Staveley Town Deal

Assurance Framework

V1.0 – FOR STAVELEY TOWN DEAL BOARD APPROVAL

NOTES

1. **The Framework has been subject to review by the Town Deal Programme Board as well as internal audit and governance leads within CBC and is due to be considered by CBC Cabinet on 25th May. It has also been reviewed by MHCLG, D2N2 and DCC.**
2. **There remain one or two drafting notes where final checks for information are being made.**
3. **A Board Diversity Statement has been drafted and included as part of the Framework at Appendix 3. This is a new document (based on those in place at CBC and D2N2) and therefore the Board may wish to comment before this is approved as part of the overall Framework.**
4. **The Terms of Reference for the Staveley Town Deal Board included at Appendix 2 are the same as those approved by the Board in January 2020, updated to reflect current membership. The Board may wish to consider a review point for its Terms of Reference within its future schedule of meetings.**

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1. Introduction and purpose

Purpose

This Assurance Framework sets out how the Staveley Town Deal Board and Chesterfield Borough Council (as the Accountable Body for the Towns Fund) will undertake their roles to ensure good governance and sound use of public money with respect to the Towns Fund allocation for Staveley.

The framework sets out the **structure and roles** that bodies will play, including specific groups and officers within organisations, and the **processes and policies** that will apply to the decision making and oversight that are required in managing the Town Deal 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 Staveley Town Deal Board and Chesterfield Borough Council. It was approved by both organisations in May 2021 and is subject to an annual review.

The Town Deal

Staveley was one of 101 towns across England to be invited in 2019 to agree a Town Deal with government. A Town Deal Board was formed in January 2020 and work was commissioned to prepare a Town Investment Plan in line with the guidance issued. Following the submission of a Town Investment Plan for Staveley by the Staveley Town Deal Board in December 2020, government issued Heads of Terms for the Staveley Town Deal in March 2021. These included an allocation from the government Towns Fund of £25.2m over 5 years to deliver the Town Investment Plan.

In order to draw down the allocated funding, a full business case for each project within the Town Investment Plan is required. The assurance process for the business cases will be a local one, to be delivered in line with this framework and government guidance.

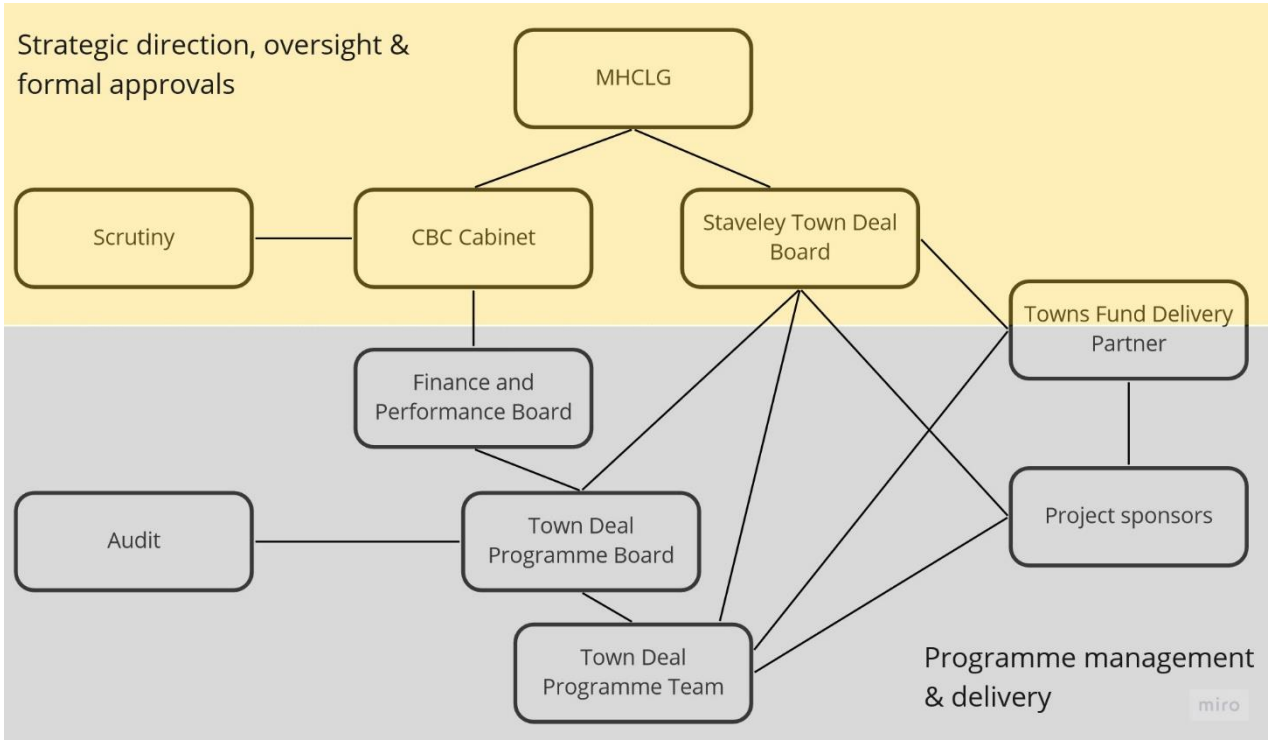
Once government has confirmed it is satisfied with the summary of the business case and the outcome of the local assurance, projects will draw down funding and commence delivery. Delivery of individual projects and the wider Town Investment Plan will continue to be overseen by the Town Deal Board.

