidenced.
- Triangulation – this will involve comparing primary data sets to comparable external sources of data, or with qualitative feedback.

#### *Financial Audit Arrangements:*

As Broxtowe Borough Council is the accountable body, the S151 officer will ensure adequate financial and audit arrangements are in place for this fund. Broxtowe Borough Council's Section 151 Officer will be responsible for ensuring the audit of accounts for the Stapleford Towns Deal. This will then be reported to the Executive board on a quarterly basis.

Publication of minutes of Stapleford Town Deal's Executive Board will be uploaded onto Broxtowe Council's website, and any other Town Deal related website, no later than 6 weeks after the meeting and the Executive Board Agenda will be published 3 days prior to the meeting.



**Appendix 1****Stage 2 Board Structure, Full Business Case Development****Appendix 2****Stage 3 Board Structure, Programme/project Delivery**

**Appendix 3 – Executive Board Terms of Reference****Stapleford Town Deal Executive Board Terms of Reference  
v5, July 2022****1. Authority of the Executive Board**

- 1.1 The Stapleford Town Deal Executive Board has been convened by Broxtowe Borough Council to;
- Develop and agree an evidenced based Town Investment Plan for Stapleford.
  - Develop a clear programme of interventions.
  - Co-ordinate resources and influence stakeholders.
- 1.2 Broxtowe Borough Council is the Lead Council and also the Accountable Body (through which funding will flow) for the Town Deal Board.
- 1.3 The Executive Board has authority to create sub-groups with delegated authority to make a decision on behalf of the Executive Board the nature of which will be decided at the time of inception.
- 1.4 The Executive Board with agreement from Broxtowe Borough Council may, in exceptional circumstances, to ensure delivery of the STD, use a justified “single tender waiver” with formal sign off by the S151 Officer.

**2. Roles and Responsibilities****2.1 Town Deal Board**

The Town Deal Board will sign off each stage of the Town Investment Plan and Town Deal for Stapleford. The Board is responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles).
- Developing and agreeing an evidence-based Town Investment Plan.
- 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 Town Deal, and overseeing compliance with the Heads of Terms Agreement with government.

**2.2 Town Deal Board Chair and Vice Chair**

The persons appointed will be responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles).

- Leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working.
- Ensuring that decisions are made by the Board in accordance with good governance principles.
- Signing the Head of Terms Agreement with government.

### 2.3 Lead Council

The Lead Council (also acting as the Accountable Body) is responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles).
- Developing a delivery team, delivery arrangements and agreements.
- Ensuring that decisions are made by the Board in accordance with good governance principles.
- Ensuring transparency requirements are met – through publication of information on their website or a Town Deal specific website.
- Developing agreed projects in detail and undertaking any necessary feasibility studies.
- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties.
- Helping develop detailed business cases.
- Liaising with potential private investors in identified local projects and schemes.
- Signing the Head of Terms Agreement with government.
- Monitoring and evaluating the delivery of individual Towns Fund projects.
- Submitting regular monitoring reports to Towns Hub.
- Receiving and accounting for the Town's funding allocation.
- Ensuring compliance with all necessary financial regulations (including the appropriate single tender waiver in this document.)
- Providing comprehensive administrative support as necessary.

## 3. Membership and Voting Rights

3.1 The Executive Board shall comprise the following;

- County Councillor
- Borough Councillor
- Town Councillor
- MP for Broxtowe
- Private sector business
- Local Enterprise Partnership
- Community/ voluntary representation
- Such other representation as the Executive Board deems appropriate for the purpose of delivering the Town Investment Plan

- 3.2 Member substitutes will be allowed with a one vote per organisation system will be used. There must be 5 members present, 2 of which must be private sector, 2 public sector, and 1 MP or Voluntary/Community sector for the meeting to be quorate.
- 3.3 There may be occasions when a member can no longer attend regularly and offers apologies to three consecutive meetings. The Delivery Board will then decide if a permanent alternate will be offered the position on Board.
- 3.4 Alternates will be sought from the same sector or specialism as the member who has not presented themselves to the meeting.
- 3.5 The seeking of an alternate will be undertaken by Broxtowe BC as the Accountable Authority funding and servicing Board.
- 3.6 The Executive Board will have the opportunity to challenge the appropriateness of the proposed member and request an alternative.

