



Towns Fund Bid:  
Lessons Learnt



**George Rogers CEng MICE**  
Development Manager  
& Project Director – Staveley Towns Fund  
Chesterfield Canal Trust





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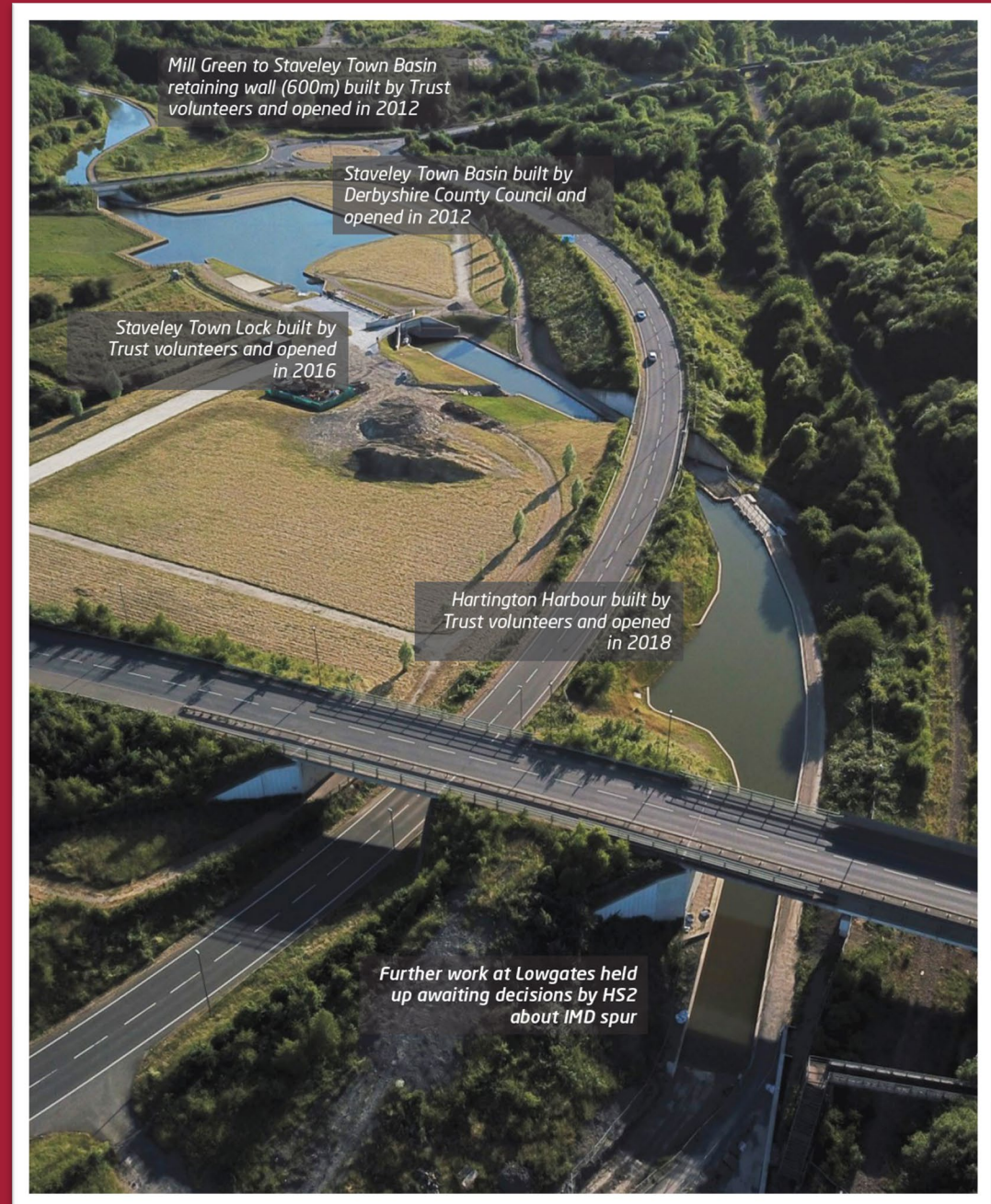
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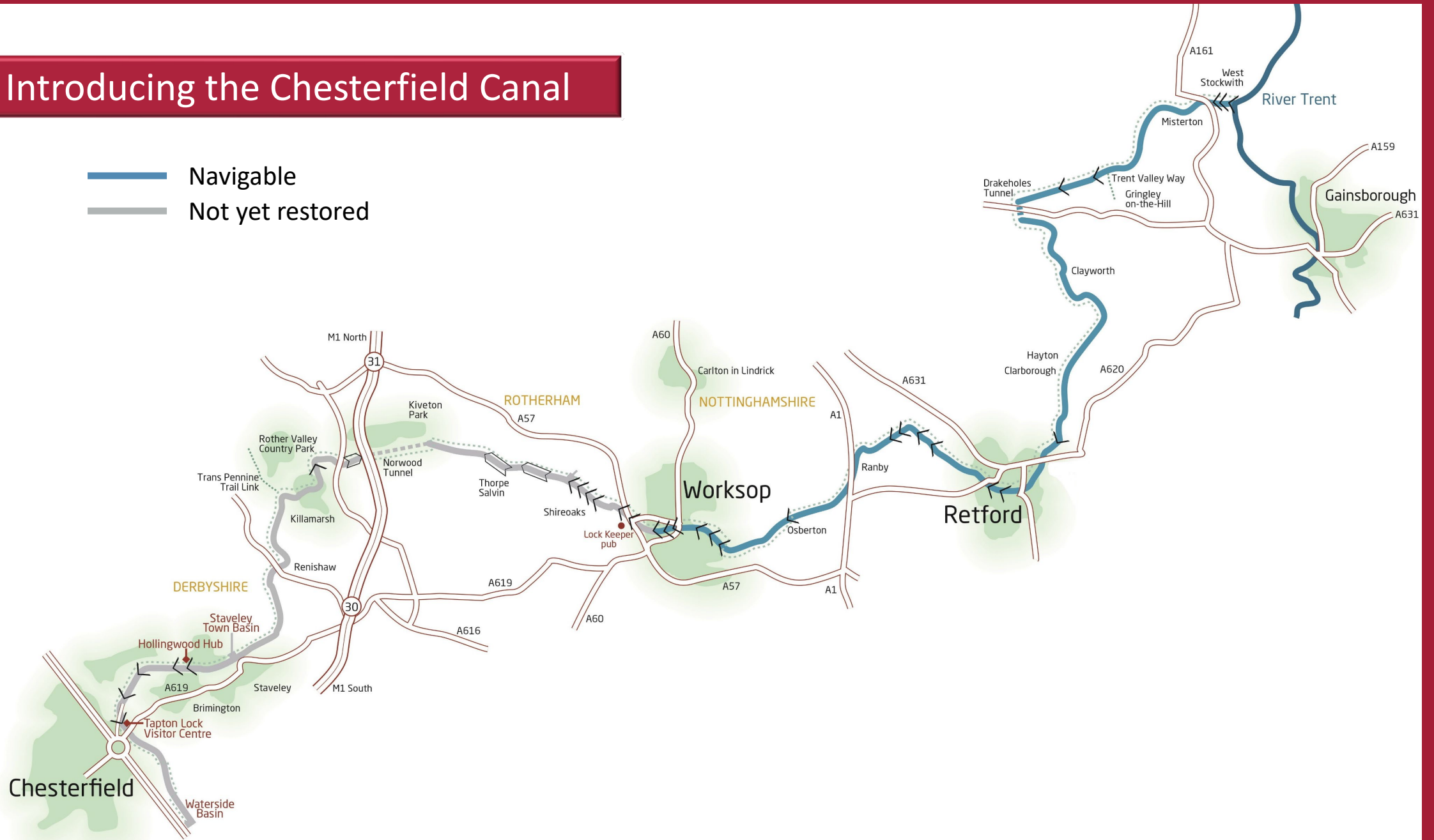
# Agenda

- Introducing the Chesterfield Canal
- The Towns Fund
  - Project Scope
  - Programme & Process – rumour to reality
- Evolving the Trust
  - Resourcing the Project
  - Project Governance
- The Future