2. Structure and roles

The two key bodies with responsibilities to develop and deliver the Town Deal are Staveley Town Deal Board and Chesterfield Borough Council, the latter being the Accountable Body for the Towns Fund. Detailed guidance was provided by government in June 2020 on the respective roles of these bodies (see section 4.10 of the guidance here). This framework has been developed in line with this guidance, though it was focused more on the development of the Town Investment Plan than the totality of the Town Deal programme. Looking to the phases of the programme beyond the Town Investment Plan, more recent guidance summarises the roles as follows:

> *The accountable body (as identified in the Town Investment Plan) will be accountable for implementing the Town Deal. The Town Deal Board should have an ongoing role and have sight of decisions as projects are developed in more detail or possible changes are made. The nature and degree of the Board's oversight should be agreed locally.*
>
> *Locally, ultimate decision-making responsibility will lie with the accountable body, but the Town Deal Board Chair will be a signatory to the Summary Document and should make decisions in partnership and collaboration with the Town Deal Board*
>
> (Towns Fund guidance (stage two): business case development, Dec 2020 section 2.4-2.5)

The overall governance structure for the Staveley Town Deal is shown below.



More detail on the respective roles of the groups in the diagram are included within subsequent sections as key activities and processes are described. However, with a focus on phases following the submission of the Town Investment Plan, the roles in brief are:

Staveley Town Deal Board	Working in partnership with CBC as the Accountable Body, Staveley Town Deal Board will provide strategic direction to the development and implementation of the Staveley Town Deal. The Board has a critical role to play in ensuring a strong and diverse voice from Staveley communities and stakeholders is brought to the discussions and decisions on the Town Deal. The Board may agree to put in place sub-groups for particular purposes in line with its overall purpose. The Terms of Reference for the Board are included at Appendix one.
CBC Cabinet	As the Accountable Body for the Towns Fund, CBC will have a range of responsibilities as set out in the next section. The role of its Cabinet will be to ensure that resources and arrangements are in place to discharge those accountable body responsibilities. It will be the senior decision making body within the Council with regard to the Town Deal, though it may chose to delegate decisions for example to the Programme Board. Decisions taken by Cabinet will be subject to scrutiny through the existing CBC scrutiny process.
CBC Finance and Performance Board	CBC Finance and Performance Board includes senior officer representation (including s. 151 officer) together with the Leader and Deputy Leader. It provides a further line of assurance within the council with regard to the managing of public money as the Town Deal programme forms part of the council's wider Capital Programme. It will provide a route for escalation of programme management issues and risks within the council where these cannot be managed or mitigated by the Programme Board. Since the meeting is not a public meeting with formal minutes, Town Deal decisions made would require a formal minute to be taken.
Town Deal Programme Board	The Town Deal Programme Board is a CBC officer group established to provide oversight of the programme delivery on behalf of the accountable body. It 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. The Board is run in line with the wider project and programme methodologies in place within the council. It will report internally within CBC and will also provide regular updates and reports directly to the Staveley Town Deal Board. The

	Terms of Reference for the Programme Board are included at Appendix two.
Town Deal Programme Team	The team has been established in order to provide the dedicated resources required to manage the programme and ensure the council can fulfil its role as the Accountable Body. It includes a programme manager with day to day responsibility for the delivery of the Deal. The team will also provide secretariat support to the Staveley Town Deal Board.
Project sponsor group	The project sponsor group is not a decision making body but a critical liaison group within the overall governance structure. It brings together the nominated lead officer from within each of the organisations responsible for sponsoring the individual projects that make up the Town Deal. It provides an opportunity for the programme team to give information, set out programme management requirements and consider support requirements.
MHCLG	MHCLG is the lead government department for the Towns Fund. A representative from the Cities and Local Growth Unit is invited to attend all meetings of the Staveley Town Deal Board. CBC as the accountable body will provide regular reports to MHCLG on implementation of the Town Deal.
Towns Fund Delivery Partner	The Towns Fund Delivery Partner has been appointed by government to support all towns in their work to develop Town Deals. A representative from the TFDP is invited to all meetings of the Staveley Town Deal Board. The TFDP will also provide advice and support directly to both the Programme Team and to Project sponsors – individually and collectively – for the duration of its contract with MHCLG.

Accountable body role

Through the structures set out above and processes outlined later in this framework, CBC as the Accountable Body for the Towns Fund will be required to:

- Develop a delivery team, delivery arrangements and agreements
- Ensure decisions made by the board are made in accordance with good governance principles and uphold the Nolan Principles
- Ensure transparency requirements are met through publication of information on-line and that all information gathered for and relating to the Town Deal programme is handled and stored appropriately

- Undertake any necessary studies at programme level such as Environmental Impact Assessments
- Ensure that Public Sector Equalities Duties are met and that a programme level assessment is carried out
- Ensure that full business cases are developed for projects
- Put in place a local assurance mechanism and through this determine project business case compliance with the Treasury Green Book guidance
- Agree and Sign the Heads of Terms Agreement with government
- Contract with each project sponsor once funding is confirmed and manage those contracts/agreements, ensuring that funds are used in accordance with conditions set out in funding agreements
- Work with partners to support the delivery of projects and manage project and programme risk
- Monitor and evaluate the delivery of individual projects
- Submit regular monitoring reports on all Town Deal projects to government in line with its Monitoring and Evaluation requirements
- Receive and account for Towns Fund monies
- Ensure compliance with regulations and guidance on managing public money
- Putting in place appropriate arrangements for programme and project audit
- Ensure sound governance throughout the above roles, and in particular that decisions made regarding the Staveley Town Deal conform with legal requirements with regard to equalities, social value, environment, Subsidy Control, procurement etc.