#### **4. Chair and Vice Chair**

- 4.1 The Chair and Vice Chair will be determined at the first meeting of the Executive Board.
- 4.2 The Executive Board will be supported by the Project Team assembled by the Borough Council, led by a project manager, who will take responsibility for the day-to-day running of the project.

#### **5 Frequency of Meetings**

- 5.1 The Executive Board meetings shall normally be held every quarter, ie 12 weeks, or convened sooner where the programme requires such a meeting to be held. Where a programme requires this meeting to be held an electronic meeting can be used and as with all usual meetings a simple majority will win a vote.

#### **6 Review**

The operation, Terms of Reference and constitution of the Board will be formally reviewed on an annual basis.

**Appendix 4 – Delivery Board Terms of Reference****Stapleford Town Deal Delivery Board Terms of Reference****1. Authority of the Delivery Board**

- 1.1. The Stapleford Town Deal Delivery Board has been convened by Broxtowe Borough Council to:
  - 1.1.1. Oversee overall programme management of the Stapleford Town Deal projects

**2. Role and Responsibilities**

The role of this group is to oversee and manage the day-to-day programme delivery of the Stapleford Town Deal.

The Stapleford Town Deal Delivery Board will be responsible for;

- 2.1. Ensuring the projects manage risks effectively, updating the project risk register where appropriate
- 2.2. Budget management; ensuring effective programme management to meet budget requirements
- 2.3. Ensuring projects are delivered to specified programme and project timescales
- 2.4. Ensuring specified outputs and outcomes are met throughout the programme of delivery
- 2.5. Reporting programme progress to the Executive Towns Deal Board through quarterly highlight reports
- 2.6. Ensure the delivery of the Communications and Engagement delivery plan for the life of the programme delivery.
- 2.7. The Delivery Programme and Project Managers may need to request and justify a “single tender waiver” which can only be approved by the Executive Board after S151 officer or Chief Executive approval of the Accountable Body. The form of request is below:

**3. Single Tender Waiver Justification**

Formal tendering procedures may be waived in the following circumstances:

- a) in very exceptional circumstances where the Accountable S151 Officer or Chief Executive Officer decides that formal tendering procedures would not be practicable or the estimated expenditure or income would not warrant formal tendering procedures, and the circumstances are detailed in an appropriate Broxtowe Borough Council record;
- b) where the requirement is covered by an existing contract;
- c) where Crown Commercial Service or equivalent agreements are in place and have been approved by the Governing Body;
- d) where a consortium arrangement is in place and a lead organisation has been appointed to carry out tendering activity on behalf of the consortium members;
- e) where the timescale genuinely precludes competitive tendering, but failure to plan the work properly would not be regarded as a justification for a single tender;

- f) where specialist expertise is required and is available from only one source;
- g) when the task is essential to complete the project, and arises as a consequence of a recently completed assignment and engaging different consultants for the new task would be inappropriate;
- h) there is a clear benefit to be gained from maintaining continuity with an earlier project. However, in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering;
- i) for the provision of legal advice and services providing that any legal firm or partnership commissioned by the Broxtowe Borough Council is regulated by the Law Society for England and Wales for the conduct of their business (or by the Bar Council for England and Wales in relation to the obtaining of Counsel's opinion) and are generally recognised as having sufficient expertise in the area of work for which they are commissioned. The Chief Finance Officer will ensure that any fees paid are reasonable and within commonly accepted rates for the costing of such work.
- j) where allowed and provided for in the Capital Investment Manual.

The waiving of competitive tendering procedures should not be used to avoid competition or for administrative convenience or to award further work to a consultant originally appointed through a competitive procedure.

Where it is decided that competitive tendering is not applicable and should be waived, the fact of the waiver and the reasons should be documented and recorded in an appropriate CCG record and reported to the Governance and Audit Committee at the first available meeting.

### 3.1 Pro-forma

#### **REQUEST TO WAIVE FORMAL TENDERING PROCEDURES**

Requests to waive formal tendering procedures should be made in writing using this template and sent to the Chief Finance Officer for consideration. Contracts should not be entered into or requisitions/orders raised before the waiving of formal tendering procedures has been agreed by the Chief Executive or Chief Finance Officer.