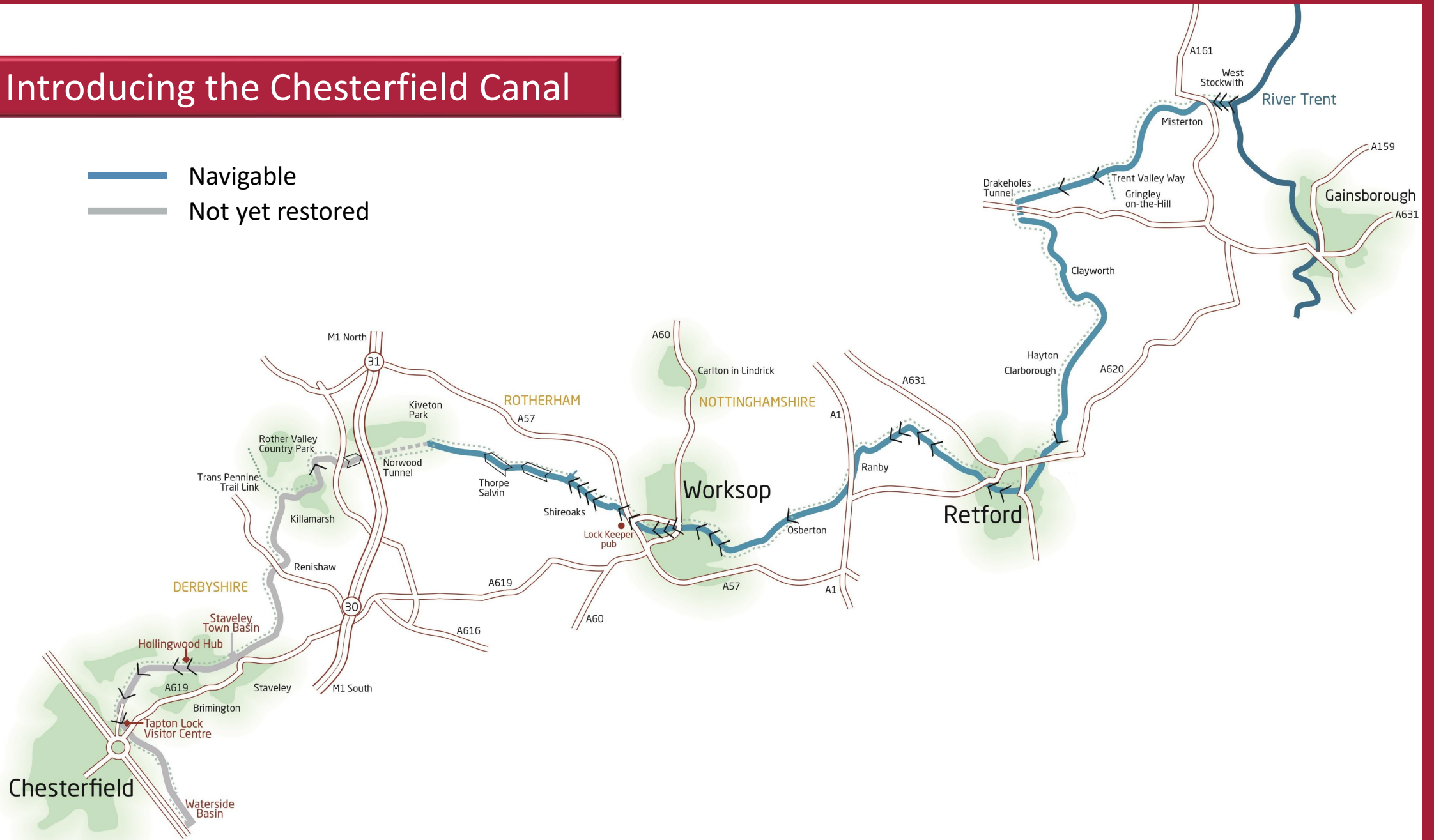
# Introducing the Chesterfield Canal

-  Navigable
-  Not yet restored





# Introducing the Chesterfield Canal

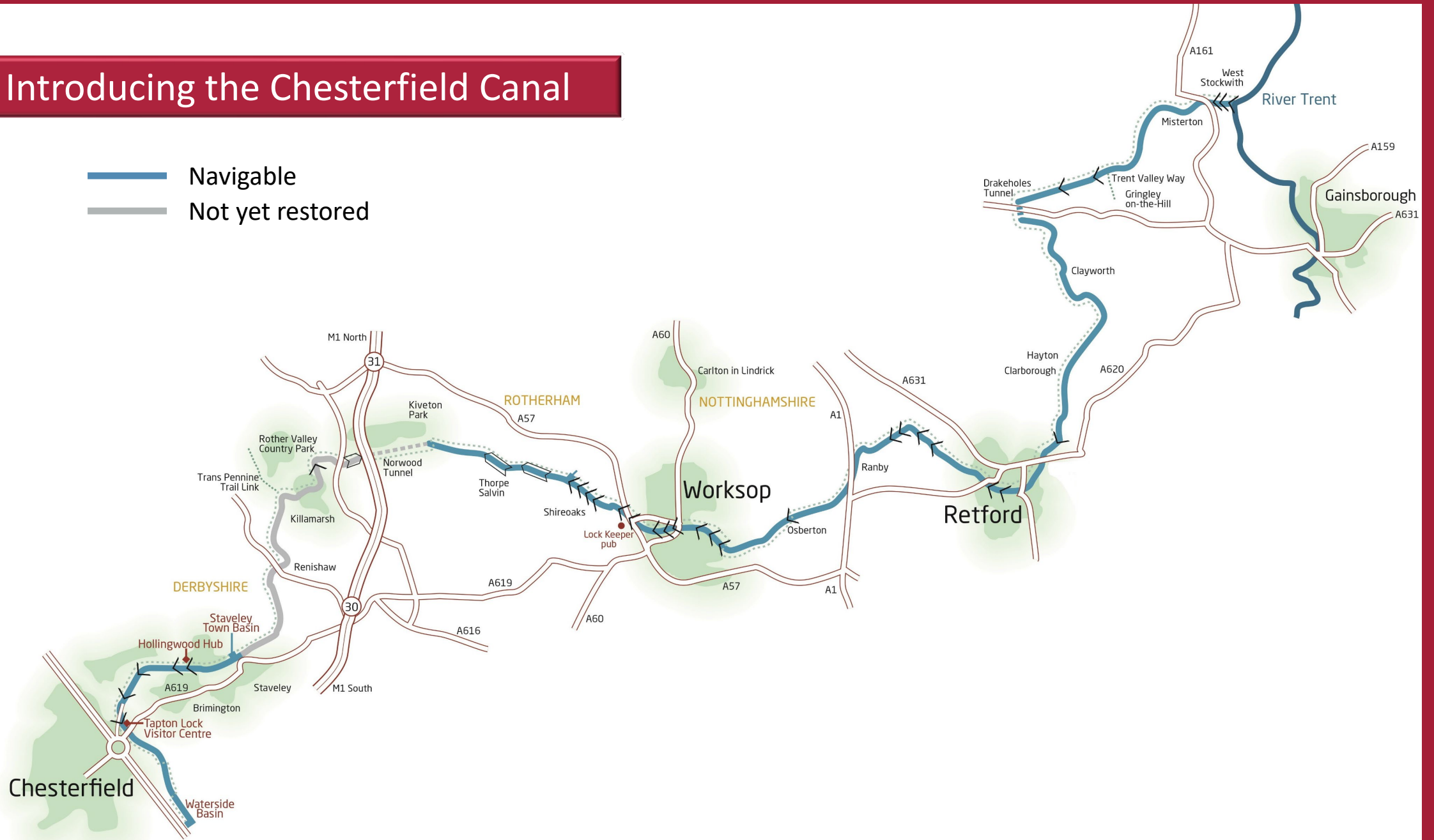
-  Navigable
-  Not yet restored







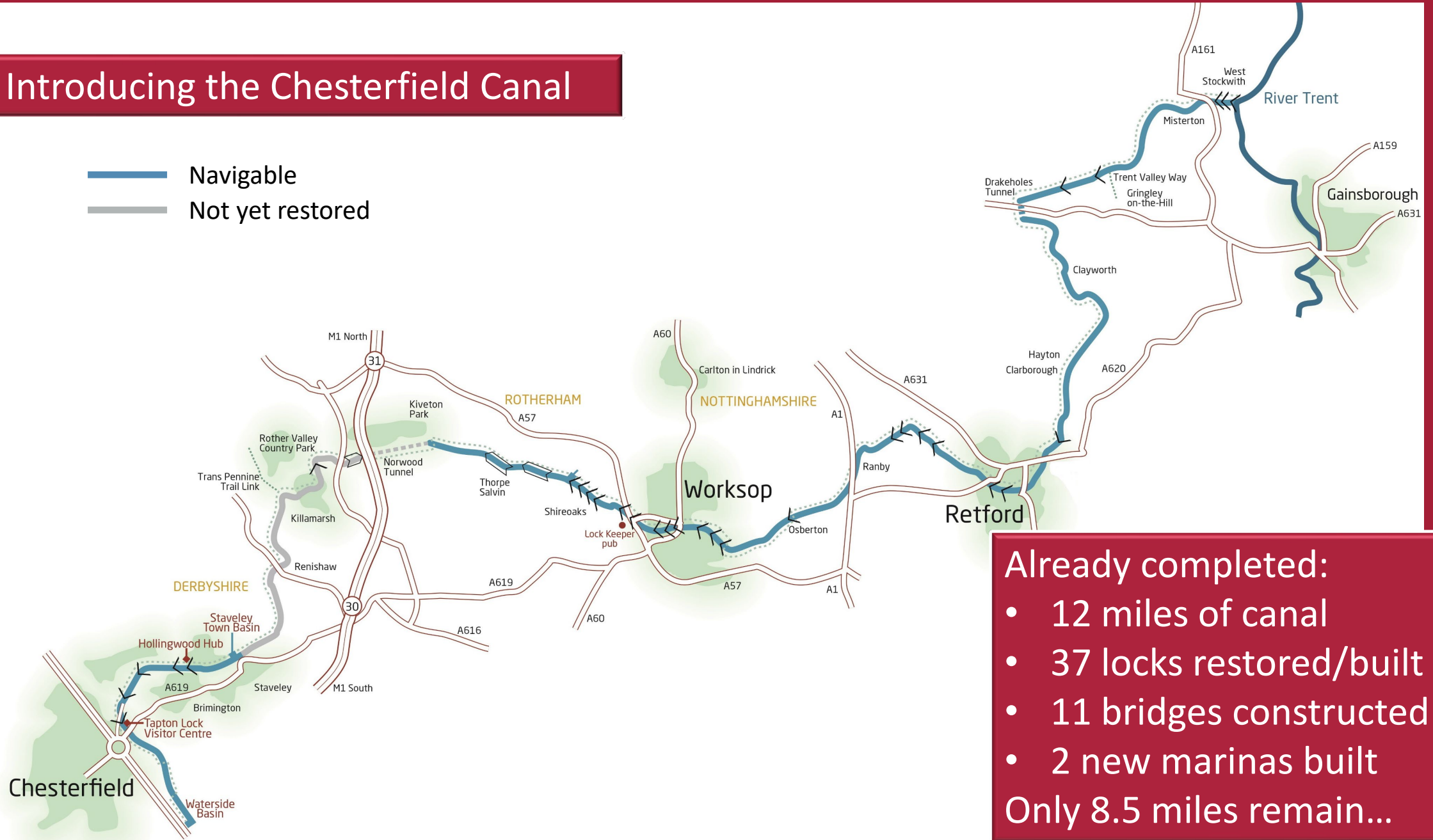
# Introducing the Chesterfield Canal

-  Navigable
-  Not yet restored



# Introducing the Chesterfield Canal

 Navigable  
 Not yet restored

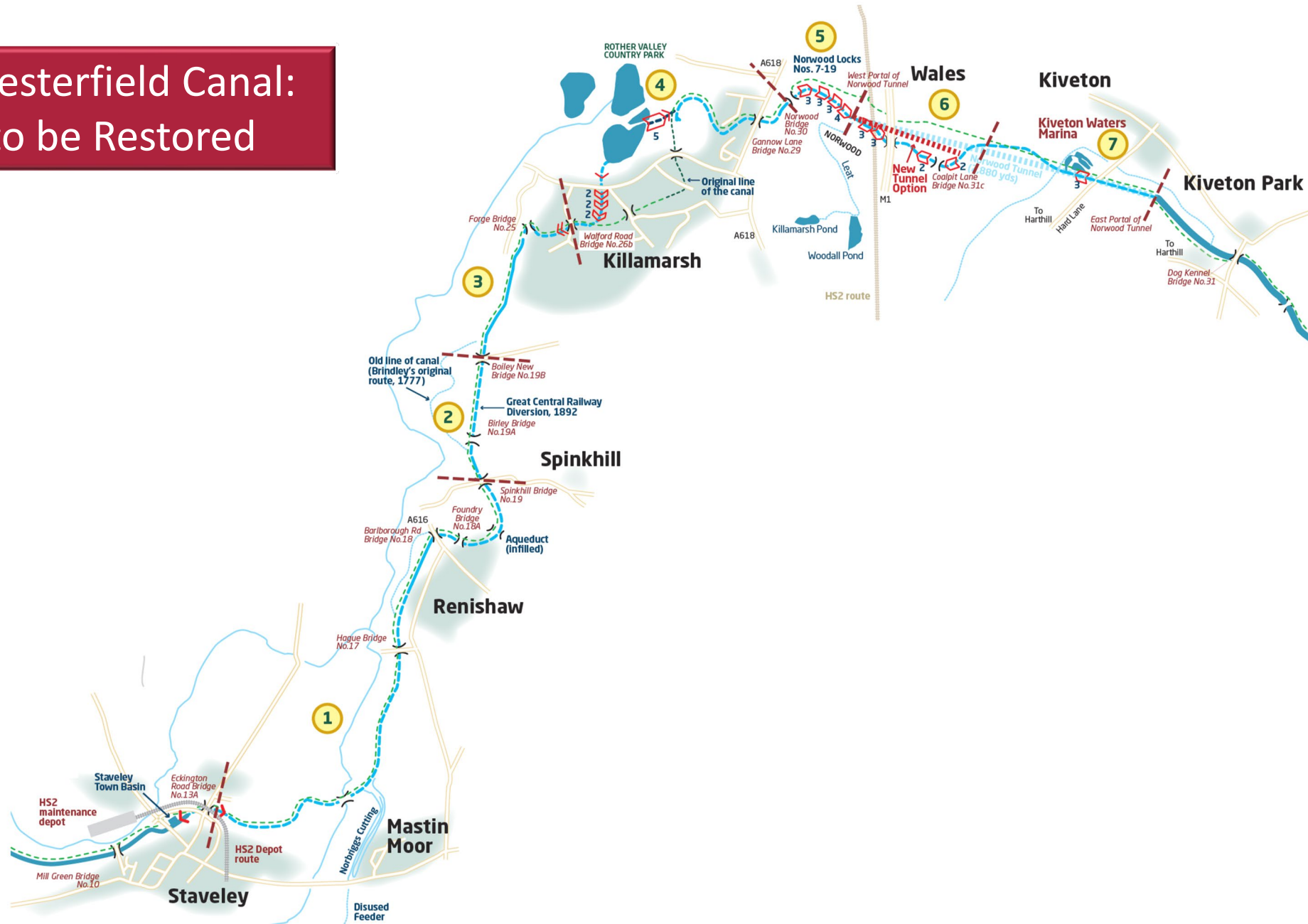


**Already completed:**

- 12 miles of canal
- 37 locks restored/built
- 11 bridges constructed
- 2 new marinas built

**Only 8.5 miles remain...**

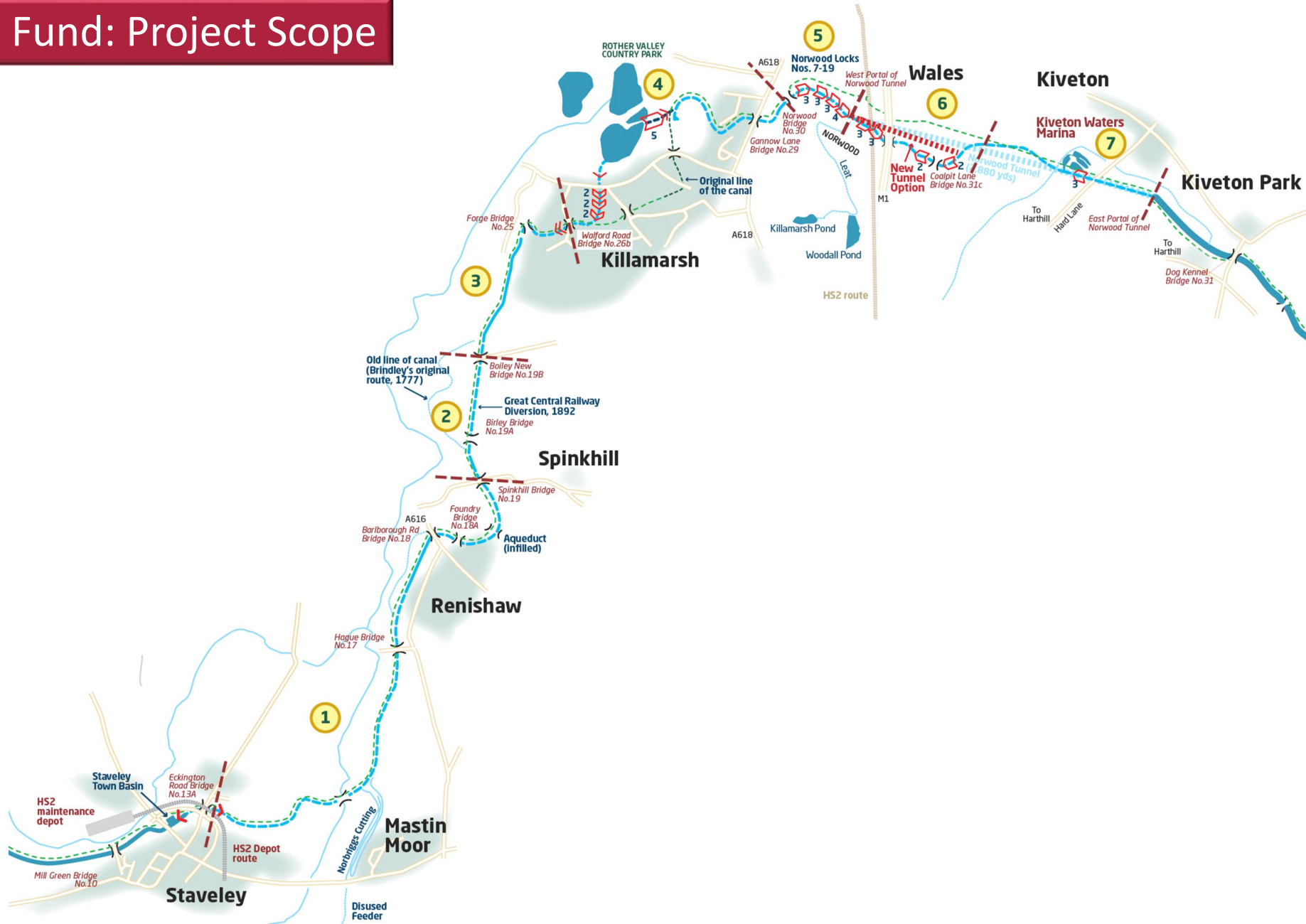
# The Chesterfield Canal: Still to be Restored