3. Policies and Procedures

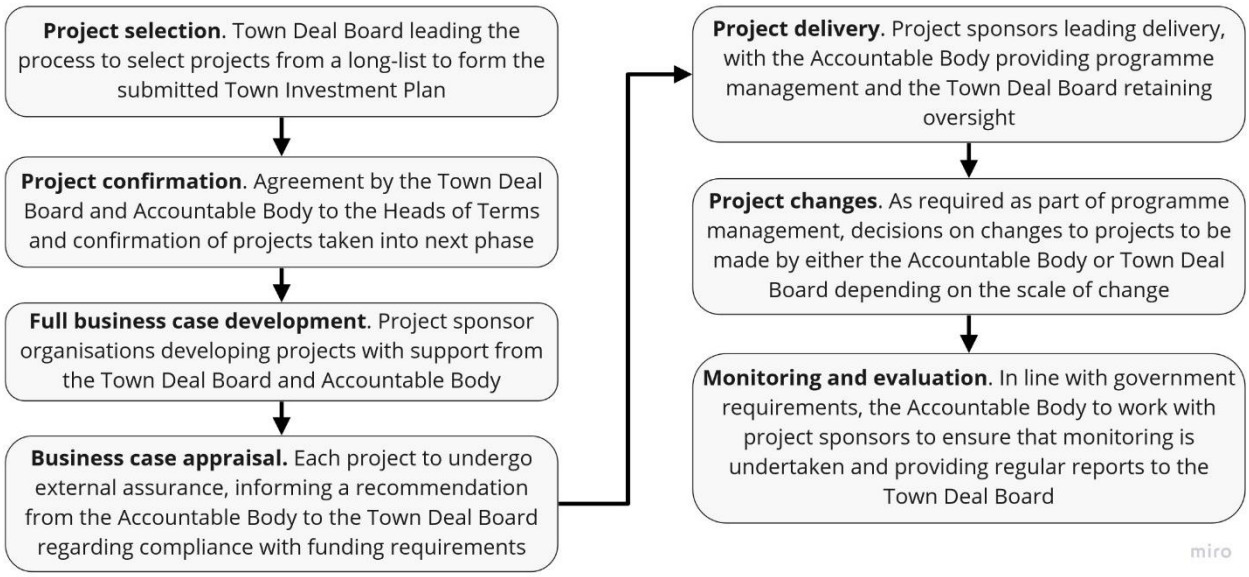
Those parts of the Town Deal governance structure that are new or existing Chesterfield Borough Council bodies or groups will be bound by the council's policies and procedures already in place. The Staveley Town Deal Board has a terms of reference (at appendix one) that sets out expectations of Board members with regard to conduct and managing conflicts of interest. Where explicit policies and procedures are not provided for the Board in this framework or its terms of reference, it will revert to the relevant CBC policy or procedure if an explicit policy or procedure is required. Section 9 of this framework includes more information with regard to policies for publishing information and management of data.

Diversity statement

It is important that the Town Deal process is one that demonstrates leadership with regard to diversity, equality and inclusion. The Staveley Town Deal Board has therefore developed a diversity statement setting out its commitment to diverse representation and engagement, how it will seek compliance with the Public Sector Equality Duties and the steps it will take to drive greater inclusion in the Staveley area through the Town Deal. This includes the development and regular review of an Equalities Impact Assessment for the programme. The statement is at appendix 3.

4. Project selection, appraisal and approval

The key processes requiring decisions by different parts of the Town Deal governance are set out in the following sections. These can be summarised as follows.



A. Town Investment Plan and project selection

The process for selecting projects to form part of the Staveley Town Deal is summarised in the Town Investment Plan (Dec 2020) with more detail set out in the Town Investment Plan Appendix. The project selection was overseen by the Staveley Town Deal Board, which signed off the final set of projects that comprised the Town Investment Plan (TIP). The TIP was also endorsed by the CBC Cabinet in December 2020.

B. Heads of Terms agreement and project confirmation

The Heads of Terms setting out the Staveley Town Deal was signed by both the Chairman of the Staveley Town Deal Board and the Chief Executive of Chesterfield Borough Council as the Accountable Body following approval by the Staveley Town Deal Board at its March 2021 meeting. At the same meeting, the Board approved progressing all Town Deal projects to the business case development stage, confirming this in its return to government made two months after Heads of Terms (May 2021).

C. Developing full business cases for each Town Deal project

The Staveley Town Deal Board will oversee the process for development of full business cases by each project sponsor. It will be asked to agree proposals for the process and receive regular reports on progress being made against the approved process.

As the Accountable Body, Chesterfield Borough Council will be responsible for developing a process for business case development that it is in keeping with this assurance framework and the wider considerations of managing public money. It will need to ensure that resources are in place to support the process and bring to the attention of the Staveley Town Deal Board any risks regarding a lack of process compliance.

Projects sponsor organisations are responsible for developing the business case for their project(s) and ensuring that resources are in place to do so. Where additional support or resources are required they should be bring this to the attention of the programme team at the earliest opportunity.

Each project sponsor organisation will be responsible for allocating a named lead officer who will be responsible for liaising with the programme team regarding the development of the project business case. Project sponsor organisations may also wish to identify a senior responsible officer within their organisation in addition to the lead contact point; this will depend on their internal governance arrangements. The lead officer will be responsible for providing the programme team with regular progress updates and for attending meetings of the project sponsor group.

The Town Deal programme team will be responsible for coordinating the business case development process, for providing direct support to project sponsor organisations and enabling further support from external parties and through any available capacity funding. It will also be responsible for regular reporting to the Town Deal Programme Board and the Staveley Town Deal Board on the progress being made towards development of full business cases for each project.

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.