#### **Description of service being procured:**

--

#### **Estimated value of service being procured:**

--

#### **Applicable circumstances for waiver (a-j) and supporting information:**

--

**Declaration:**

I confirm that the information contained within this form is true and correct. I can confirm that I have complied with the Broxtowe Borough Council's detailed Financial Policies and Standing Orders. I understand that if I have knowingly provided false information or made a false statement that I may be subject to disciplinary and/or criminal action.

**Request by:****Signature:****Authorised (Chief Executive or S151 Officer) signature and date:****Date reported to Executive Board:****4. Membership**

This delivery board will be made up of project representatives from each of the project working groups, plus specialist legal and financial support.

- 4.1. Additional Learning Facility
- 4.2. Town Centre Enterprise Hub
- 4.3. Town Centre Recovery Grant
- 4.4. Town Centre Traffic Management Plan
- 4.5. Cycle Super Highway
- 4.6. Community Pavilion Facility

Substitutes will be allowed, with prior agreement from the Board Chair. There must be 4 members present for the meeting to be quorate.

The group will be supported by an externally appointed programme manager.

There may be occasions when a member can no longer attend regularly and offers apologies to three consecutive meetings. The Delivery Board will then decide if a permanent alternate will be offered the position on Board.

Alternates will be sought from the same sector or specialism as the member who has not presented themselves to the meeting.

The seeking of an alternate will be undertaken by Broxtowe BC as the Accountable Authority funding and servicing Board.

The Delivery Board will have the opportunity to challenge the appropriateness of the proposed member and request an alternative.

#### **5. Chair and Vice Chair**

Broxtowe Borough Council's Section 151 Officer will Chair the delivery board with a Vice Chair to be determined at the first meeting of the board.

#### **6. Frequency of Meetings**

Meetings will be held every 6 weeks, prior to Executive Board meetings to ensure effective reporting.

Project Managers will be required to report on their projects at each Delivery Board meeting.

Those Project Managers reporting on their projects will have specified timeslots so they may join and leave the meetings to minimise time away from their project. There may be some meetings during the year where attendance at the full meeting will be required, however, this will be advised in advance.

#### **7. Review**

The operation, Terms of Reference and constitution of the Board will be formally reviewed on completion of each project Full Business Case.



## **Summary of Changes for 8 July 2022 Executive Board Meeting**

### **Stapleford Town Deal Executive Board and Delivery Board**

#### **Contracting and Construction Methodologies**

The Stapleford Town Deal will make use of the most appropriate contracting and construction methodologies to ensure the best outcome and impact for Stapleford. These methodologies will not stand outside the Accountable Body's policies, procedures, or standing orders. This includes, but is not limited to, using fee structures that offer best value, using methods of construction that may be new to Broxtowe but have been tested in other areas and have proved successful, and are required to meet timescales.

#### **Executive Board**

1. The Executive Board membership will reduce to 10; comprising 4 public sector, 5 private sector and 1 from the third sector, with expert advisers/observers from organisations involved in the projects concerned.
2. The Executive Board will not be required to meet more than 4 times per annum, although "urgent issue" meetings can be called if required between scheduled meetings.
3. This Executive Board could be used as the Governance forum for other projects within Broxtowe encouraging a coordinated and collaborative approach to activity in Broxtowe Borough Council's priority areas.
4. The Executive Board may take requests, in exceptional circumstances, to use a single tender waiver justification.
5. Substitutes will be allowed, with prior agreement from the Board Chair. There must be 4 voting members present for the meeting to be quorate.
6. The group will be supported by an externally appointed programme manager.
7. There may be occasions when a member can no longer attend regularly and offers apologies to three consecutive meetings. The Executive Board will then decide if a permanent alternate will be offered the position on Board.
8. Alternates will be sought from the same sector or specialism as the member who has not presented themselves to the last three meetings.