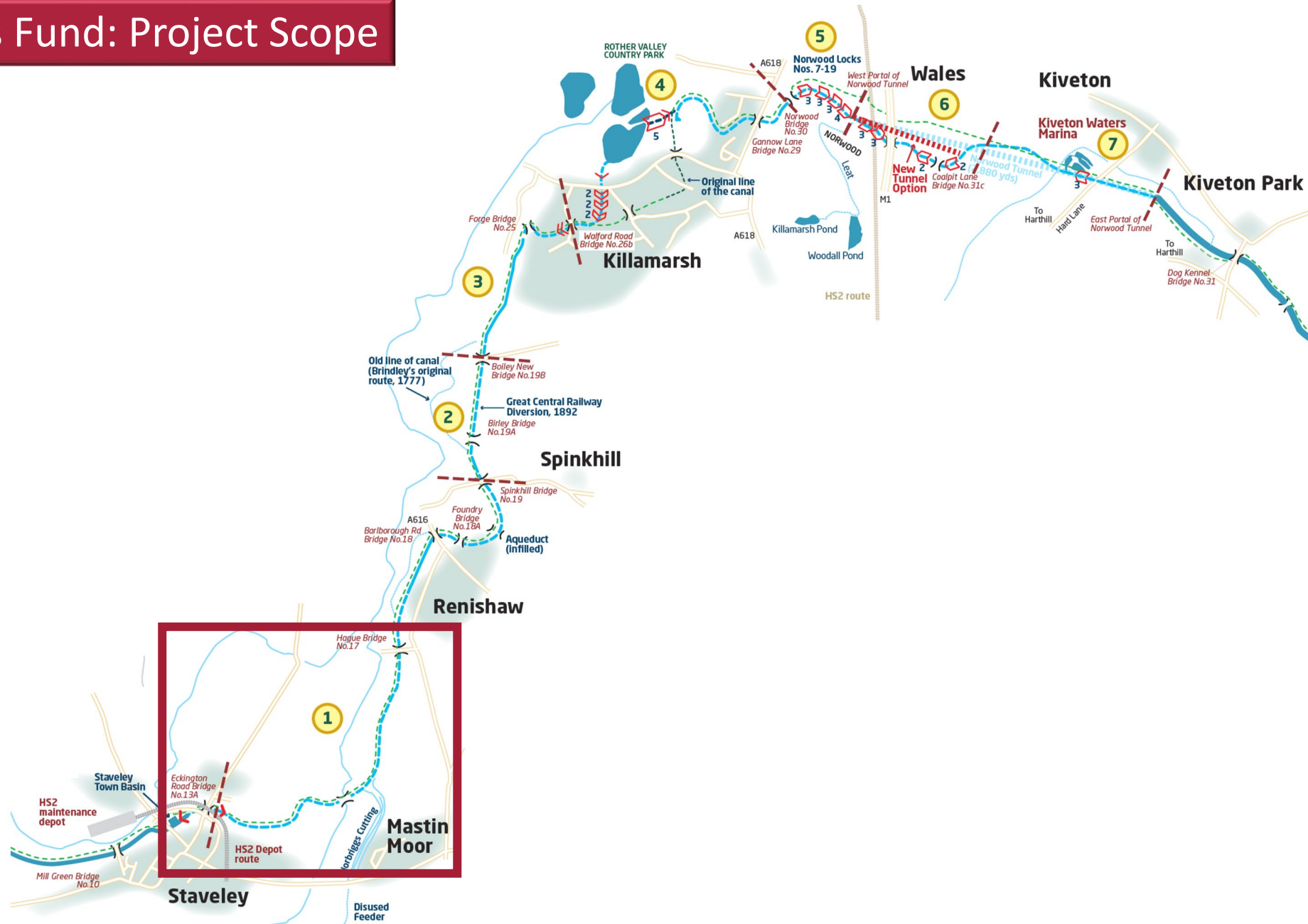
# The Towns Fund



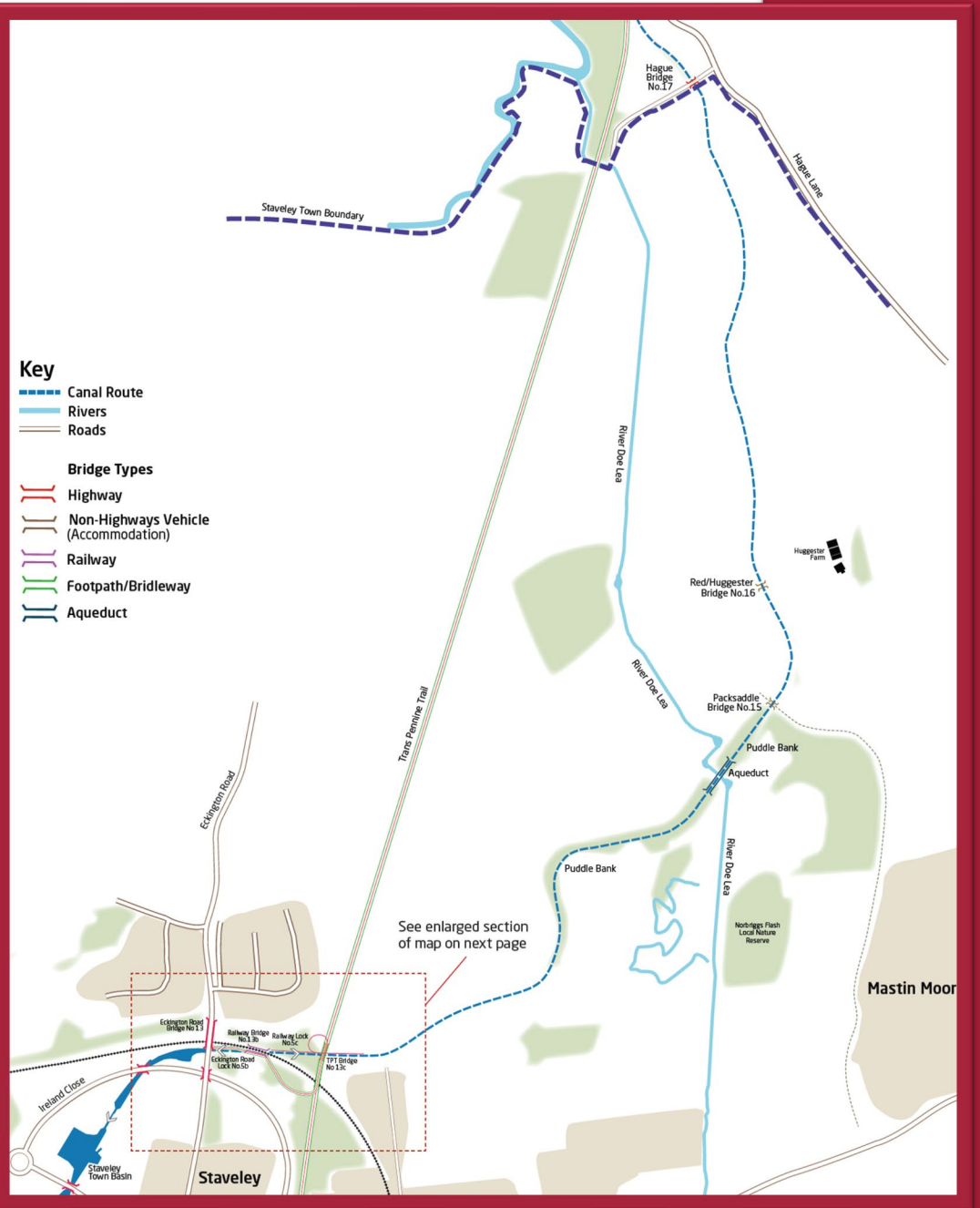
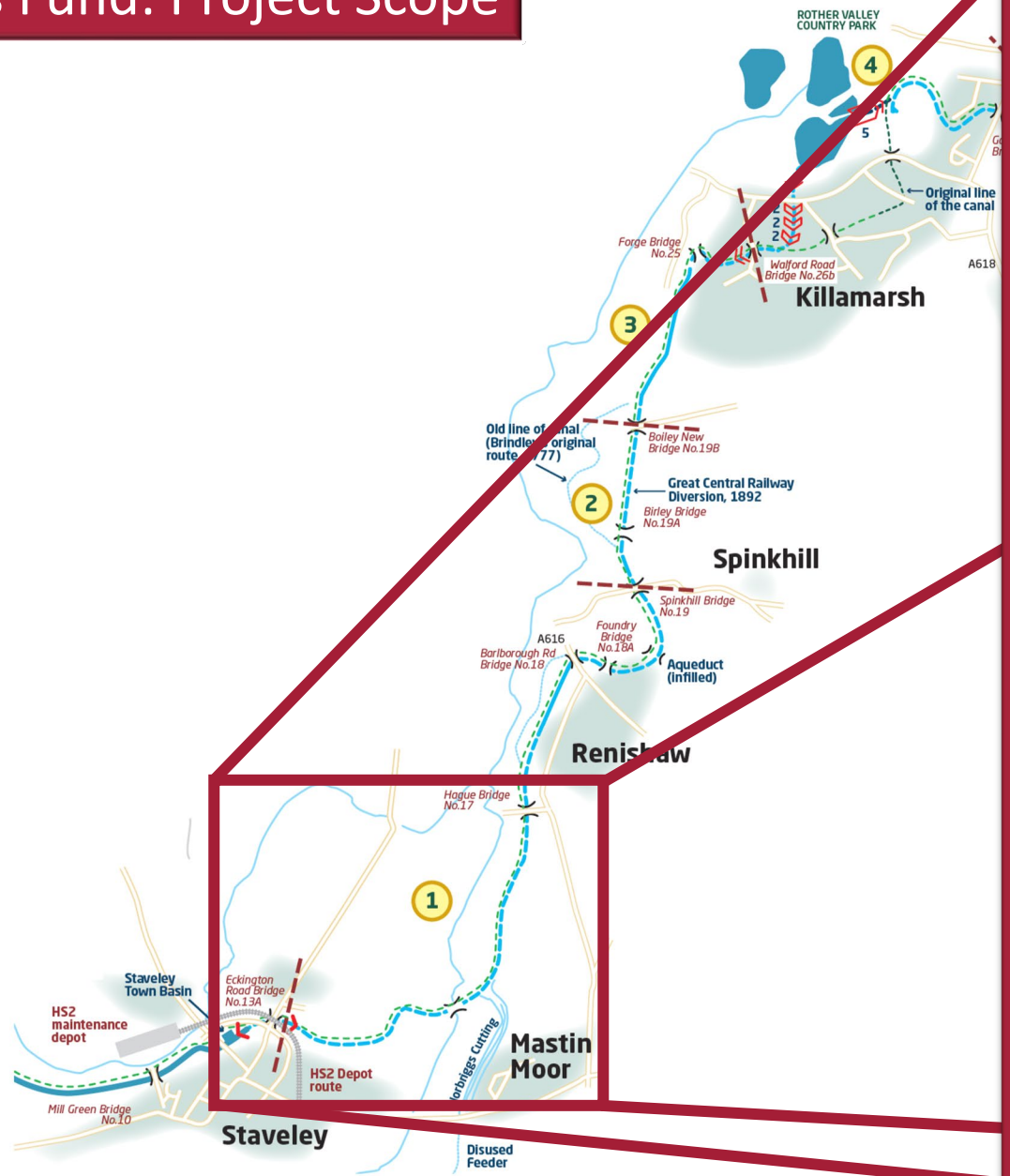
# The Towns Fund: Project Scope



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# The Towns Fund: Project Scope

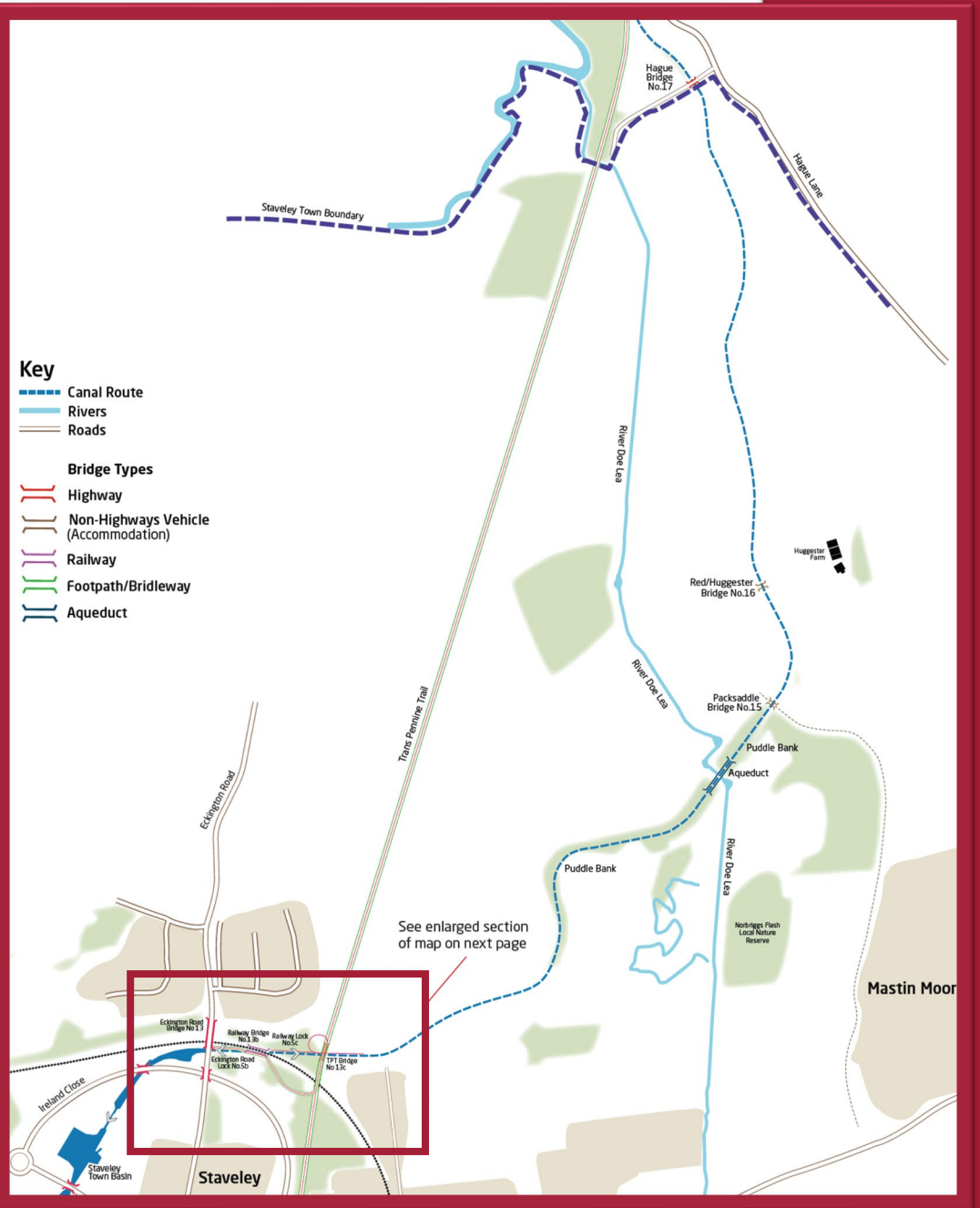
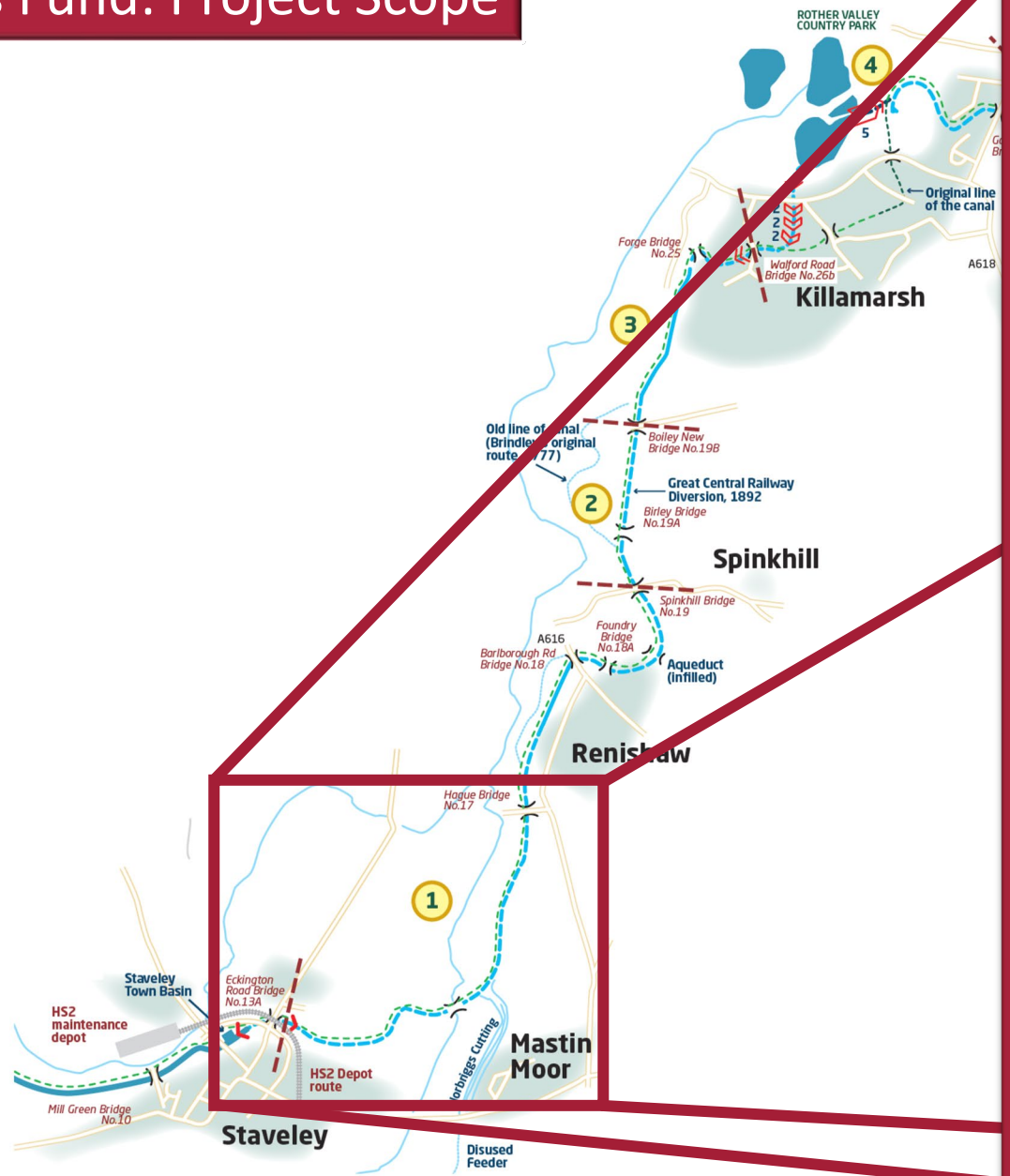


- Key**
- Canal Route
  - Rivers
  - Roads
- Bridge Types**
- Highway
  - Non-Highways Vehicle (Accommodation)
  - Railway
  - Footpath/Bridleway
  - Aqueduct



See enlarged section of map on next page

# The Towns Fund: Project Scope



- Key**
- Canal Route
  - Rivers
  - Roads
- Bridge Types**
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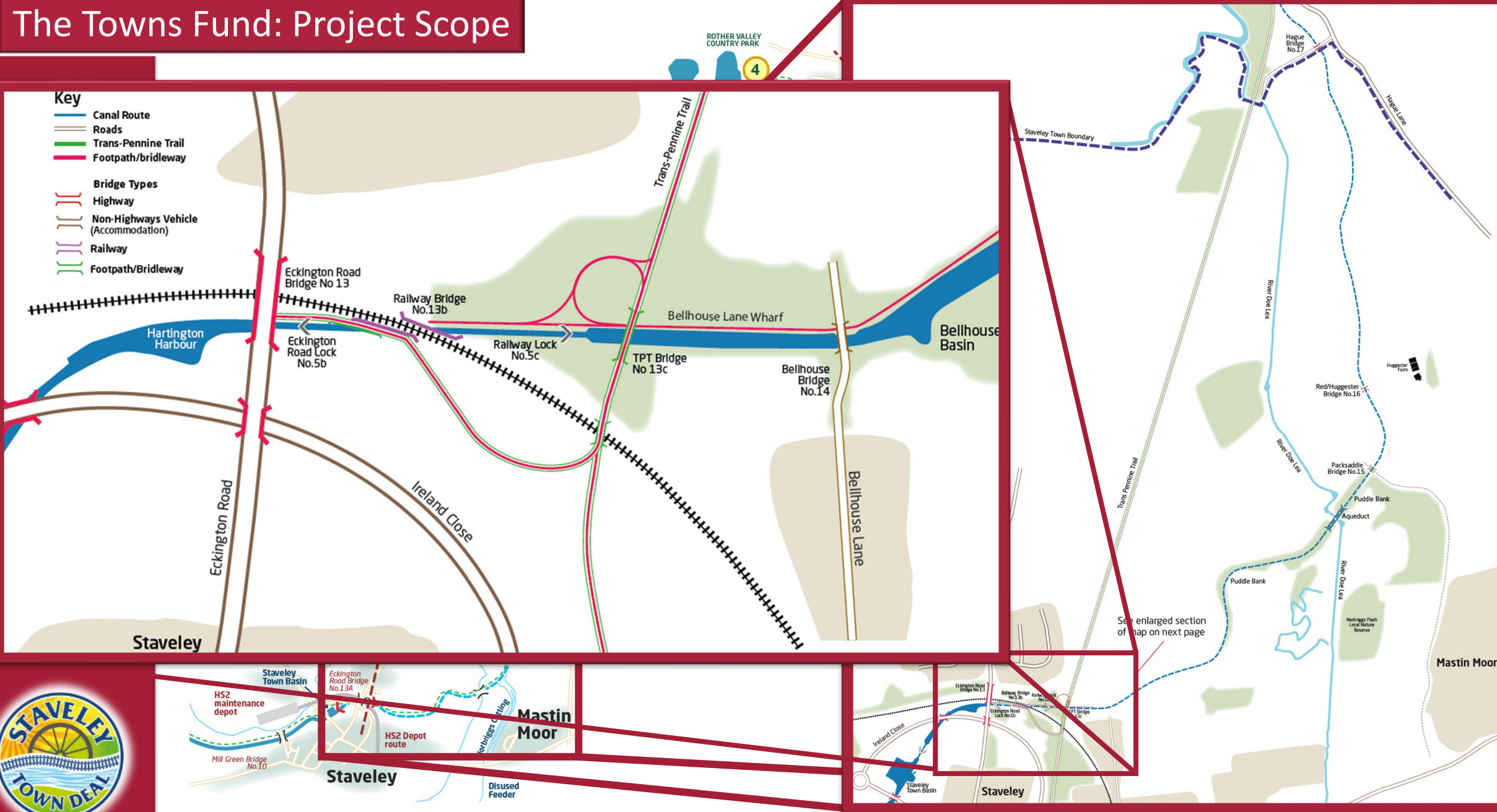