D. Business case appraisal

Prior to formal appraisal of full business cases, each project sponsor organisation will develop a draft case that will be subject to one or more of the following:

- informal review by the Town Deal Programme Team
- review by the Town Deal Programme Board
- review by the Towns Fund Delivery Partner including the use of subject matter experts where specialist input is sought
- a check and challenge session from a small panel drawn from the Staveley Town Deal Board member organisations

Each of the above will be designed to consider how the draft case can be strengthened in line with Towns Fund requirements and in order to increase the prospects of HMT Green Book

compliance. It will be up to each project sponsor to determine which review mechanisms they wish to use and, subject to resources, they may choose to utilise all of the above.

A template for business cases will be issued by the Town Deal Programme Team, based on the template provided by the Towns Fund Delivery Partner and in line with HMT Green Book requirements. Project sponsor organisations do not have to use the template for developing their business case; however, the template will be used as a checklist to determine the strength of draft cases, to inform the review processes outlined above and in conducting the external assurance described below.

The template includes a proportionality guide. Each project sponsor organisation will liaise with the Town Deal Programme Team and agree through the Town Deal Programme Board how this guide will apply to each project business case. This will ensure an appropriate level of detail in each business case, proportionate to the risk, size of project, impact, financial exposure etc. The template also requests details of how each project will contribute to the Town Deal themes of clean growth and digital. Project sponsor organisations must consider ways in which projects can deliver against these themes as part of the business case.

Following review of draft cases, project sponsors will amend business cases and submit a final full business case to the Town Deal Programme Team. The full business case will then be subject to external and independent appraisal through a suitably qualified body as appointed by CBC as the Accountable Body following an appropriate procurement process. Independent advice on subsidy control (formerly State Aid) will be obtained by CBC for all relevant projects.

At Full Business Case stage, projects will be expected to provide:

- 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 (see below) 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.

Upon submission of a full business case, the external assurance will be undertaken within 10 working days, unless there are extenuating circumstances, and a report submitted to CBC as the Accountable Body outlining the level of compliance with HMT Green Book and Towns Fund requirements. Where there are significant concerns regarding compliance indicated by the external body, the Town Deal Programme Team will take further advice from the external body and liaise with the project sponsor to consider whether it is possible to revise the case to achieve compliance and/or whether approval subject to certain conditions may be appropriate. A revision to a business case will only be possible where there remains sufficient time within the overall Town Deal programme and where there is sufficient confidence from the Programme Team and project sponsor that a revised case can still meet the objectives of the Town Investment Plan and comply with Towns Fund requirements.

Once a report has been received following external business case assurance, the Town Deal Programme Board will meet to consider whether or not to recommend the business case for approval and what, if any, conditions should be placed on that approval. CBC Cabinet has delegated authority to the Town Deal Programme Board to consider full business cases on behalf of the Accountable Body and make recommendations for approval. The Town Deal Programme Board may either recommend a case for approval or, where it has concerns that require further discussion, bring the case to the council's Finance and Performance Board for consideration. Where the project under consideration is sponsored by CBC, officers acting as project sponsors will not take part in the above discussions and decision making.

Once a decision has been made by either the Town Deal Programme Board or the Finance and Performance Board, a report will come to the Staveley Town Deal Board with a recommendation to either approve the full business case as compliant with Towns Fund requirements or to reject the project from the Town Deal programme as non-compliant. The recommendation may include conditions that are placed on the approval and will need to be met by the project sponsor organisation in order to secure part or all of the project funding. The Staveley Town Deal Board will then make a decision based on the recommendation.

Four outcomes may result from this process:

a) For cases that are recommended for approval by the Town Deal Programme Board and approved by the Staveley Town Deal Board, the summary document required by government will be signed by the Staveley Town Deal Board Chair and the CBC Chief Executive and submitted.
b) For cases that are recommended for approval by the Town Deal Programme Board but not approved by the Staveley Town Deal Board, the Chair will meet with the project

sponsor organisation to advise it of the reasons for not approving the business case. The project sponsor organisation will have an opportunity to address those reasons and, if they wish, to request that the Staveley Town Deal Board formally re-consider its decision in light of its response to the reasons provided for non-approval. If the Staveley Town Deal Board remain of the view that the project is non-compliant, then the project sponsor organisation will receive confirmation of the withdrawal of the project from the Town Deal programme. The Staveley Town Deal Board will commission the Town Deal Programme Team to consider options for utilising the programme funding that becomes available. If the Staveley Town Deal Board reconsider and approve the business case, the summary document required by government will be signed by the Staveley Town Deal Board Chair and the CBC Chief Executive and submitted.

c) For cases that are not recommended for approval by the Town Deal Programme Board and where the Staveley Town Deal Board agree the project is non-compliant, the project sponsor organisation will be notified of the withdrawal of the project from the Town Deal programme. The Staveley Town Deal Board will commission the Town Deal Programme Team to consider options for utilising the programme funding that becomes available.
d) For cases that are not recommended for approval by the Town Deal Programme Board and where the Staveley Town Deal Board wish to approve the project, the Staveley Town Deal Board can request that the Town Deal Programme Board reconsider its recommendation. This will be possible only where the Staveley Town Deal Board is able to provide a clear rationale – including any additional information not considered by the Town Deal Programme Board – for its view that the project should be deemed compliant. In doing so, the Staveley Town Deal Board may seek advice directly from the external body appointed to carry out business case assurance. The Town Deal Programme Board will then reconsider its recommendation in light of the request from the Staveley Town Deal Board and any further information provided. In doing so it may seek further advice from the Finance and Performance Board in order to come to a definitive view as the Accountable Body. Following reconsideration, the Town Deal Programme Board will submit a further report to the Staveley Town Deal Board. If this recommends the business case for approval, then once approved by the Staveley Town Deal Board, the summary document required by government will be signed by the Staveley Town Deal Board Chair and the CBC Chief Executive and submitted. If the report does not recommend the case for approval, the Staveley Town Deal Board will note the outcome of its request for reconsideration. The project sponsor organisation will receive confirmation of the withdrawal of the project from the Town Deal programme. The Staveley Town Deal Board will commission the Town Deal Programme Team to consider options for utilising the programme funding that becomes available.