#### **Delivery Board**

1. During Stage 3 of this process, the Executive board will be supported by a Delivery Board which is intended to be agile and responsive so will consist of no more than 10 members including, area specialists, working group representatives, chaired by the Accountable Body's Section 151 Officer.
2. The Delivery Board will meet on a 6 weekly basis, prior to Executive Board, to ensure progress and risk are monitored and timely actions are undertaken to ensure trajectory toward successful completion is maintained.

3. Substitutes will be allowed, with prior agreement from the Board Chair. There must be 4 voting members present for the meeting to be quorate.
4. The group will be supported by an externally appointed programme manager.
5. There may be exceptional circumstances where a Programme or Project Manager will request the use of a “single tender waiver” which MUST be justified and agreed by Executive Board and the Section 151 Officer, or Chief Executive, PRIOR to any agreement with a contractor or work being undertaken.
6. There may be occasions when a member can no longer attend regularly and offers apologies to three consecutive meetings. The Delivery Board will then decide if a permanent alternate will be offered the position on the Board.
7. Alternates will be sought from the same sector or specialism as the member who has not presented themselves to the meeting.
8. Project Managers will be required to report on their projects at each Delivery Board meeting.
9. Regular timeslots will be given to Project Managers reporting on their projects to minimise time away from their project. Full attendance may be required on occasion, advised in advance.

CCG Detailed Financial Policies state that formal tendering procedures may be waived in agreement with the Chief Executive or Chief Finance Officer in the circumstances set out in a) to j) below (section 13.8):

### **Single Tender Waiver Justification**

Formal tendering procedures may be waived in the following circumstances:

- a) in very exceptional circumstances where the Accountable S151 Officer or Chief Executive Officer decides that formal tendering procedures would not be practicable or the estimated expenditure or income would not warrant formal tendering procedures, and the circumstances are detailed in an appropriate Broxtowe Borough Council record;
- b) where the requirement is covered by an existing contract;
- c) where Crown Commercial Service or equivalent agreements are in place and have been approved by the Governing Body;
- d) where a consortium arrangement is in place and a lead organisation has been appointed to carry out tendering activity on behalf of the consortium members;
- e) where the timescale genuinely precludes competitive tendering, but failure to plan the work properly would not be regarded as a justification for a single tender;
- f) where specialist expertise is required and is available from only one source;
- g) when the task is essential to complete the project, and arises as a consequence of a recently completed assignment and engaging different consultants for the new task would be inappropriate;
- h) there is a clear benefit to be gained from maintaining continuity with an earlier project. However, in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering;
- i) for the provision of legal advice and services providing that any legal firm or partnership commissioned by the Broxtowe Borough Council is regulated by the Law Society for England and Wales for the conduct of their business (or

by the Bar Council for England and Wales in relation to the obtaining of Counsel's opinion) and are generally recognised as having sufficient expertise in the area of work for which they are commissioned. The Chief Finance Officer will ensure that any fees paid are reasonable and within commonly accepted rates for the costing of such work.

- j) where allowed and provided for in the Capital Investment Manual.

The waiving of competitive tendering procedures should not be used to avoid competition or for administrative convenience or to award further work to a consultant originally appointed through a competitive procedure.

Where it is decided that competitive tendering is not applicable and should be waived, the fact of the waiver and the reasons should be documented and recorded in an appropriate CCG record and reported to the Governance and Audit Committee at the first available meeting.

### **REQUEST TO WAIVE FORMAL TENDERING PROCEDURES**

Requests to waive formal tendering procedures should be made in writing using this template and sent to the Chief Finance Officer for consideration. Contracts should not be entered into or requisitions/orders raised before the waiving of formal tendering procedures has been agreed by the Chief Executive or Chief Finance Officer.

#### **Description of service being procured:**

--

#### **Estimated value of service being procured:**

--

#### **Applicable circumstances for waiver (a-j) and supporting information:**

--

#### **Declaration:**

I confirm that the information contained within this form is true and correct. I can confirm that I have complied with the CCG's Detailed Financial Policies and Standing

Orders. I understand that if I have knowingly provided false information or made a false statement that I may be subject to disciplinary and/or criminal action.