# The Towns Fund: Project Scope

## Key

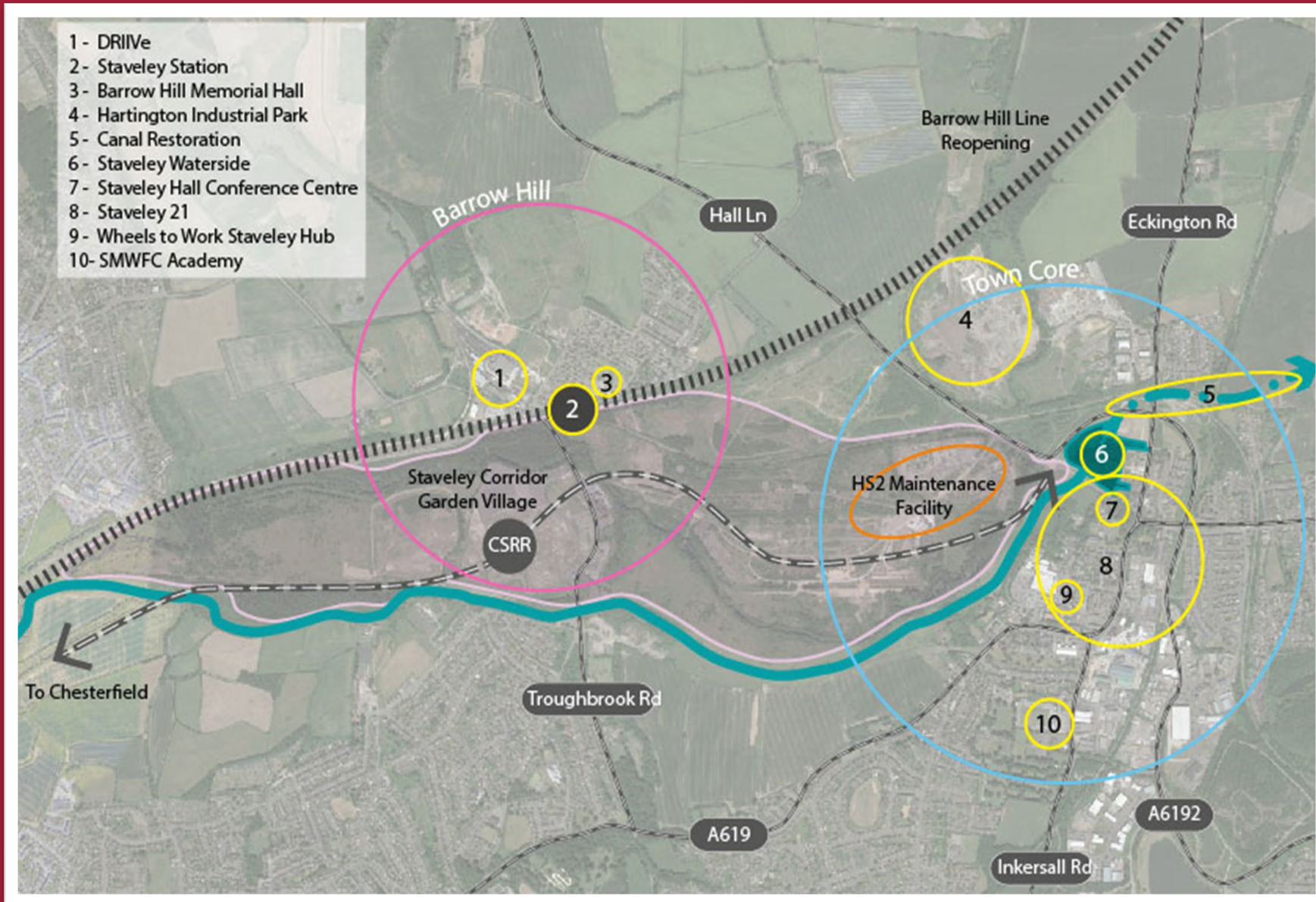
-  Canal Route
  -  Roads
  -  Trans-Pennine Trail
  -  Footpath/bridleway
- 
- Bridge Types**
  -  Highway
  -  Non-Highways Vehicle (Accommodation)
  -  Railway
  -  Footpath/Bridleway



See enlarged section of map on next page



# The Towns Fund: What & How?

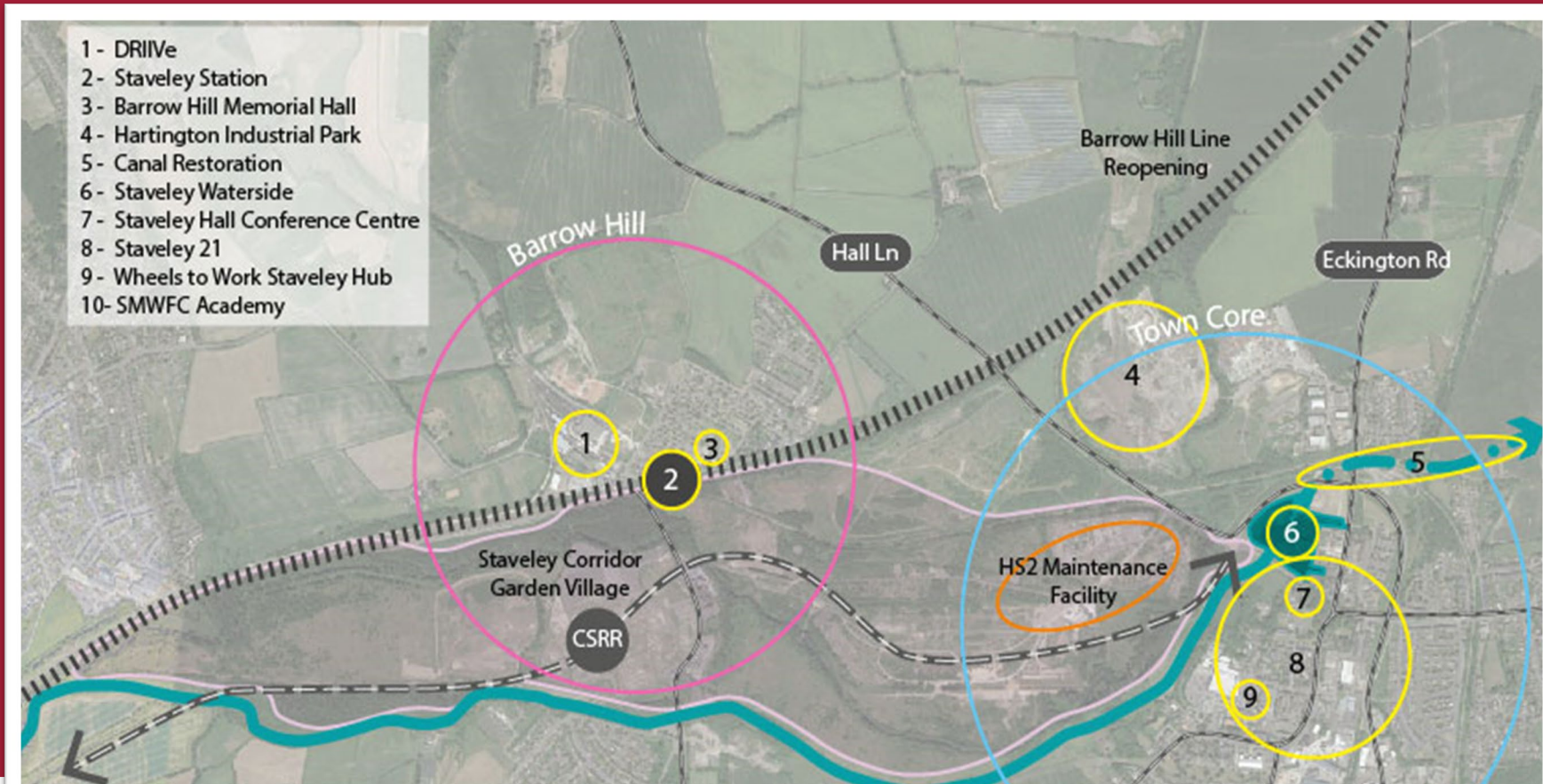


Programme managed by Chesterfield Borough Council, with funding from the Towns Fund





# The Towns Fund: What & How?



Programme managed by Chesterfield Borough Council, with funding from the Towns Fund

CHESTERFIELD BOROUGH COUNCIL

HM Government

September 2019:  
Towns Fund Announced

2020:  
Getting the canal into the Town Investment Plan

March 2021:  
Staveley awarded £25.2m (against ask of £26.6m)



# The Towns Fund: What & How?



April - June 2021:  
Recruit initial  
consultancy team

July - Dec 2021:  
Prepare Green  
Book Business Case

Jan -Feb 2022:  
Rework Business Case  
for amended scheme

March 2022:  
Submit Final Business  
Case for approval

April - July 2022:  
Project setup & recruit  
Primary Consultant

August 2022:  
Project delivery begins



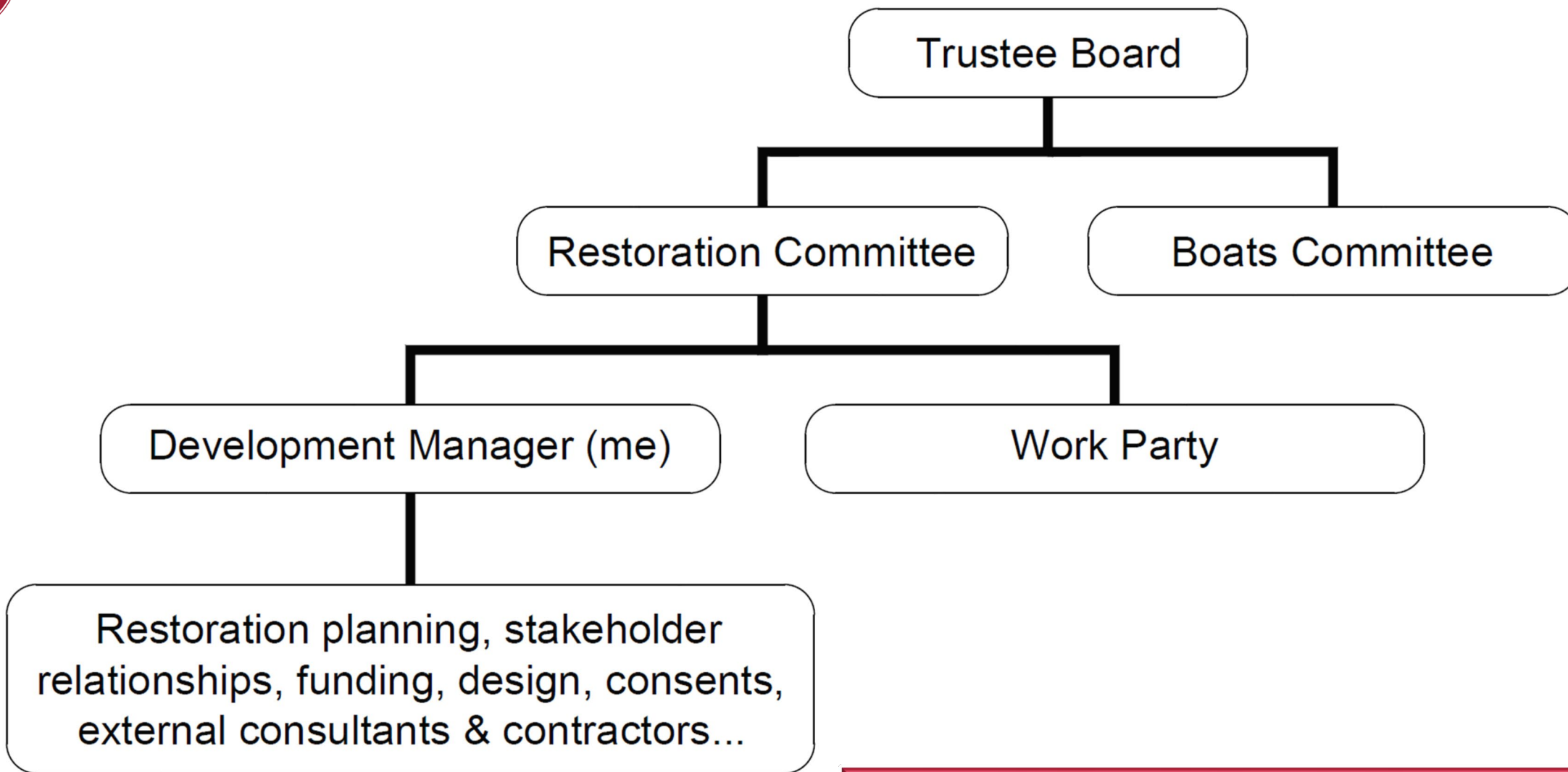
**Chesterfield Canal Restoration**  
Staveley Towns Fund: Business Case  
March 2022



Beyond Consulting



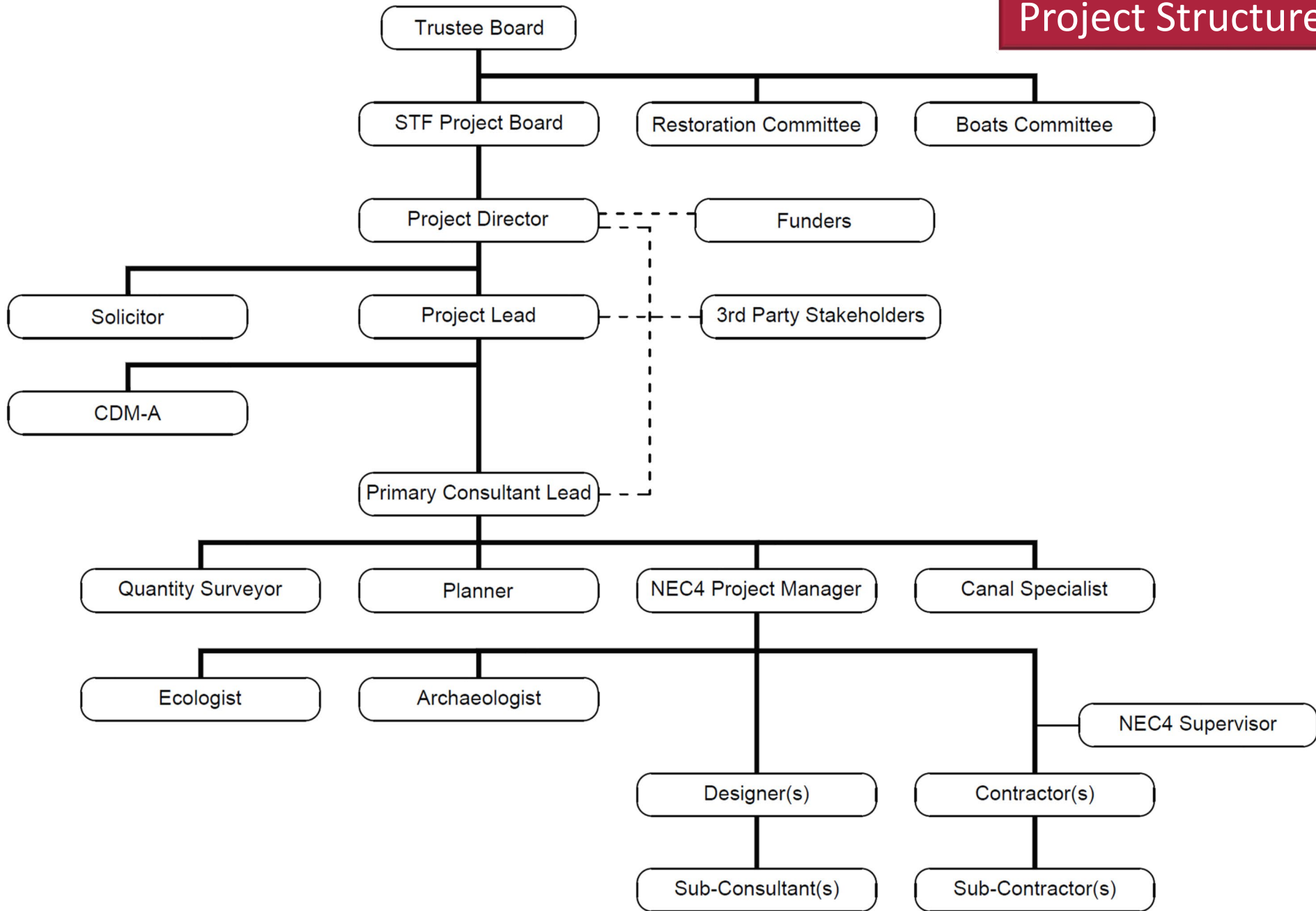
# Evolving the Trust



Project Structure (Before the Towns Fund)