The steps above will ensure that projects will only be submitted for government approval with the approval of **both** the Staveley Town Deal Board and CBC as the Accountable Body. The diagram below summarises the decision making within the process above.

Where the Staveley Town Deal Board agree that a project can be considered as a fast-track project as set out in government guidance, it may opt to forgo the external business case assurance in order to expedite the process and the draft business case stage will not be required. However, this will only be the case where it considers that the project value and risk is relatively low, and where the project sponsor is not the Accountable Body. In this case, the assurance will be carried out by the Accountable Body and recommendations on approval made in line with the process above.

E. Delivery of Town Deal projects

Once projects have been approved through the above process, funding will be made available to CBC in line with the profile set out in the business case for each project. Project sponsor organisations will then be responsible for delivery of each project in line with the full 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 Towns Fund 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 will liaise with the Town Deal Programme Team on a regular basis and submit all information required in a timely manner to allow for effective management of the programme.

The Staveley Town Deal 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 Town Deal Programme Team will be responsible for day to day programme management once delivery commences. It will liaise regularly with each project sponsor and ensure that reporting requirements are clearly set out and understood. It will endeavour to provide and/or enable support for project sponsor organisations where delivery is challenging. The team will provide monthly programme reporting to the Town Deal Programme Board with both highlight reports and, where commissioned, detailed project reviews. The regular reporting will include information at project and programme level on risk, finance, milestones and outputs.

The Town Deal Programme Board will 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. It will in turn produce highlight reports for the Finance and Performance Board and may seek advice from this Board where programme issues cannot be resolved. The Town Deal Programme Board is also responsible for the reporting to the Staveley Town Deal Board, ensuring this is accurate, timely and that key issues and risks are appropriately highlighted and escalated.

F. Project Changes

Changes to projects may be requested by project sponsor organisations and/or recommended by the Town Deal Programme Board or Staveley Town Deal Board. 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 relatively minor with no bearing on the agreed project outputs set out in the Heads of Terms, these may be agreed directly between the project sponsor organisation and the Town Deal Programme Team and reported to the Town Deal Programme Board.

Where project changes are more substantial and may have an impact on the delivery of the Heads of Terms, they will be brought to the Town Deal Programme Board for formal approval. They will be noted in the subsequent report to the Staveley Town Deal Board. Where changes can be quantified (e.g. spend or outputs), the Town Deal Programme Board will be able to approve up to 10% variation from the initial project plan.

Where project changes are significant and are likely to have an impact on the delivery of the Heads of Terms and/or where variation is above 10% for quantifiable changes, they will be considered by the Town Deal Programme Board and advice sought from government prior to making a recommendation to the Staveley Town Deal Board. The Staveley Town Deal Board will then take a decision in light of the recommendation from the Town Deal Programme Board and the advice from government. Where further negotiation with government is required in light of a request for a project change, the Staveley Town Deal Board may delegate final approval to the Chair and Vice Chair.

5. Risk and assurance

Risk management is an important element of delivering the Staveley Town Deal. The approach will be to proactively manage risks, enabling the Staveley Town Deal 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 Staveley Town Deal Board will therefore keep the approach to risk management under regular review.

The Town Deal Programme Board will be responsible for carrying out a programme delivery 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. This register will be maintained by the Town Deal Programme Team and reported on each month at the Town Deal Programme Board. The register will be reviewed each quarter by the Staveley Town Deal Board, in addition to project and programme risks being highlighted by exception as part of the regular programme reporting. The programme risk register will 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 Town Deal Programme Team. The team will then be responsible for reviewing the programme risk register in light of project risks. It will report to the Town Deal Programme Board each month on both project and programme risk and make recommendations for additional mitigations where risk levels are not in line with stated risk appetite.

The Town Deal will use a model of four ‘lines of defence’ in order to provide assurance across the programme to government and to the communities of Staveley. The details of this are included in appendix four. In summary, the four lines will be:

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

6. Contract Management

Once a project is approved, a funding agreement will be drafted by CBC and issued by the Town Deal Programme Team to the project sponsor organisation for its completion. The funding agreement between CBC and the project sponsor sets 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 Heads of Terms or in subsequent guidance, and/or conditions set by CBC or Staveley Town Deal Board as part of the process for approval of the project business case.

The funding agreement will also 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 Towns Fund 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 Town Deal Programme Team and the project sponsor. Where issues are unable to be resolved, they will be considered by the Town Deal Programme Board 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 Towns Fund.

As noted in a previous section, processes are in place to agree changes to projects. It is the responsibility of the Town Deal Programme Team to maintain overall change control and ensure any changes are recorded including the requisite level of approval obtained.

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 the Town Deal Programme Team 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 Town Deal Programme Board would make a recommendation to the Finance and Performance Board in the first instance. Following a view from the Finance and Performance Board, the Town Deal

Programme Board would set out its intended approach to recover funding for the Staveley Town Deal Board, allowing the latter to comment on this before any steps to recover funding were take by the council as the Accountable Body.