**Request by:**

**Signature:**

**Authorised (CFO or Chief Executive) signature and date:**

**Date reported to Governance and Audit Committee:**

**Appendix 5 - Communications and Engagement Plan, Stage 2**

**STAPLFORD TOWN DEAL**

**COMMUNICATIONS AND ENGAGEMENT PLAN POST TIP SUBMISSION**

Version: 1

Date: March 2021

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### Introduction

This Communications and Engagement Plan has been produced to ensure that progress on the Stapleford Town Deal is communicated to residents, businesses and other stakeholders, as well as engaging them in the process and encouraging them to get involved in plans for the town's future.

The plan covers the period from the submission of the Town Investment Plan to submission of the Full Business Case summary document to Government.

A [Statement of Communications](#) has already been produced.

### Objectives

- 1. Engage with at least 40% of the Stapleford population representative.**  
*This will be measured through numbers of leaflets delivered, attendance at public events, web, email and social media statistics and number of individual project consultation responses.*
- 2. Engage with at least 75% of community and voluntary stakeholder groups based in Stapleford and surrounding areas.**  
*This will be measured through the number of contacts made with the Stapleford based groups identified on the Council's stakeholder map (community and voluntary).*
- 3. Engage with at least 50% of private sector business and stakeholder groups based in Stapleford and surrounding areas.**  
*This will be measured through those identified by the Economic Development Team.*
- 4. Secure local support for Stapleford's Project Proposals.**  
*This will be measured through the results of the final consultations on each proposal.*

### Audience Insight

#### *Demographics*

This data has been gathered from the 2011 Census, LGA Ward Profiles 2015 and the UK Office for National Statistics.

#### Overall

- Stapleford has a population of around 15,000.
- There are three wards – Stapleford North, Stapleford South East and Stapleford South West.
- 21.7% of the population are aged 0-17, 59% are aged 18-64 and 19.3% are 65 and over.
- The majority of Stapleford residents are white (95.8%), compared to 1.5% mixed heritage, 1.5% Asian, 0.7% Black, African and Caribbean and 0.2% other.
- English is the main language.

- Estimated that 28% of employees live in the south of Broxtowe and can help share messages personally and professionally.
- Demographics by each ward are show in Appendix 1.

### *Feedback*

The Council incorporates questions in its budget consultation about how people prefer to access information and where they are from in the Borough.

In the 2019 consultation:

- 407 people responded, of which 11% were from Stapleford. This places it in the top three for responses by area.
- Of the 407 respondents, when asked about their preferred method of doing business with the Council:
  - 94% said email was their preferred channel with which to do business with the Council
  - 7% said social media
  - 83% said via the website
  - 49% said in person
  - 17% said by post
  - 4% said via a Councillor
  - 33% said 'other'

An Equality Impact Assessment has been completed.

### *Channels*

- The Council's Facebook page has over 4,100 likes and had an average reach of 61,009 between April 2019 and end January 2020.
- The Council's Twitter page has 7,500 followers and had an average of 248,730 monthly impressions between April 2019 and end January 2020.
- The Council's Email Me Service has 20,000 subscribers across a range of different topics and an average engagement rate of 74% between April 2019 and end January 2020.
- The Council has a Stakeholder Map which includes approx. 100 community based stakeholders in Stapleford and the surrounding area.

### Strategy

#### *Overview*

The Executive Board will ensure regular communication is provided to local residents and groups in a clear and accessible way to keep them up to date with progress on the Town Deal and continuously engage them in the process.

A general awareness raising campaign will run throughout the process, in conjunction with more targeted campaign work to encourage stakeholders to have their say. This will include working with partners on each working group to ensure that specific communities are engaged, particularly amongst hard to reach groups.



Internal promotion will also be an important part of the campaign to ensure employees who live locally can share messages, as well as Elected Members who are active members of the local area.

The Council will ensure best value by continually evaluating communications to ensure they are providing valuable outcomes and adapting messages to suit the needs of individual audiences. It will use existing procurement frameworks to further ensure best value for taxpayers.