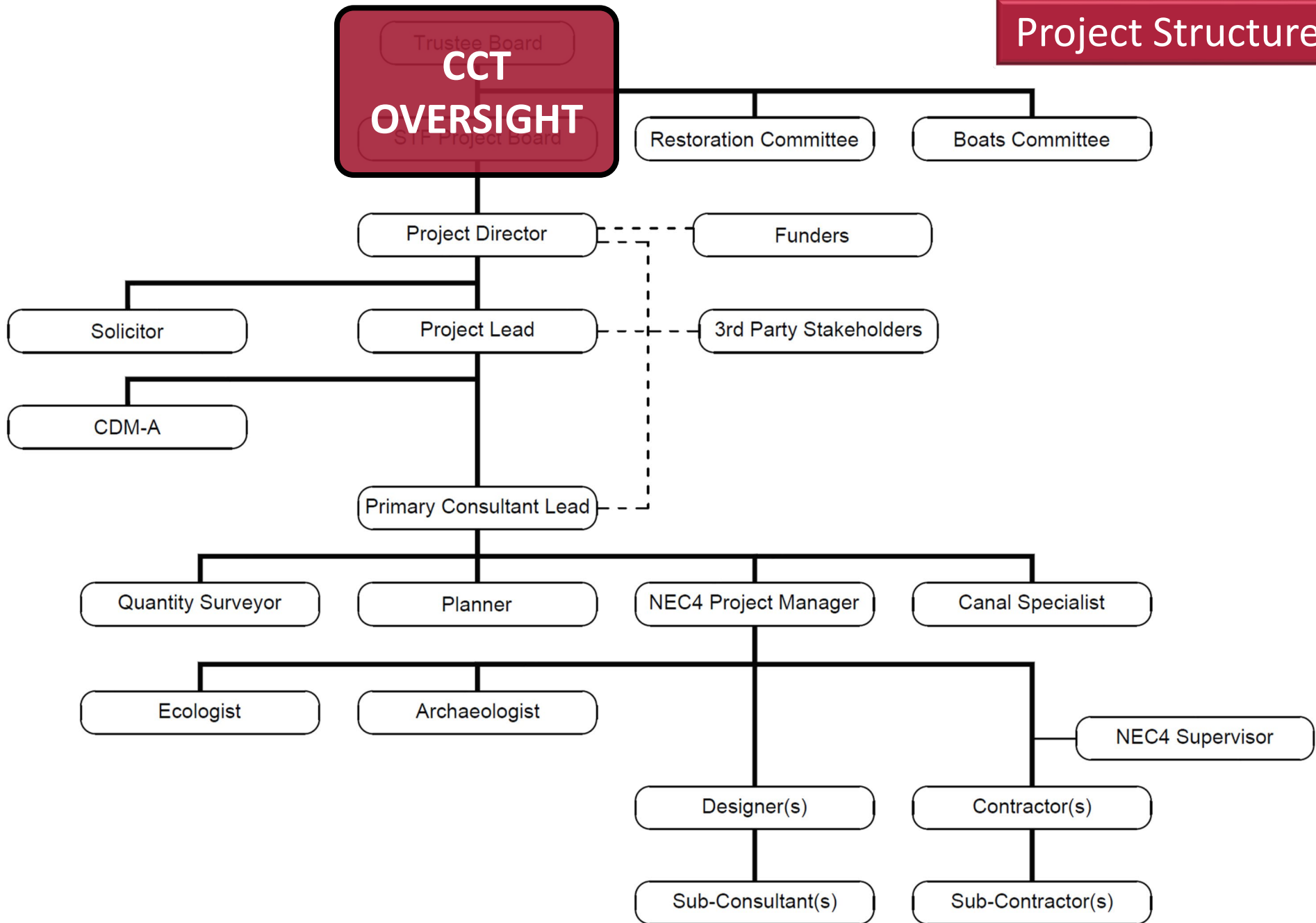


# Project Structure (Now)





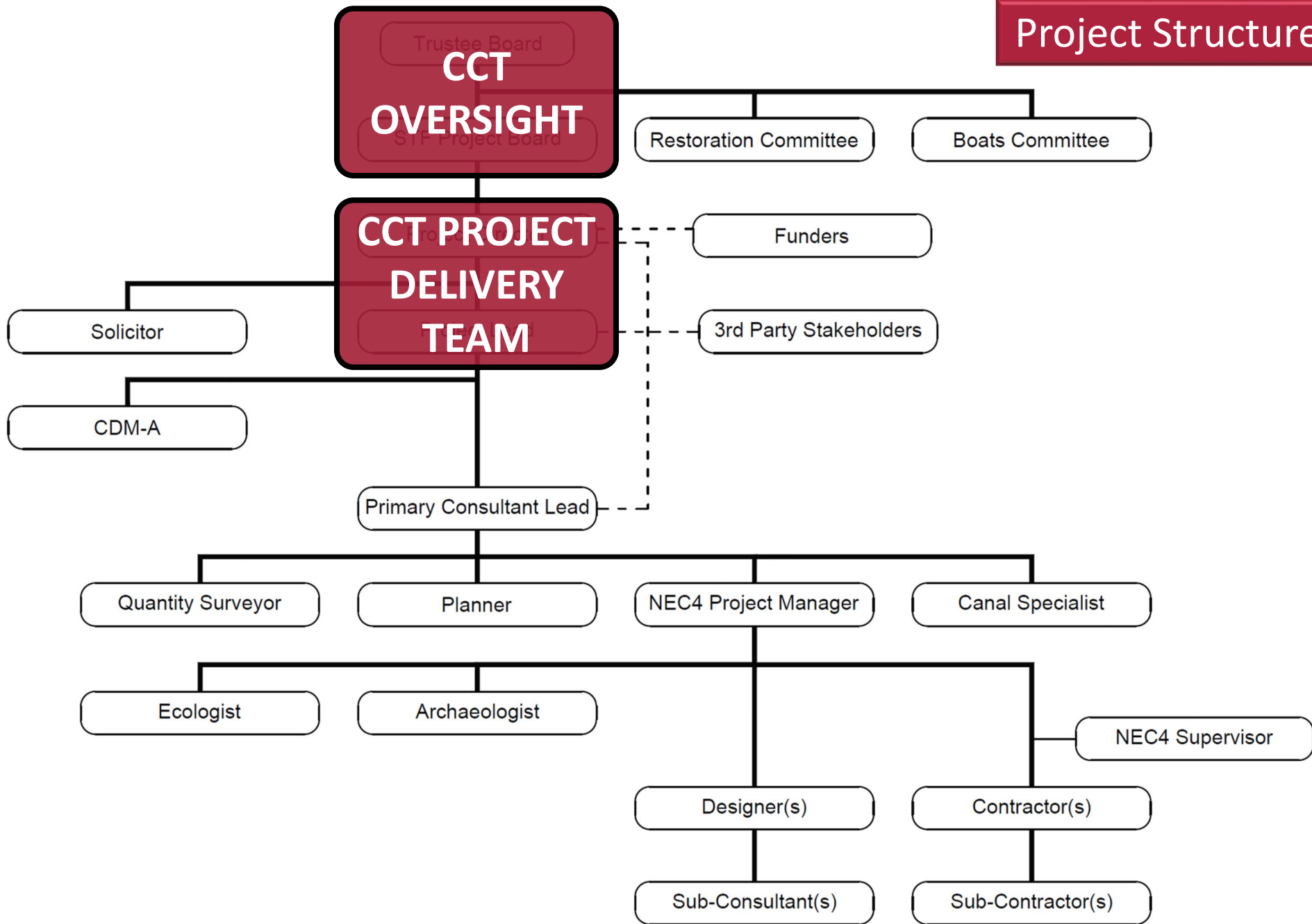
# Project Structure (Now)