7. Monitoring and Evaluation

Government has issued guidance (April 2021) on the monitoring and evaluation requirements for the Town Deal. This requires local authorities to report twice a year on inputs, activities and outputs. MHCLG will lead on data collection relating to the outcomes and impact of Towns Fund interventions. Where data can be provided directly to government by CBC it will be; where data requires information from project sponsor organisations, this will be built into the local programme monitoring requirements to avoid duplication or unnecessary burdens for project sponsors. The Town Deal Programme Team will be responsible for populating the twice-yearly returns to government; these will be signed off by the Town Deal Programme Board. The team will also oversee the process of gathering baseline monitoring information at the outset of the programme, working with project sponsor organisations to do so.

The Town Deal Programme Team will develop local programme monitoring to inform the programme management activities and ensure that regular reports can be made to other groups within the governance structure, including the returns to central government. Once a local monitoring approach has been developed, this will be approved by the Town Deal Programme Board and the Staveley Town Deal Board. The Project Sponsor group will act as a key consultee with its views taken into account prior to finalising and implementing the approach.

Once local programme monitoring is in place, 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. This monitoring will allow the Town Deal Programme Board and the Staveley Town Deal Board to hold each project sponsor organisations to account for delivery against the activities, outputs, spend etc. set out in the final business case for the project. In turn, the Staveley Town Deal Board and CBC will be held to account by government for delivery against the outputs included within the Heads of Terms for the Staveley Town Deal.

Project sponsor organisations will also be responsible for collaborating with government to assist its work on evaluation of the Towns Fund. Whilst this activity will be led by MHLCG, it will require local input and therefore local partners will need to contribute accordingly. This may include participating in any deep dive reviews that government chooses to conduct for the Staveley Deal.

In addition to informing the evaluation activity to be conducted by government, the Staveley Town Deal Board will carry out its own review of Town Deal delivery during the lifetime of the programme. The Town Deal Programme Team will be responsible for presenting options for this review to the Town Deal Programme Board and Staveley Town Deal Board.

8. Ways of working

The creation of the Town Investment Plan for Staveley was notable for the engagement that took place and the wide involvement of stakeholders in the process. In moving to the development and delivery of projects, Town Deal partners are committed to continuing to work in an inclusive, collaborative and engaging manner.

The Staveley Town Deal Board is responsible for ensuring this approach is taken throughout the development and delivery of the Town Deal programme. It may choose to set up specific sub-groups or working groups to advise it and/or deliver specific approaches to engagement.

The Town Deal Programme Team will also play a role in engaging more widely with the communities of Staveley and key stakeholders. It will include a dedicated post leading on this activity and working closely with project sponsor organisations.

Each project sponsor organisation is expected to ensure that the ways of working embodied in the development of the Town Investment Plan are upheld in the work it carries out to develop and deliver its project(s). Plans for inclusive and collaborative engagement will need to be outlined within the full business case for each project and delivery of the agreed case will then be monitored through the ongoing programme management arrangements.

Through the Towns Fund Delivery Partner, members of the Staveley Town Deal Board, Town Deal Programme Board and project sponsor organisations can join working groups that bring together Town Deal areas from across the country to collaborate on specific themes. Partners working on the Staveley Town Deal will be encouraged and supported to participate in these and other collaborative mechanisms to ensure that the area learns from practice elsewhere and can share its thinking and achievements with others.

9. Communications and Transparency

For the Town Deal to be successful and of greatest benefit to the communities of Staveley, it will be important to communicate effectively, accurately and regularly with stakeholders and the public. A Communications and Engagement Plan is already in place as part of the Town Investment Plan submitted in December 2020. Progress against this plan will be reviewed regularly by the Staveley Town Deal Board.

Project sponsors will be asked to agree and follow a Communications Protocol that will ensure communication regarding Town Deal projects is coordinated and fulfils government expectations for branding and any other Towns Fund requirements. The Staveley Town Deal 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 Staveley Town Deal 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.

The Town Deal Programme Team will be responsible for maintaining the Staveley Town Deal 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 Town Deal 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.

[DN –we are taking further advice re FOI considerations and how/whether this applies to the programme]

Data management

Town Deal 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 Town Deal Programme Team, 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.

Appendix one -Terms of Reference for Staveley Town Deal Board

STAVELEY TOWN DEAL BOARD
Terms of Reference (January 2020)

1. INTRODUCTION

Staveley is located in the east of Chesterfield borough and functions as the local service centre for a wider community parish with a population of almost 20,000 people. Traditionally dependent on coalmining and heavy industry for employment, Staveley's economy has been through a difficult period of industrial restructuring, resulting in a legacy of large scale derelict industrial sites and high levels of deprivation in local communities. Over the last 10 years there has been significant new business investment at Markham Vale and the recent announcement that Staveley will be the location for an Infrastructure Maintenance Depot on the high speed rail network provides additional grounds for optimism about Staveley's economic future.

Staveley is one of the 100 towns included in the Ministry of Housing, Communities & Local Government (MHCLG)'s Towns Fund, set up to address growth constraints and to deliver long term economic and productivity growth through:

- Urban regeneration, planning and land use
- Skills and enterprise infrastructure
- Connectivity

The Towns Fund provides an opportunity for Staveley to agree a Town Deal with MHCLG and thereby benefit from significant investment for growth. It is a requirement of the Towns Fund that Chesterfield Borough Council (CBC) develops and convenes a Town Deal Board.

2. THE ROLE OF THE STAVELEY TOWN DEAL BOARD

The Staveley Town Deal Board ("the Board") is the vehicle through which the vision and strategy for the Staveley Town Deal is defined.