### *Key messages*

1. Exciting things are happening in Stapleford.
2. Individual projects are progressing – have your say.
3. We have been awarded XX amount of funding to take our project proposals forwards

### *Communications channels*

A combination of channels will be used including:

- Consultations
- Public meetings, roadshows and other events
- Newsletters (print and digital)
- Press releases
- Online content
- Social media
- Direct communications – letters, emails etc.
- Printed materials – leaflets, posters and other printed materials
- Editorial – features and press releases in local magazines and newspapers
- Displays in public areas – e.g. pull up banners
- Media engagement
- Advertising – newspapers, community magazines, banners, social media
- Internal – newsletters, briefings, intranet, screensavers, posters

### *Targeted messaging*

As well as geographical targeting of messages to ensure the people who live and work in Stapleford are engaged, targeted messaging will also be included for harder to reach groups. These include:

- **BAME Groups:** local forums and faith groups, mosques, community associations, schools and colleges, community centres, volunteer groups
- **Residents with disabilities:** Disability Forum, Nottinghamshire Adult Social Care Services, community associations, community centres, Blue Badge holders, Shop mobility, volunteer groups
- **Older people:** Independent Living residents, care homes, luncheon clubs, Age UK, Lifeline users
- **Young people:** Sixth form colleges, youth groups, sports groups

Implementation*Key dates and activities*

Activity will be focused around the following milestones:

- ✓ TIP submission – January 2021
- ✓ Heads of Terms agreement and project confirmation – March-May 2021
- ✓ Individual Project consultations – June-October 2021
- ✓ Confirmation and project commencement – May 2022
- ✓ Executive board meetings – ongoing

*Detailed campaign breakdown*

Completed
  In progress/On-going
  Not started

Key task	Activities	Status
Promote the submission of the Town Investment Plan	<ul style="list-style-type: none"> <li>Create a promotional video for the TIP</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Create a set of visuals for each individual project proposal</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Design and produce leaflet to be delivered to all residential areas in Stapleford and Trowell that are within the towns deal boundary</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Create a group of Stapleford Stories for individual promotion via the website and social media channels of local businesses and residents</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Send out an email me bulletin with a summary of project proposals</li> </ul>	Completed
	<ul style="list-style-type: none"> <li>Produce programme of social media posts</li> </ul>	Completed
Heads of Terms agreement and project confirmation	<ul style="list-style-type: none"> <li>Update promotional video for sharing on social media</li> </ul>	Not started
	<ul style="list-style-type: none"> <li>Produce a programme of social media posts – promoting TIP available on website and video</li> </ul>	In progress/On-going
	<ul style="list-style-type: none"> <li>Prepare and issue a Press Release</li> </ul>	In progress/On-going
	<ul style="list-style-type: none"> <li>Share information in Email Me Bulletins including Latest News to approx. 8,300 recipients and Stapleford TIP Email Bulletin to approx. 4,600 recipients</li> </ul>	In progress/On-going
	<ul style="list-style-type: none"> <li>Publish updated Town Investment Plan on website</li> </ul>	In progress/On-going
	<ul style="list-style-type: none"> <li>Create boards for Tiles UK site with aspirational images/content</li> </ul>	Not started
Promote and engage people on individual Project consultations	<ul style="list-style-type: none"> <li>Update project visuals for use on each consultation</li> </ul>	
	<ul style="list-style-type: none"> <li>Create social media posts for the duration of each consultation</li> </ul>	
	<ul style="list-style-type: none"> <li>Link with partner social media accounts</li> </ul>	
	<ul style="list-style-type: none"> <li>Share information in Email Me Bulletins including Latest News to approx. 8,300 recipients and Stapleford TIP Email Bulletin to approx. 4,600 recipients</li> </ul>	
	<ul style="list-style-type: none"> <li>Direct contact made with local and community groups, influencers e.g. parents at school gates, highlighting the individual project consultations.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Liaise with Housing Engagement Team to share messages with tenants</li> </ul>	
	<ul style="list-style-type: none"> <li>• If circumstances allow, arrange face to face consultations/roadshows for each project</li> </ul>	
	<ul style="list-style-type: none"> <li>• Agree consultation methods – online and print where possible</li> </ul>	
	<ul style="list-style-type: none"> <li>• Prepare and organise public display in a local retail shop front (for TC schemes)</li> </ul>	
Confirmation and project commencement	<ul style="list-style-type: none"> <li>• Organise press event with Executive Board members available to answer questions and issue a press information pack</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ensure Executive Board are available for interviews</li> </ul>	
	<ul style="list-style-type: none"> <li>• Prepare and issue a press release</li> </ul>	
	<ul style="list-style-type: none"> <li>• Create a programme of social media posts to promote press release and news of project commencement</li> </ul>	
Promote and engage internal stakeholders on the Town Deal so they can act as ambassadors and share information	<ul style="list-style-type: none"> <li>• Share information in Email Me Bulletins including Latest News to approx. 8,300 recipients and Stapleford Email Bulletin to approx. 4,600 recipients</li> </ul>	
	<ul style="list-style-type: none"> <li>• Broxtowe Employee News articles on key updates and events (once a week currently)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Intranet content and banners</li> </ul>	
	<ul style="list-style-type: none"> <li>• Members Matters articles on key updates and events – 1<sup>st</sup> June send update</li> </ul>	
	<ul style="list-style-type: none"> <li>• Member Briefing pack with key messages and pre-written, shareable content</li> </ul>	