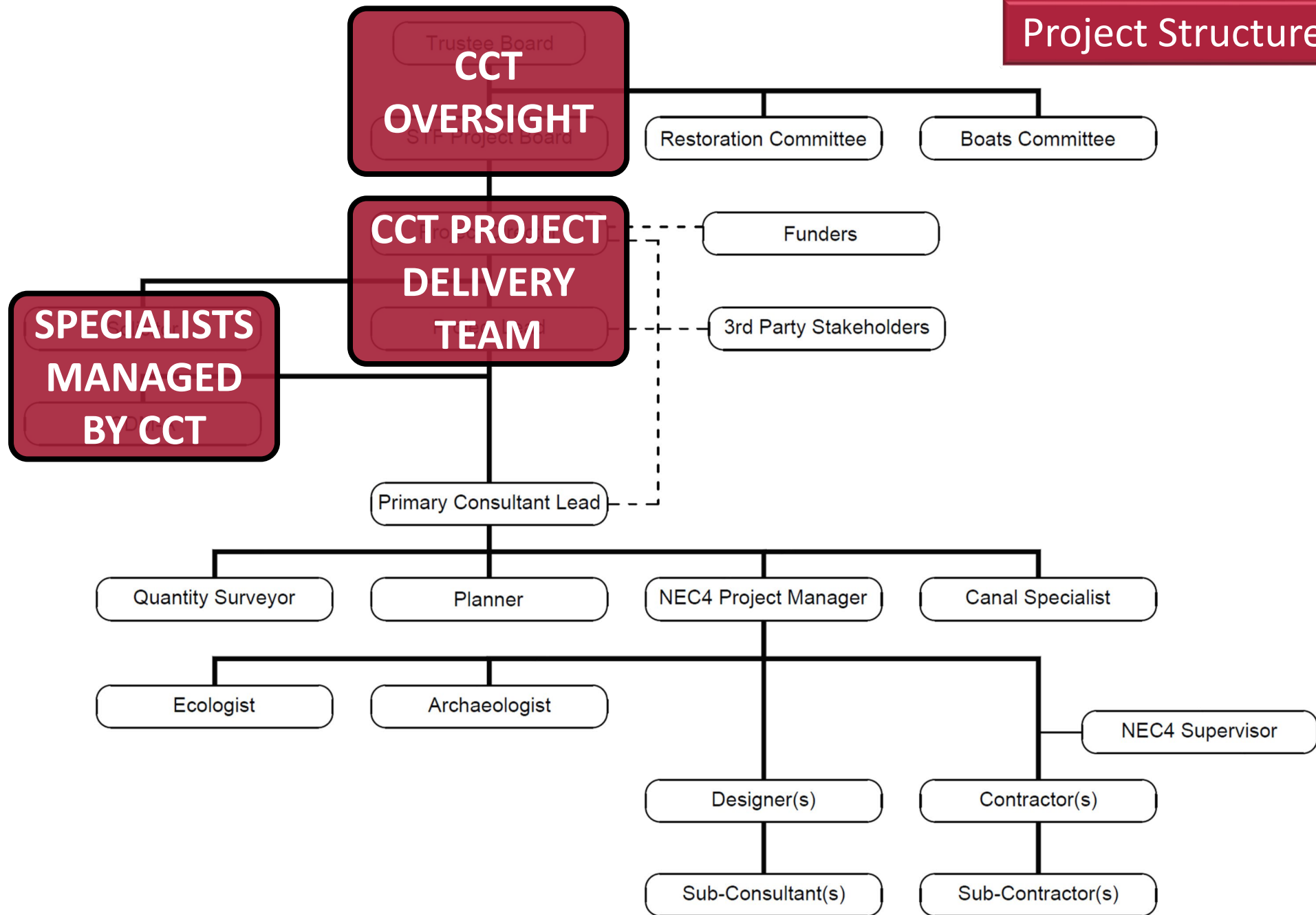


# Project Structure (Now)



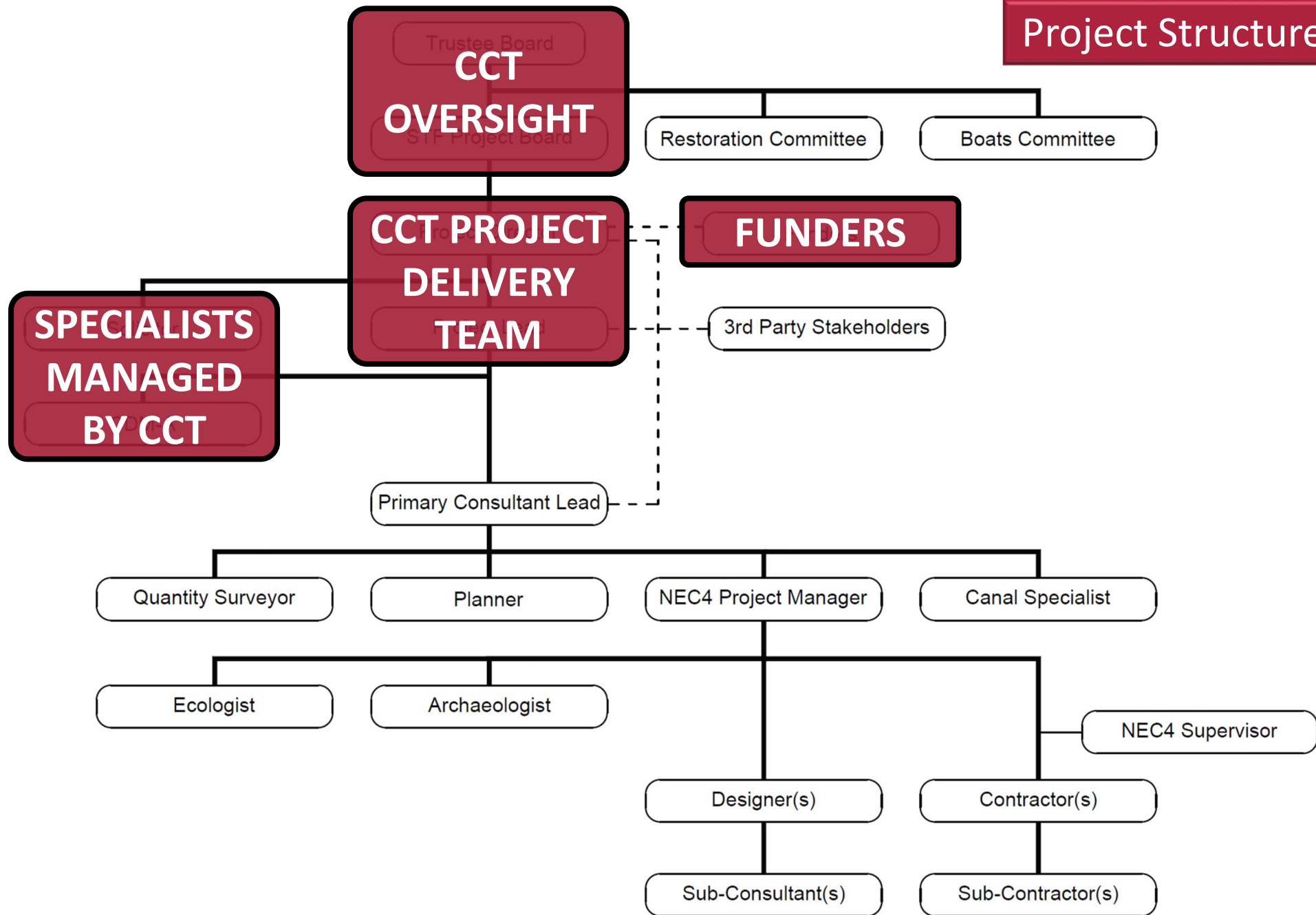


# Project Structure (Now)



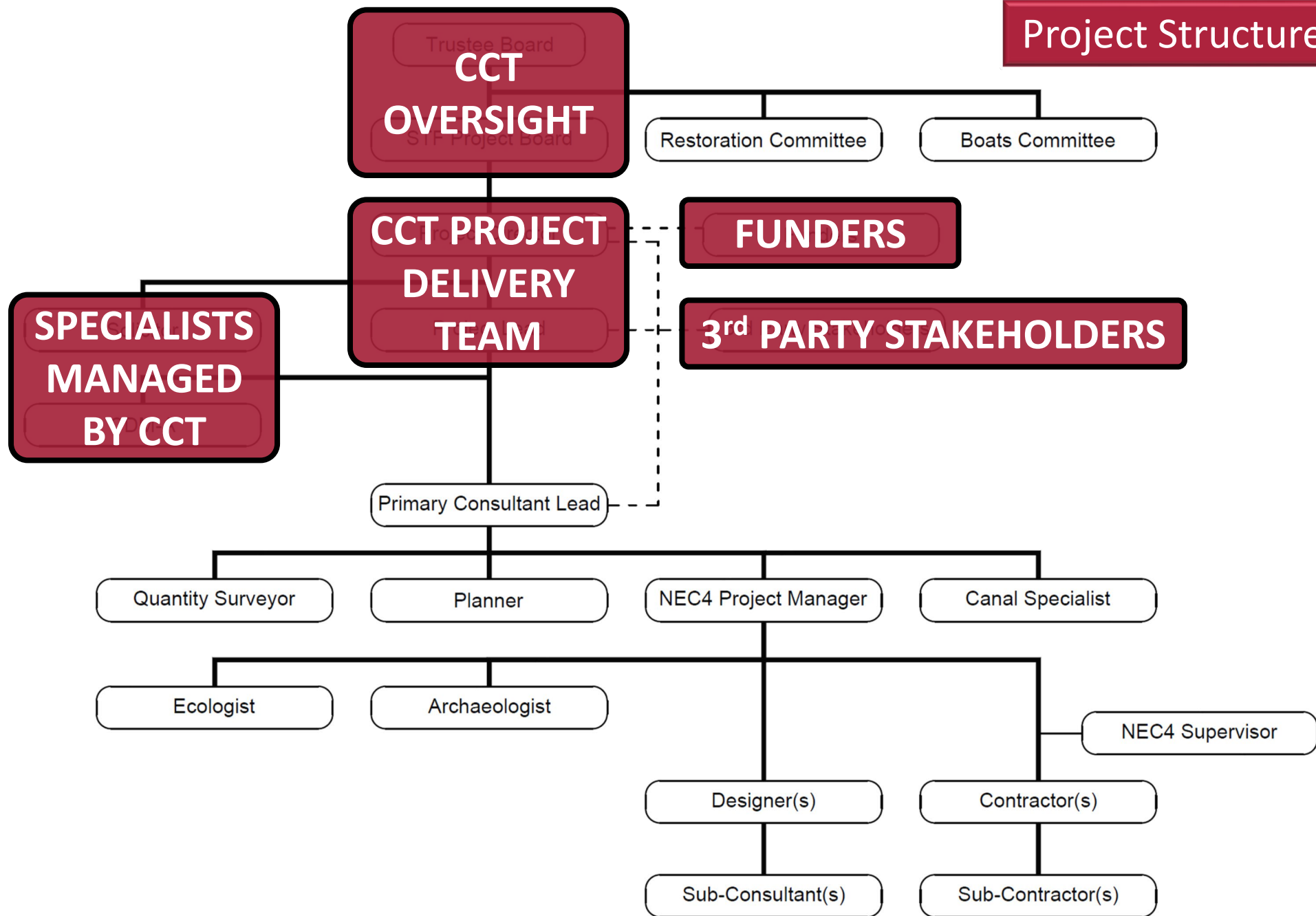


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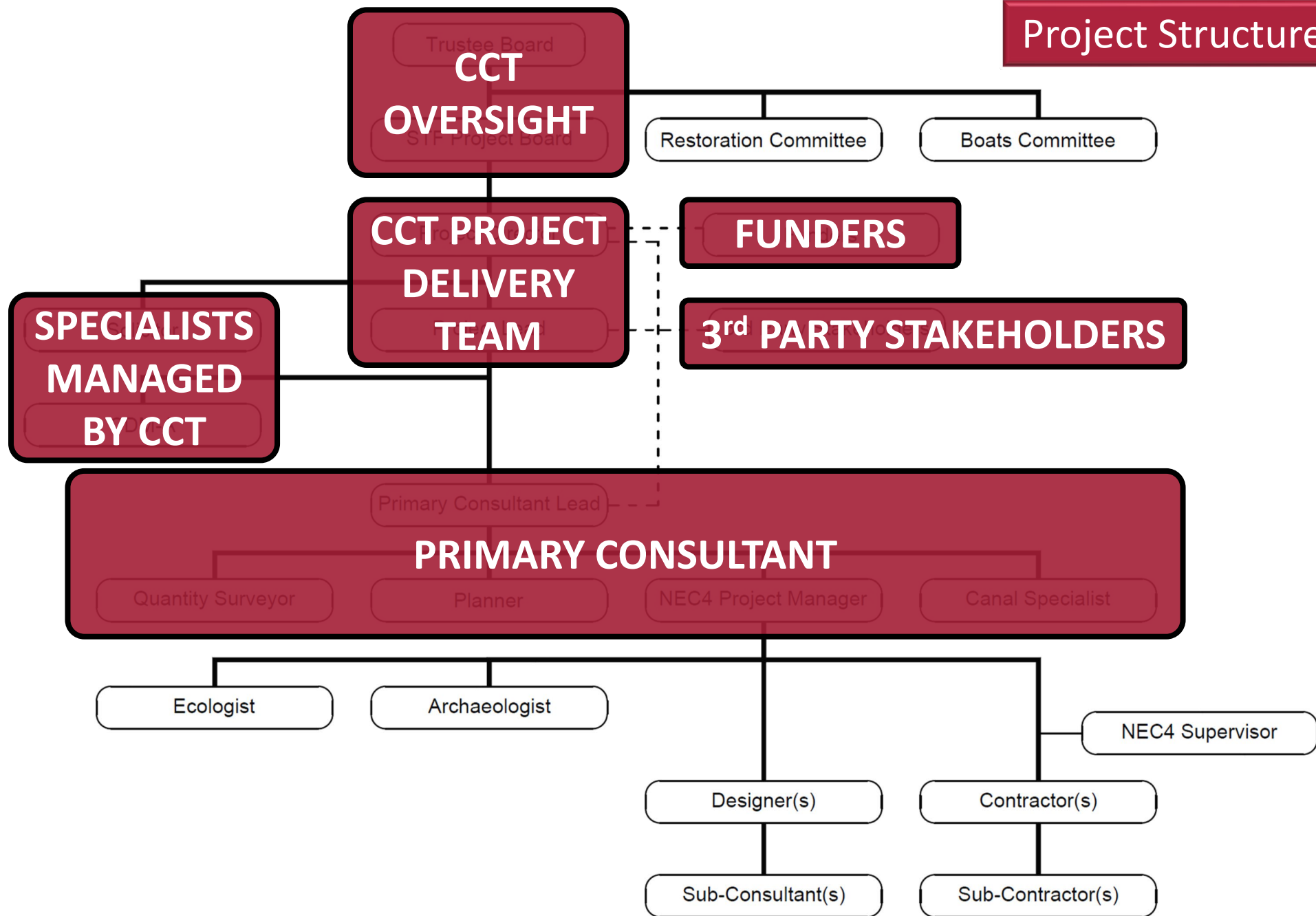


# Project Structure (Now)



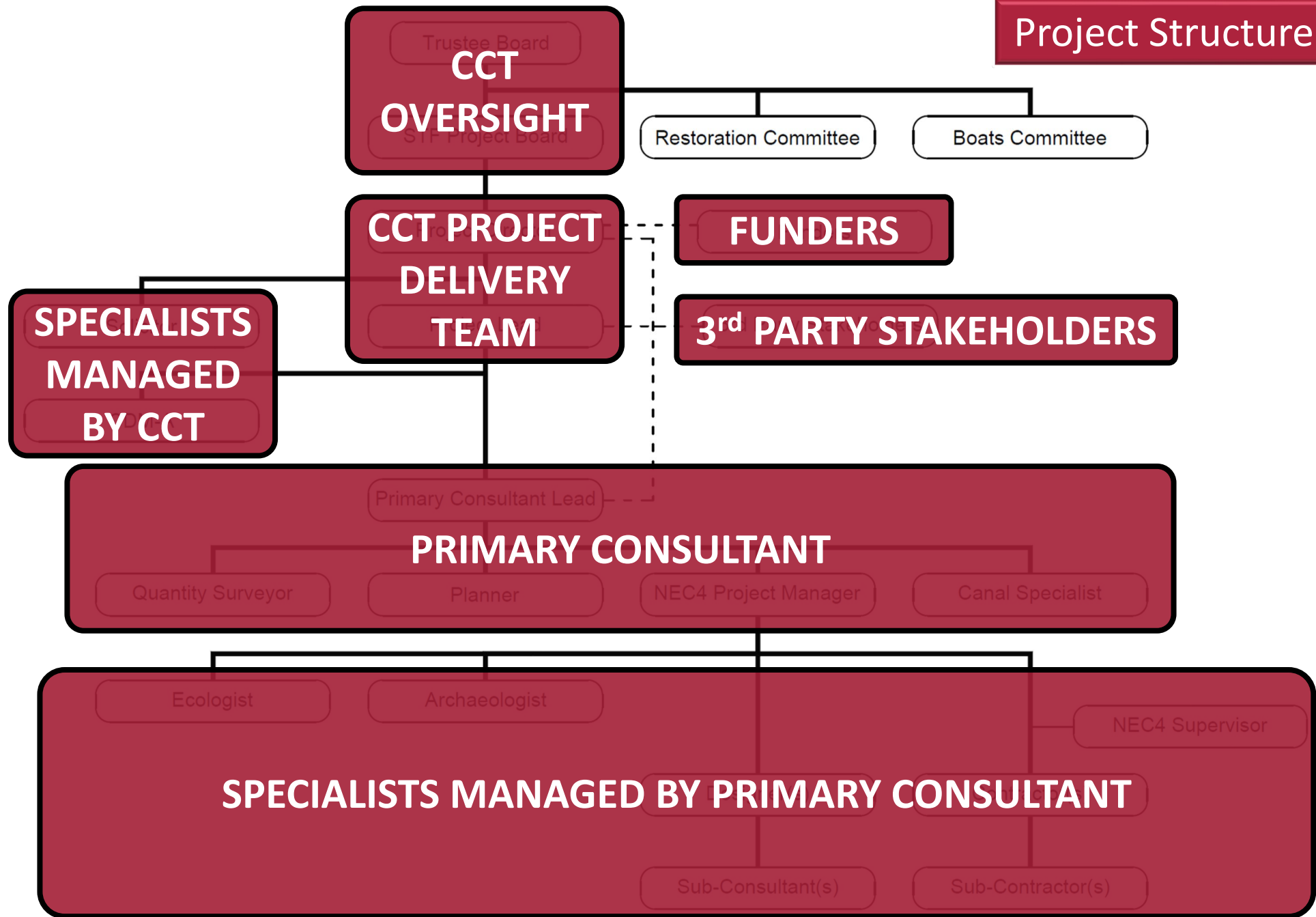


# Project Structure (Now)





# Project Structure (Now)





# The Project Board



Name	
Version No.	Adopted (Date) [Date] (CCT Trustee Meeting, Minute xxx)
<b>Project Scope</b>	
Summary	
Objectives	
Outputs	
Outcomes	
<b>Project Budget</b>	
<b>Project Programme</b>	
<b>Project Board Membership</b> (v) = voting member, (o) = observer / non-voting member	
Project Director (v)	
Finance Representative (v)	
Senior User (v)	
Senior Supplier (v)	
CCT Representative (v)	
Other Representatives (v)	
Other Representatives (o)	
<b>Responsibilities &amp; Delegated Authorities</b>	
Summary	
Additional / modified responsibilities	
Delegated authority limits	
<b>Reporting Requirements</b>	
Reports to Trustees	
Reports to Funders	
Reports to Others	
<b>Meeting Arrangements</b>	
Frequency	
Format	
Adopted process(es) for decisions required between meetings	
Meeting Agenda	
Quorum	



# The Project Board

## Project Scope: Objectives

SMART Objectives, restated from Business Case (section 2.8)

- A. Restore to full navigation 850m of the Chesterfield Canal, east from Eckington Road, upgrading existing outdoor space
- B. Upgrade existing footpath (Cuckoo Way) to a fully accessible surfaced path for walkers, cyclists and disabled users
- C. Upgrade existing cycle links where Trans-Pennine Trail crosses the canal, remove existing ramp network and reprofile to pass over new bridge
- D. Increase usage of the canal towpath by residents commuting to work
- E. Increase usage of the canal towpath for leisure purposes
- F. Improve the perception of the place amongst residents and visitors



Name			
Version No.	Adopted (Date)	[Date]	(CCT Trustee Meeting, Minute xxx)
<b>Project Scope</b>			
Summary			
Objectives			
Outputs			
Outcomes			
<b>Requirements for meetings</b>			
Meeting Agenda			
Quorum			





# The Project Board

## Project Scope: Outputs

- 850m of fully navigable canal channel (measured east of Eckington Road), including water supply & water management infrastructure
- 1no. lock (Railway Lock, no. 5c)
- 1no. bridleway bridge (TPT Bridge, no. 13c)
- 1no. private vehicle bridge (Bellhouse Bridge, no. 14)
- 2.61km upgraded towpath from Eckington Road to Hague Lane
- 0.14km upgraded connecting paths at Bellhouse Lane
- 0.44km realigned and upgraded cycle links around the TPT Bridge
- Detailed design for full restoration completed from Eckington Road to Hague Lane
- Land agreements in place for full restoration from Eckington Road to Hague Lane



Name			
Version No.	Adopted (Date)	[Date]	(CCT Trustee Meeting, Minute xxx)
<b>Project Scope</b>			
Summary			
Objectives			
Outputs			
Outcomes			

Meeting Agenda	
Quorum	



# The Project Board

## Project Scope: Outcomes

- 50% increase from pre-construction baseline in usage of the canal towpath by residents commuting to work (SMART Objective D)
- 20% increase from pre-construction baseline in usage of the canal towpath for leisure purposes (SMART Objective E)
- 80% of surveyed residents and visitors agree/strongly agree that the restored canal offers a quality space (SMART Objective F)



Name			
Version No.	Adopted (Date)	[Date]	(CCT Trustee Meeting, Minute xxx)
<b>Project Scope</b>			
Summary			
Objectives			
Outputs			
Outcomes			

<b>Reporting Requirements</b>	
Reports to Trustees	
Reports to Funders	
Reports to Others	
<b>Meeting Arrangements</b>	
Frequency	
Format	
Adopted process(es) for decisions required between meetings	
Meeting Agenda	
Quorum	



# The Project Board



Name			
Version No.	Adopted (Date)	[Date]	(CCT Trustee Meeting, Minute xxx)
<b>Project Scope</b>			
Summary			
Objectives			
Outputs			
Outcomes			
<b>Project Budget</b>			
<b>Project Programme</b>			
<b>Project Board Membership</b> (v) = voting member, (o) = observer / non-voting member			
Project Director (v)			

<b>Project Budget</b>	£6,720,266
<b>Project Programme</b>	<p>Project start in April 2022, completion by March 2026 (excluding defects period) to tie in with limits of Towns Fund.</p> <p>Anticipated construction of TPT Bridge in 2023.</p> <p>Anticipated earthworks delivery in 2024.</p> <p>Anticipated construction of structures in 2024/2025.</p>

Format	
Adopted process(es) for decisions required between meetings	
Meeting Agenda	
Quorum	



# The Project Board



Name			
Version No.	Adopted (Date)	[Date]	(CCT Trustee Meeting, Minute xxx)
<b>Project Scope</b>			
Summary			
Objectives			
Outputs			
Outcomes			

## Project Board Membership

*(v) = voting member, (o) = observer / non-voting member*

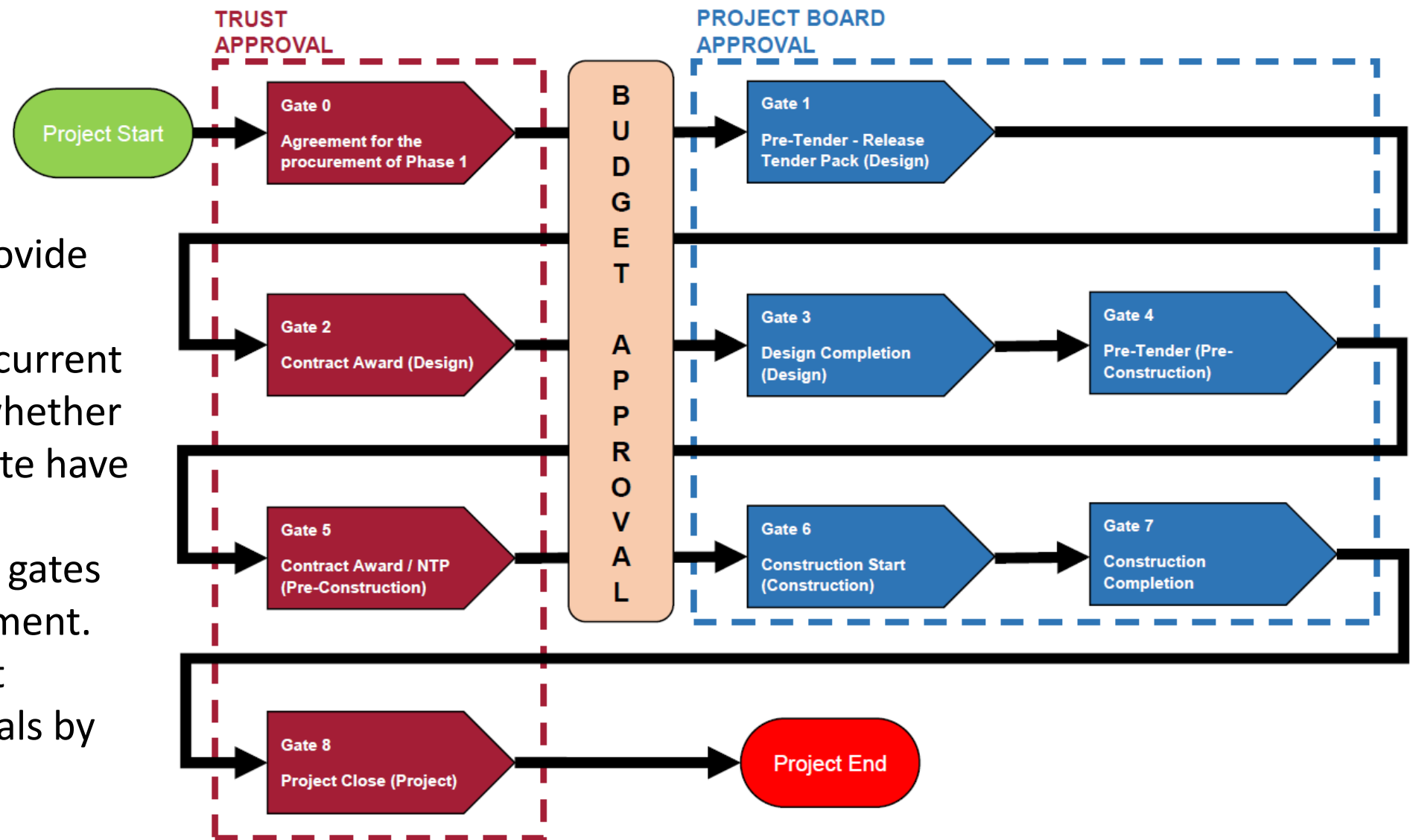
<b>Project Director (v)</b>	George Rogers, Development Manager (CCT)
<b>Finance Representative (v)</b>	Treasurer (CCT)
<b>Senior User (v)</b>	External Consultant (Moss Naylor Young)
<b>Senior Supplier (v)</b>	External Consultant (EDGE)
<b>CCT Representative (v)</b>	Chair (CCT)
<b>Other Representatives (v)</b>	n/a
<b>Other Representatives (o)</b>	Town Deal Representative (Chesterfield Borough Council)