The Board will:

(i) develop and agree an evidence based Town Investment Plan that includes:

- Background, context and evidence of need for suggested interventions
- A vision for Staveley, complementing agreed or emerging local economic strategies
- A high level description of priority areas for the short, medium and long term including:
- Activity that can be locally funded

- Projects that could be supported by public investment (including through the Towns Fund), with high level costs estimates
- Ambitions for private sector investment and community Involvement

(ii) Develop a clear programme of interventions

(iii) Coordinate resources and influence stakeholders
(iv) Provide an oversight role for projects delivered via the Staveley Town Deal.

The area the Board will represent is the geographic area as 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, to which it is accountable as the Lead Council, to produce a well evidenced Town Investment Plan which sets out a clear understanding of Staveley focusing on its assets, opportunities and challenges. It will subsequently assist in the production of business cases to access Town Deal funding.

3. BOARD MEMBERSHIP

1. The Board is made up of the following members (January 2020), comprising:

Member	**Organisation**
Ivan Formin	MSE Hillier
Cllr Tricia Gilby	Chesterfield Borough Council
Cllr Paul Mann	Staveley Town Council
Mervyn Allcock, MBE	Barrow Hill Engine Shed Society
Cllr Tony King	Derbyshire County Council
Steve Johnson	Derbyshire Police
Warren Manning	University of Derby
Angela Stansfield	Department of Work and Pensions
Julie Richards	Chesterfield College
Ian Wingfield	Springfield Community College
Lee Rowley, MP	MP, North East Derbyshire
Toby Perkins, MP	MP, Chesterfield
Huw Bowen	Chesterfield Borough Council
Mark Potter	Chesterfield Canal Trust

2. Once appointed, 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.

The Board will have the power at any time to invite further members if the Board considers it necessary. The Board will also ask for nominations and vote for a Vice Chair. In the absence of the Chair at any, meeting, the Vice Chair will chair the meeting.

3. 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 his 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 Staveley or ceasing to be employed by such organisation as entitles them to be a member.

All Board members must retire every three years but can be reappointed by their nominating body at the end of each three year period.

Chesterfield Borough Council will provide administrative support to the Board.

BOARD MEETINGS

- The Board will meet 6 times per year in the first year of operation, with an expectation of meeting 4 times per year thereafter.
- 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 invite MHCLG 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.

Conflicts of Interest

CBC will maintain and publish on its website a Register of Board Member Interests.
The following provisions shall apply to all Board members:

- 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.

6. 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, 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
- Lead the efforts of the Board to agree a Town Investment Plan for Staveley and business case funding
- 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 Staveley 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 Staveley, in particular at conferences and events/meetings with Ministers, MPs and key civil servants
- Reflect the agreed policies 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, 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 of the Town Investment Plan and business cases for funding
- Formally represent the Board in meetings with other bodies and partner organisations as required

Appendix Two – Terms of Reference for Town Deal Programme Board (CBC)

Purpose

The Town Deal Programme Board is a Chesterfield Borough Council officer group established to provide oversight of the Staveley Town Deal programme delivery on behalf of the accountable body (the borough council). It includes the council's section 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. The Board will be run in line with the wider project and programme methodologies in place within the council. It will report internally within CBC and will also provide regular updates and reports directly to the Staveley Town Deal Board.

Membership

Members of the Board are as follows:

Neil Johnson	Service Director Economic Growth
Helen Fox	Interim Service Director Finance and section 151 officer
Vicky Difelice	Property Procurement and Contracts Law Manager
Mandy Atkinson	Communications and Marketing Manager
Paul Staniforth	Development Manager and Conservation Manager
Alan Morey	Strategic Planning and Key Sites Manager
Lynda Sharp	Economic Development Manager

Staveley Town Deal Programme Manager

The Staveley Town Deal Assistant and Staveley Town Deal Engagement Officer will also be in attendance at meetings.

The Board will be chaired by the Service Director Economic Growth who will act as the Senior Responsible Officer for the Towns Fund within CBC. Partner organisations, in particular project sponsors, may be invited to attend the Board for specific items.

Meetings

Meetings will be held on a monthly basis with timings set to align with the internal project and programme management cycle within CBC. The Town Deal Programme Team 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. Meetings will be deemed quorate where at least half of the Board members are present and where either the section 151 officer or her nominated representative are in attendance. Where meetings are not quorate then discussions may take place but decisions will require formal approval at the next quorate meeting.

Remit

The remit of the Board will be two-fold. It 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 also form part of the governance for the Staveley Town Deal programme as set out in the Staveley Town Deal Assurance Framework.

The Board will have a number of decision making roles as outlined in the Assurance Framework. It will make recommendations to Staveley Town Deal Board regarding business case approval for Town Deal projects. Once projects are approved, it will be the lead decision making body on behalf of the borough council as the Accountable Body with regard to the management of the Town Deal programme.

The Board will be responsible for ensuring there are adequate resources in place within the council to fulfil its role as the Accountable Body. It will be responsible for monitoring delivery as well as developing and actively managing the programme level risk register.

Where issues require escalation within the council then it will raise these with the Finance and Performance Board.

The Board will review the Assurance Framework on at least an annual basis and make recommendations for changes to the CBC Cabinet and Staveley Town Deal Board.

The Board will ensure that appropriate arrangements are in place within the council for a separation of roles where the council is acting as the project sponsor.

Reporting

The Board will receive monthly programme reports from the Town Deal Programme Team. In turn, it will be responsible for ensuring regular reporting to the Staveley Town Deal Board, on a six monthly basis 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 Town Deal Programme Team.

The Board will ensure that reporting is clear, accurate and informative. It will ensure that highlights and escalations are appropriate targeted in order that the Boards to which it reports can take a strategic view at the programme level.