**Resources**

<b>Item</b>	<b>Estimated cost</b>
Advertising in local magazines including Local Magazines Ltd and Grapevine	£1,000
Advertising in Nottingham Post	£2,000 TBC
Social media advertising – Facebook, LinkedIn	£2,000
Pull up banners for display x6	£400
Outdoor banners e.g. railings, parks, hoardings	£1,000
Design, print and delivery of leaflets and posters (3 sets)	£4,000
TIP Display material	£1,000
Room hire and refreshments for public events/roadshows	£1,000
Design and print of press packs	£300
Agency support to assist communications activity if required	£10,000 approx.
<b>TOTAL</b>	<b>£20,000</b>

CGIs and TIP Design and print are not included and have been covered by other parts of the budget.

Evaluation

Type	Inputs	Outputs	Outtakes	Outcomes
Digital	Website content	Potential reach	Page views and traffic	Understanding of issues so communication activity can be adapted and re-assessed to ensure campaign objectives are met
	Social media content	Potential reach	Impressions, likes, engagement, retweets, shares sentiment of comments, hashtag stats	
	Social media advertising	Potential reach	Reach, frequency, cost per result, people taking action, comments, shares, post reactions, link clicks	
	Email bulletins	Potential reach	Total sent, delivered, opens, unique open rate, click rate, unique click rate, number of link clicks	
Media/print advertising	Press releases	Number of press releases issued	% of press releases published	Awareness of Town Deal  Sentiment
			Number of press enquiries responded to	
			Number of interviews	
	Local magazine articles	Number of articles produced	Number of articles published	
	Advertising	Number of advertisements	Reach/coverage of Borough area	
Direct Mail	Leaflets, letters	Number sent	Increase in #MyTown portal submissions  Enquiries	Understanding of issues so communication activity can be adapted and re-assessed to ensure campaign objectives are met  Awareness of the Town Deal
Stakeholder engagement	Stakeholder map	Number of stakeholders contacted	Number of stakeholders engaged with	Understanding of issues so communication

	Stakeholder packs	Number of packs distributed	Use of material by stakeholders	activity can be adapted and re-assessed to ensure campaign objectives are met  Awareness of the Town Deal
	Direct mail/correspondence	Number of direct mails sent	Feedback and enquiries	
	Face to face	Number of groups attending Stakeholder meetings	Feedback	
	Roadshows	Reach	Attendance	
Internal	Briefings for staff	Number of briefings	Attendance  Survey results of how people heard	Awareness of the Town Deal
	Email bulletins	Potential reach	Total sent, delivered, opens, unique open rate, click rate, unique click rate, number of link clicks	
	Intranet content	Potential reach	Page views and traffic	
	Briefings for Members and briefing pack	Number of briefings	Attendance  Survey results of how people heard	

Risks

<b>Risk</b>	<b>Mitigation</b>
Advertising space not available	Provisional booking as soon as budget is agreed
Lack of public buy in	Communications and Engagement Plan generated to support engagement
Inadequate staffing resources to deliver the campaign	Recruit additional resource to help deliver the campaign.
Negative local press	Direct media engagement and briefings to increase buy in