Meeting Agenda	
Quorum	



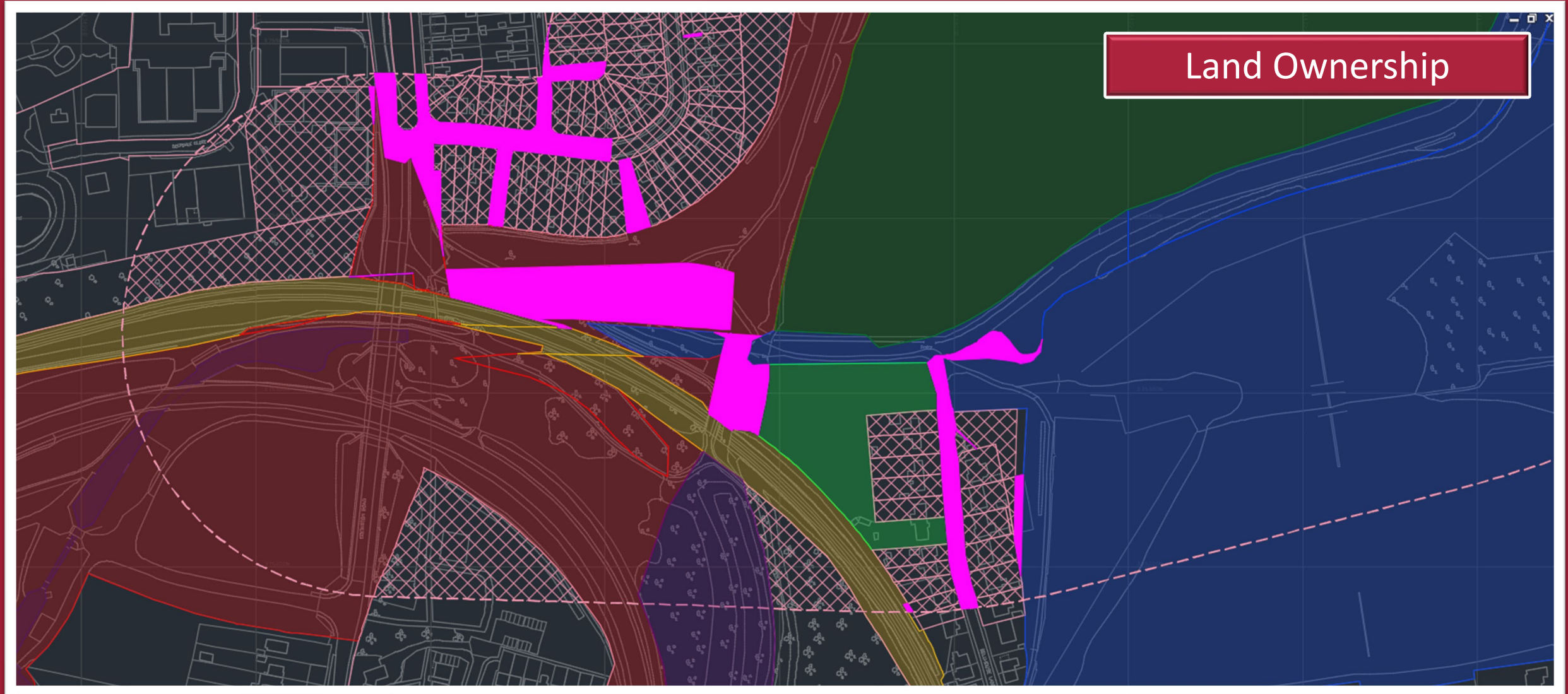
# Approval

- Staged process to provide regular gates
- At each gate, assess current risks, costs etc and whether works required to date have been completed
- Trust approval at key gates for financial commitment. Approval sets budget
- Intermediate approvals by Project Board



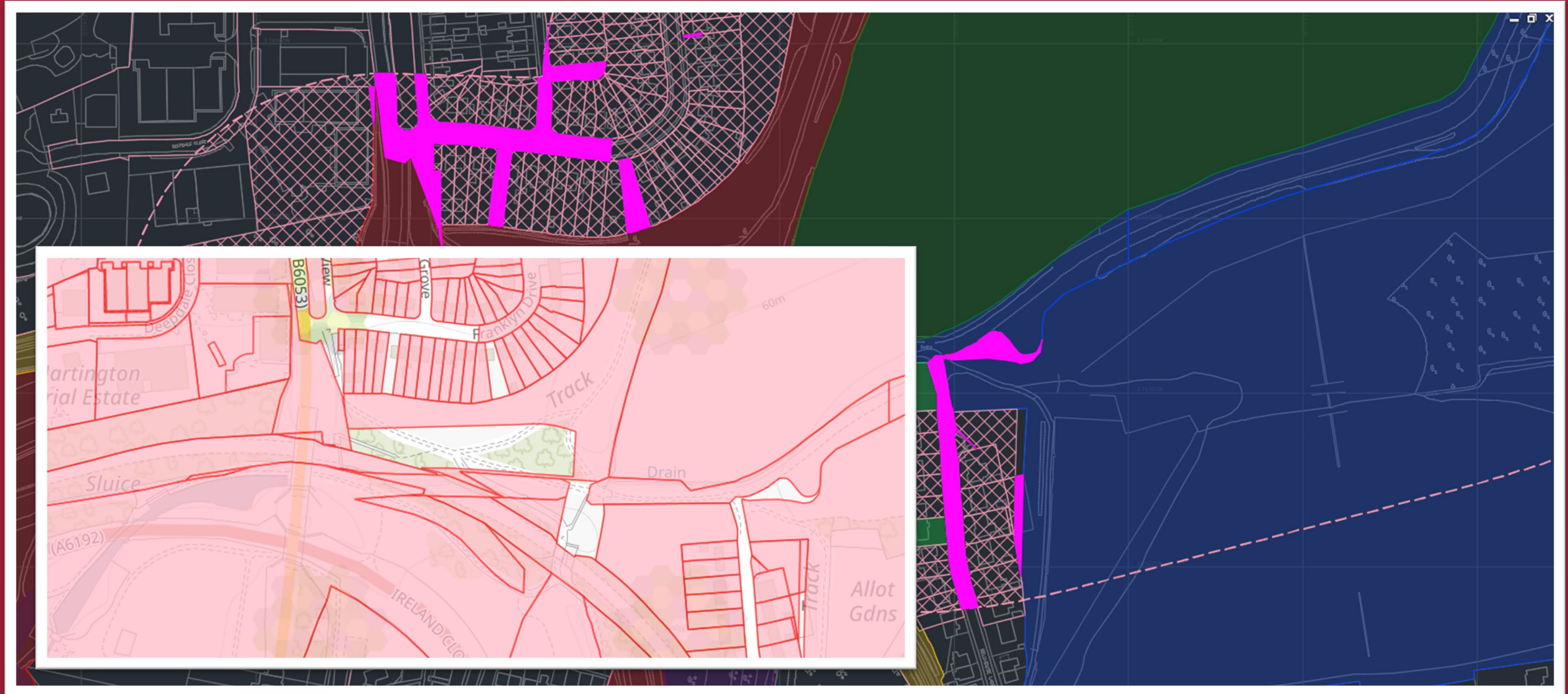


# Understanding the Scope: Land





# Understanding the Scope: Land





# Understanding the Scope: Land

## HM Land Registry Portal

Access your online services

### My Services

Edit shortcuts

**NEW: View Applications**

[Go to service](#)

**Request Official copies**

[Go to service](#)

**MapSearch \*\*\* FREE \*\*\***

[Go to service](#)

**Enquiry by Property Description -  
Title View**

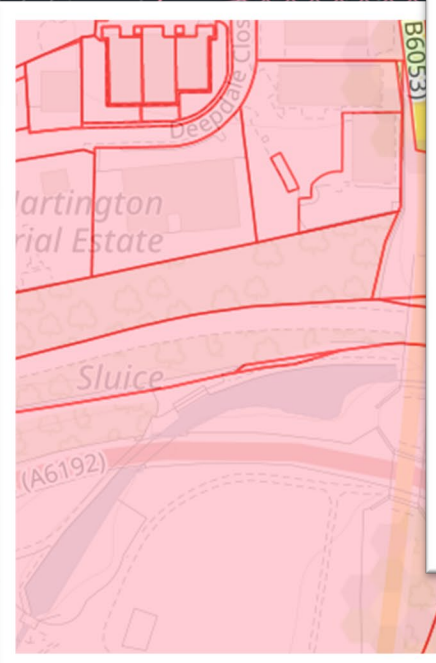
[Go to service](#)

**Local Land Charges Search**

[Go to service](#)

**Official Search of Whole with  
Priority**

[Go to service](#)

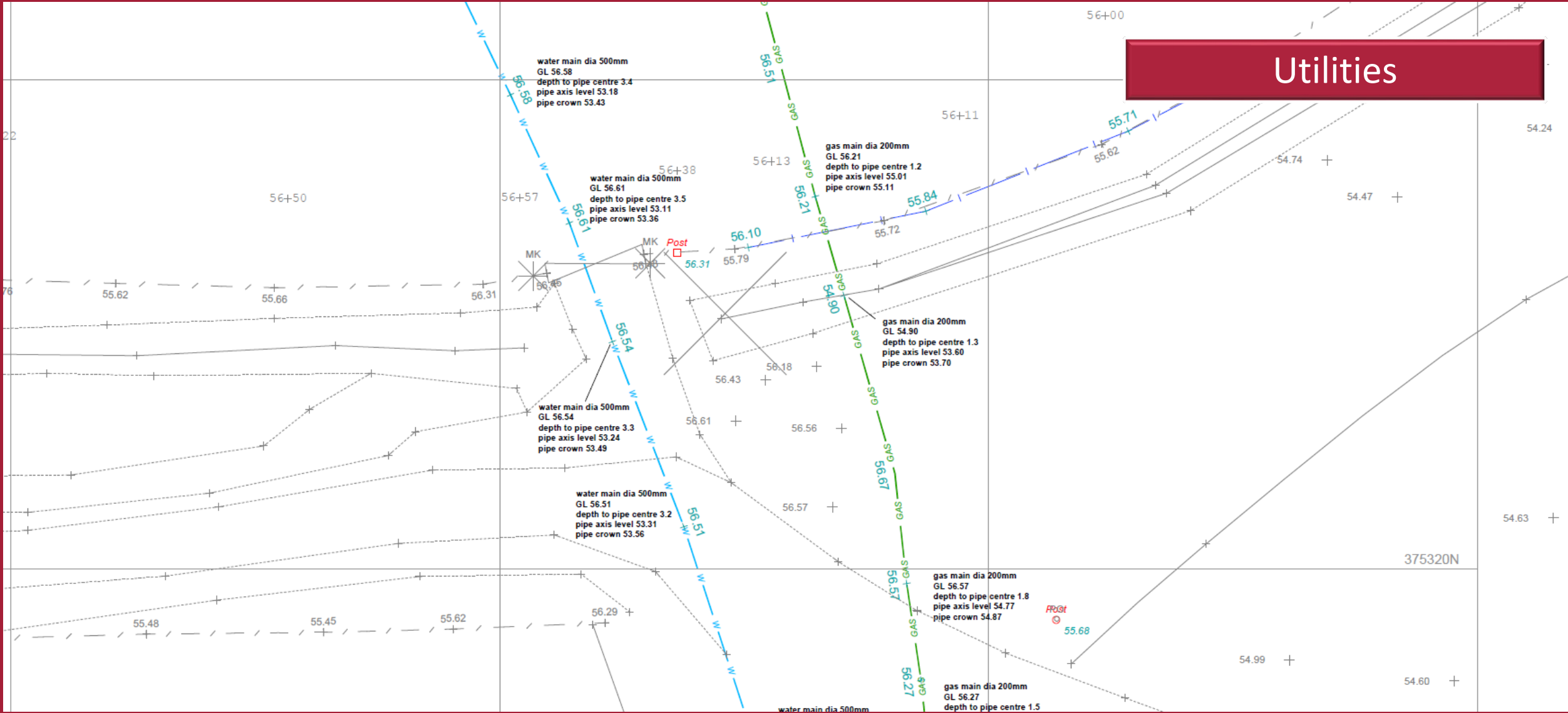






# Understanding the Scope: Utilities

## Utilities





# The Scope

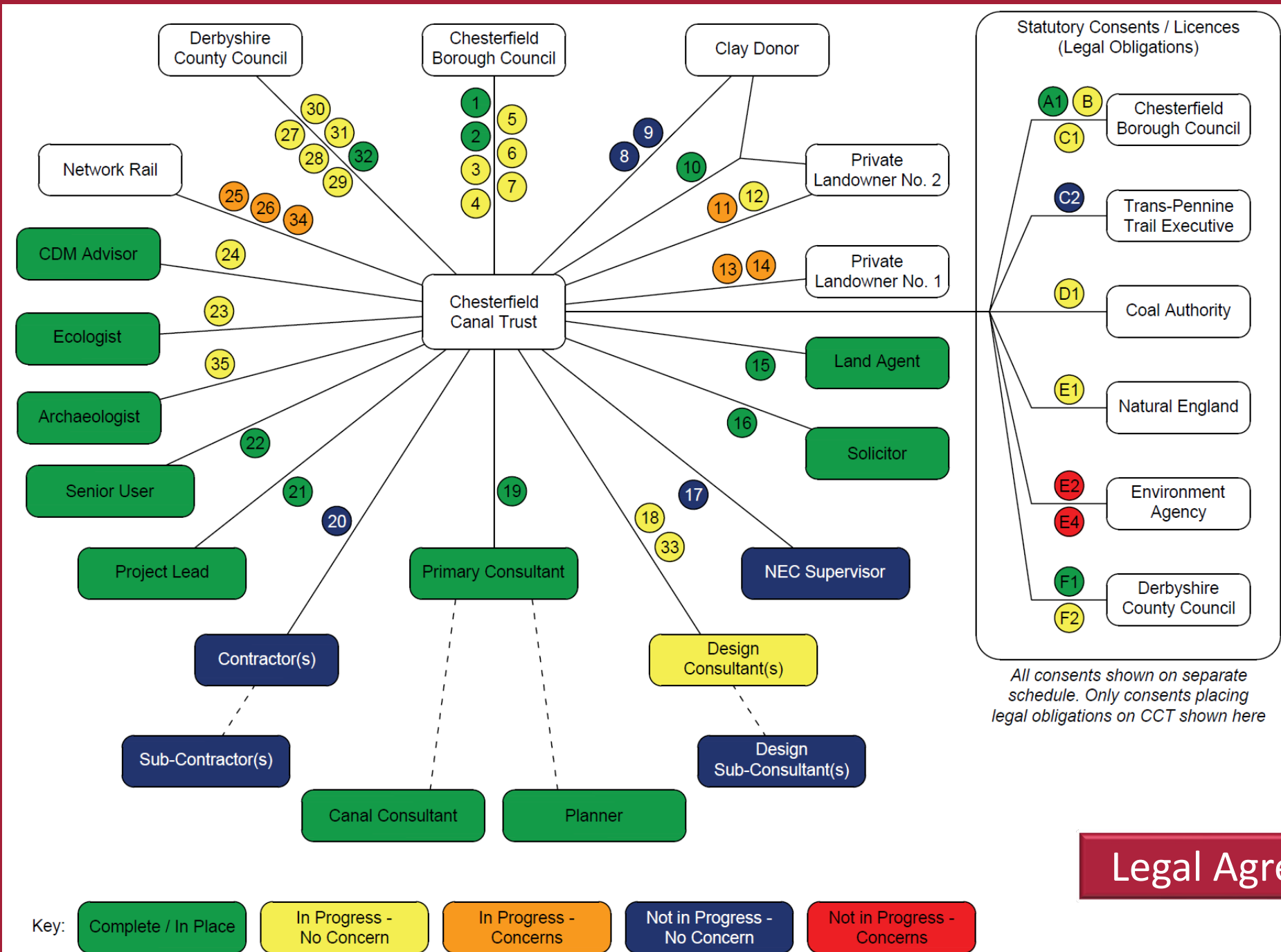
PLAN APP.	LAND REG			LPA	RS	ASSET TYPE	No.	NAME / FURTHER DETAIL
	L	C	R					
CHE/20/00420/FUL - Gra	06L2	06	06R1	04	04R3	Winding Hole		
						Channel (Embankment)		
						Culvert		Farm Drainage
						Channel (Embankment)		
						Culvert		Farm Drainage
						Channel (Embankment)		
						Culvert		Farm Drainage
						Channel (Embankment)		
						Culvert		Farm Drainage
						Channel (Embankment)		
						Bridge (Accomm.)	16	Red Bridge
						Channel (Embankment)		
						Culvert		Farm Drainage
						Channel (Embankment)		
						Side Arm / Cutting		Norbriggs Cutting
						Bridge (Bridleway)	15	Packsaddle Bridge
						Discharge Weir		Norbriggs Side Weir
						Channel (Embankment)		
						Aqueduct	14a	Doe Lea Aqueduct
						Utility Crossing (OHL)		
Channel (Embankment)								
Channel (Embankment)								
Culvert		Farm Drainage (to Flood Compensation Area)						
Marina / Moorings		Bellhouse Marina (Possible)						
Channel (Embankment)								
Utility Diversion (Gas)								
Bridge (Accomm.)	14	Bellhouse Bridge						
Utility Crossing (Clean Water)								
Canal Channel								
Utility Crossing (Clean Water)								
Utility Crossing (Foul Water)								
Bridge (Bridleway)	13c	Trans-Pennine Trail Bridge						
Water Supply		Siphon Pipe Exit						
Utility Crossing (Foul Water)								
Utility Diversion (Foul Water)								
Lock	5c	Railway Lock						
Canal Channel								
Bridge (Railway)	13b	Mineral Rail Bridge						
Discharge Weir		Dropped Pound Side Weir						
Lock	5b	Eckington Road Lock						
Bridge (Highway)	13	Eckington Road Bridge						
Canal Channel								