The Board may wish to commission more in-depth reviews of projects where it has concerns or seeks additional assurance. This should be done in collaboration with the relevant project sponsor organisation.

Code of conduct

All members of the Board are CBC 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 annual review of the Staveley Town Deal Assurance Framework.

Appendix Three – Diversity statement

This statement sets out the Staveley Town Deal Board's commitment to advancing equality and celebrating diversity within the communities of the Staveley area. It builds on the wider principles by which the Board will operate as set out in its Terms of Reference.

Our Commitment

The vision for the Staveley Town Deal is

A place to start, a place to stay, a place to grow

We believe this vision should apply to **all** those who live, work, visit and wish to come to the Staveley area, regardless of their characteristics. The Town Investment Plan for Staveley, published in December 2020, will be used as a key tool to eliminate discrimination and promote equality, through empowering our communities and helping them to realise their full potential. The Board will adhere to the principles set out in the 2010 Equality Act in all of its activities as it develops and oversees delivery of the Staveley Town Deal.

To realise this commitment, the Board will:

- Put the needs of communities at the heart of delivery, embedding and mainstreaming equality into the Staveley Town Deal Programme.
- Make sure that when taking decisions, it considers information and feedback from communities and the impact decisions may have on them.
- Monitor, assess and evaluate the impact of its strategies, policies, programmes, projects and commissioning on equality. It will take mitigating action to minimise any adverse impacts on people who share a protected characteristic.
- Be open, honest and transparent, publishing and ensuring easy access to equality information and outcomes.
- Ensure that consultation and engagement is central to the development and delivery of the Town Deal, in line with its Communication and Engagement Plan.
- Work in partnership with organisations across the Staveley area, including the voluntary sector and local businesses to promote, recognise and celebrate difference within the context of fairness and equality.
- Work towards Board membership, including its sub-groups, which is representative of local communities.
- Seek out and draw on best practice to continuously improve and strengthen its approach to equality and diversity in delivering the Town Deal programme.

Assessment and training

To support the above steps, an Equalities Impact Assessment will be developed and used as a tool to determine how well the Town Deal programme aligns with the Board's commitment to equality and diversity. The Assessment will be carried out for the Town Deal programme as a

whole, drawing on similar assessments made at the project level by individual project sponsor organisations. The Assessment will be reviewed regularly by the Board as the programme moves from development to delivery.

The Board will ensure that its members have a good understanding of equality and diversity issues, in particular those facing the communities of Staveley. It will put in place any training, development or other learning opportunities it deems necessary for Board members and colleagues working on the Town Deal programme to support delivery of its commitment to equality and diversity.

Scope

We will work to deliver our commitments by tackling inequality arising out of:

- Age
- Disability
- Gender re-assignment
- Marital status and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief, including non-belief
- Sex or gender
- Sexual orientation
- Other forms of disadvantage such as social and economic deprivation and health inequalities

Review and monitoring

The Board will regularly assess whether it is meeting its equality and diversity ambitions, and change those ambitions if necessary to ensure they are fit for purpose. The Equality Impact Assessment will provide a basis for monitoring the impact of the programme and the extent to which this has been positive for members of Staveley communities with protected characteristics. Consideration of equalities impact will also form part of the formal monitoring and evaluation approach set out in the Assurance Framework for the Town Deal.

Appendix Four – lines of defence for assurance framework

The following table describes the four lines of defence model used to provide assurance for the Staveley Town Deal. This approach will be kept under review as part of the annual review of the Assurance Framework.

First line – programme team	**Second line – programme Board**
Lead responsibility Town Deal Programme Manager responsible for ensuring the programme team undertakes first line checks and that control mechanisms are in place and utilised.	*Lead responsibility* Town Deal Programme Board Chair responsible for ensuring the Programme Board provides a sound second line with mechanisms in place to assess, control and mitigate risk and monitor programme delivery.
Further roles 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.	*Further roles* 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 Team to ensure quality assurance of all documentation prior to circulation to the Programme Board.
Sources of assurance • Project business cases (draft, full) • Project business cases external assurance • Legal advice • Project monitoring returns • Project risk registers • Programme plan and monthly programme report to Programme Board • Notes from bilateral meetings with project sponsors • Notes from Project sponsor group meetings • Risks and issues log • Quality assurance processes for documentation produced • Notes of team meetings	*Sources of assurance* • Monthly programme board papers, minutes • Section 151 officer sign off • Programme risk register • Programme Equalities Impact Assessment and regular review of this • Controls in place for claims submission and payment process • Management of potential conflicts of interest, including where the council is a project sponsor • Sign off of returns to government and programme reports for Staveley Town Deal Board and CBC Cabinet • Review of Assurance Framework

Third line – Town Deal Board and Cabinet	Fourth line – audit and external scrutiny
Lead responsibility Staveley Town Deal Board Chair responsible for ensuring the Town Deal 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.	*Lead responsibility* 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.
Further roles Staveley Town Deal 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. Town Deal Programme Board to ensure quality assurance of all documentation prior to circulation to the Town Deal Board/Cabinet.	*Further roles* 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 Staveley Town Deal Board and the Accountable Body.
Sources of assurance • Staveley Town Deal Board papers and minutes • Board and Chair sign-off • Board representations made to government and/or the Accountable Body • Review of the programme risk register, the Assurance Framework and the Equalities Impact Assessment • Management of potential conflicts of interest • Cabinet papers and minutes • Leader sign off	*Sources of assurance* • Internal audits • Consideration of audit reports and recommendations by the Staveley Town Deal Board and Accountable Body • MHCLG reviews of governance • MHCLG monitoring and evaluation of programme delivery • MHCLG sign-off