**Key to Symbols**

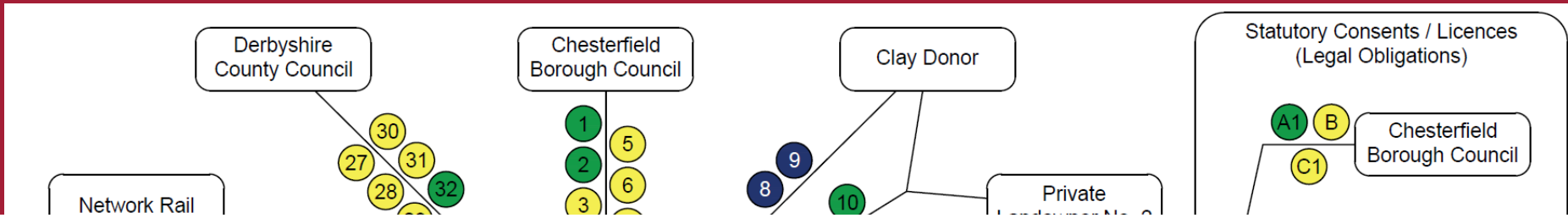
<ul style="list-style-type: none"> <li> Aqueduct</li> <li> Bridge (Accommodation)</li> <li> Bridge (Bridleway)</li> <li> Bridge (Highway)</li> <li> Bridge (Railway)</li> <li> Lock (pointing uphill)</li> </ul>	<ul style="list-style-type: none"> <li> Canal Channel</li> <li> Channel (Embankment)</li> <li> Discharge Weir (Arrow indicates direction)</li> <li> Marina / Moorings (to relevant side)</li> <li> Side Arm / Cutting (to relevant side)</li> <li> Water Supply (Arrow indicates direction)</li> <li> Winding Hole (Boat turning point)</li> </ul>	<ul style="list-style-type: none"> <li> Culvert</li> <li> Utilities: (Crossing / Diversion)</li> <li> Clean Water</li> <li> Foul Water</li> <li> Gas</li> <li> Overhead Electrics</li> </ul>
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**Key to Table**

<p>PLAN APP: Planning Application (extents of planning applications &amp; status shown)</p> <p>LAND REG: Land Registration (L/R as if travelling from Staveley to Renishaw)</p> <p>L: Required land to the left of the canal line, shown with identifier</p> <p>C: Required land along the canal centreline, shown with identifier</p> <p>R: Required land to the right of the canal line, shown with identifier</p> <p>LPA: Local Planning Authority</p> <p>RS: Restoration Section (internal identifier)</p>	<p><b>Land requirements and planning status:</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #90EE90; border: 1px solid black; margin-right: 5px;"></span> Completed / under CCT control</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #FFD700; border: 1px solid black; margin-right: 5px;"></span> In progress</li> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #FFB6C1; border: 1px solid black; margin-right: 5px;"></span> Not started</li> </ul> <p><b>Construction status:</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; background-color: #A9A9A9; border: 1px solid black; margin-right: 5px;"></span> Completed</li> </ul>	<p>RS-01 Rewatering Renishaw (Doe Lea) - Part</p> <p>CBC</p> <p>03</p>
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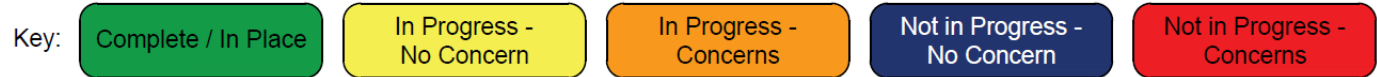
# Legal Agreements

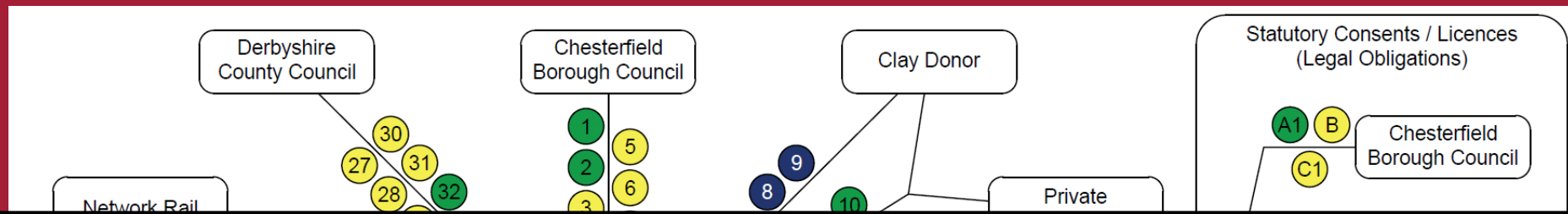


No	File Number	Other Parties	Agreement Detail	Form	Lead
2	RS01-STF-FUN-102	CBC	Towns Fund – 5% Funding	Bespoke Agreement (CBC Led)	GR
3	RS01-STF-FUN-103	CBC	Towns Fund – 95% Funding	Bespoke Agreement (CBC Led)	GR
5		CBC	Land Acquisition	Standard Agreement (CBC Led)	GR
6		CBC	Retained Lands Working Licence	Bespoke Agreement (CBC Led)	GR
8		Clay Donor	Clay Removal Licence (TBC)	Bespoke Agreement (Lead TBC)	GR
10	RS01-STF-FUN-105	Clay Donor, Private Landowner No. 2	Clay Donation	Bespoke Agreement (CCT Led)	GR
17		<i>(To be appointed)</i>	NEC Supervisor – possibly as extension to Primary Consultant	NEC4 PSC	JL
18	RS01-STF-PSC-103	<i>(To be appointed)</i>	Design Consultant – Outline Design	NEC4 PSC	JL
19	RS01-STF-PSC-101	Primary Consultant	Primary Consultant	NEC4 PSC	JL
20	RS01-STF-ECC-101	<i>(To be appointed)</i>	Contractor(s)	NEC4 ECC	JL
25		Network Rail	Asset Protection Agreement	Standard Agreement (NR Led)	JL
26		Network Rail	Easement	Bespoke Agreement (NR Led)	GR
29		DCC	TPT Bridge Adoption Agreement	Bespoke Agreement (DCC Led)	GR
31		DCC	Canal Connection Agreement	Bespoke Agreement (Lead TBC)	GR
33	RS01-STF-PSC-104	<i>(To be appointed)</i>	Design Consultant – Bridge Specialist	NEC4 PSC	JL
34		Network Rail	Access Licence	Standard Agreement (NR Led)	GR



## Legal Agreements

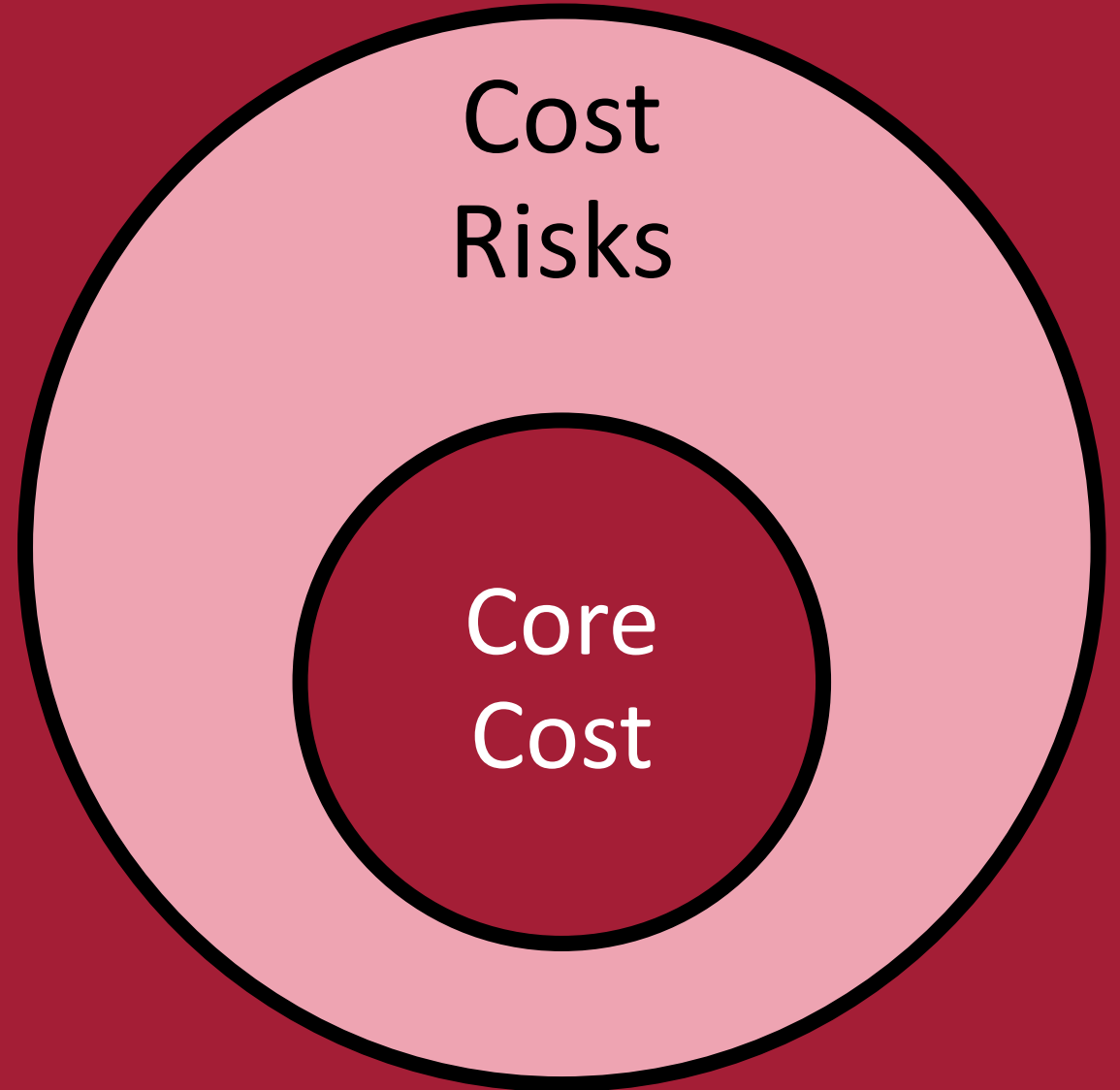
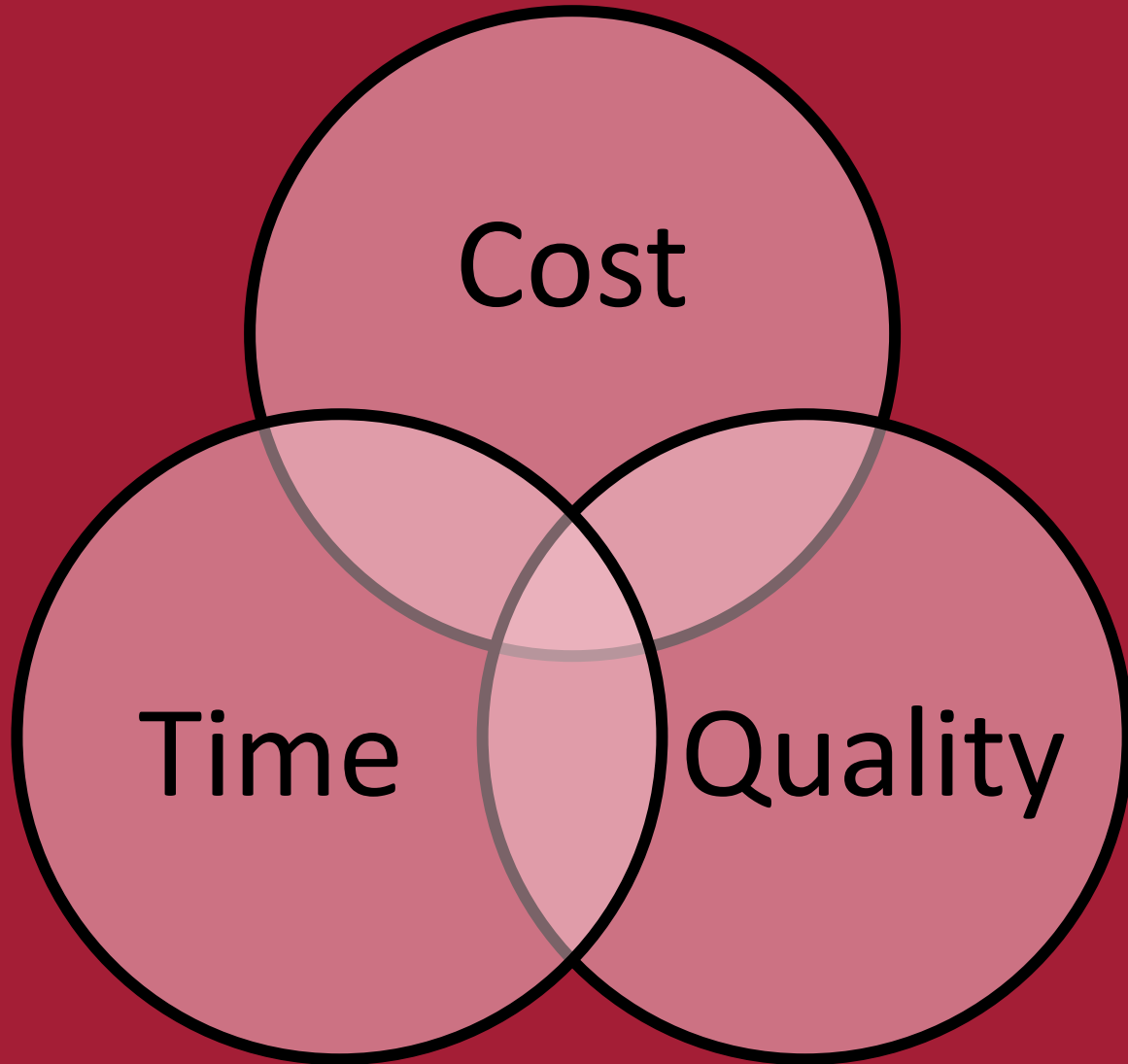




ID	Consent Type	Programme			Lead Party	Status	Notes
		Req.	Pro.	Pre.			
A	Planning Permission					Headings	
A1	Full Planning Permission (Final Scheme)	PC		B	CCT	Complete	Granted 20/04/2021 (Reference number CHE/20/00420/FUL)
B	Planning Condition Discharge (CHE/20/00420/FUL)		A1			Headings	
B03	Ground Stability (Phase II Ground Investigation)	PC	D1	B04	Transfer (Des)	In Progress	May lead to need to discharge condition B4
B04	Ground Stability (Remediation Scheme)	PC	B03	D2	Transfer (Des)	Not Started	Only if required from results of B3
B05.1	Contamination (Phase II Ground Investigation)	PC	D1	B05.2	Transfer (Des)	In Progress	May lead to need to discharge B5.2 & B5.3
B05.2	Contamination (Remedial Scheme)	PC	B05.1	B05.3	Transfer (Des)	Not Started	Only if required from results of B5.1
B05.3	Contamination (Validation Report)	WC(PU)	B05.2		Transfer (Con)	Not Started	Only if required from results of B5.1
B06	CEMP (Biodiversity)	PC			Ecologist + Transfer (Con)	Not Started	
B07	LEMP	PC			Ecologist	Not Started	
B08	Soft Landscaping Scheme	C+3m			Transfer (Des)	Not Started	
B10	Hard Landscaping Scheme	C+3m			Transfer (Des)	Not Started	
B12	Compensatory Flood Storage Design	PC			Transfer (Des)	Not Started	
B13	Sewer Protection Measures	PC			Transfer (Des + Con)	Not Started	
B14	Management & Maintenance Plan	C+3m			CCT	In Progress	JL seeking clarification from CBC regarding scope of this
B15	Drainage Verification Report	WC(PU)			Transfer (Des + Con)	Not Started	
B16	Archaeology (Written Scheme of Investigation)	PC			Primary Consultant	In Progress	Archaeologist being procured
B17.1	Bridge Details (TPT Bridge)	PC(S)			Transfer (Des)	Not Started	
B17.2	Bridge Details (Bellhouse Bridge)	PC(S)			Transfer (Des)	Not Started	
B18	British Horse Society Compliance (TPT Bridge)	PC(S)			Transfer (Des)	Not Started	
B19	Construction Method Statement	PC			Transfer (Con)	Not Started	
C	Rights of Way					Headings	
C1	Public Rights of Way Orders	PC			CBC	In Progress	In Progress – Draft orders prepared by CBC
C2	TPT Diversion – TPT Executive Permission	PC			CCT + TPT Executive	In Progress	
C3	Temporary Public Rights of Way closures/diversions	PC			Transfer (Con)	Not Started	
D	Coal Authority Permits					Headings	
D1	Permit (Ground Investigation)	PC		B04, B05.1	Transfer (Des)	In Progress	
D2	Permit (Remediation Scheme)	PC	B04		Transfer (Des)	Not Started	Only if required from results of B3
E	Ecology & Environmental Permits					Headings	
E1.1	Licence A24 – Close badger sett for development	PC			Ecologist	In Progress	Works to be reviewed
E1.2	Licence A24 – Interfere with badger sett for development	PC			Ecologist	Not Started	Puddlebank works
E2	Environmental Permit – permanent works	PC			Transfer (Des)	Not Started	JL to investigate requirements
E3	Environmental Permit – temporary works	PC			Transfer (Con)	Not Started	JL to investigate requirements
E4	Water Resource Licences	WC(PU)			CCT + DCC	Not Started	Draft form to be completed and sent to Environment Agency for pre-application advice
F	Clay Planning Consent						
F1	Mineral Consent for removal of clay CM2/0707/77 + Previous S73s	PC			Suon	Complete	JL & Suon reviewing consent
F2	S73 application to vary conditions of removal	PC			Suon	Not Started	JL & Suon to review



# Managing Change

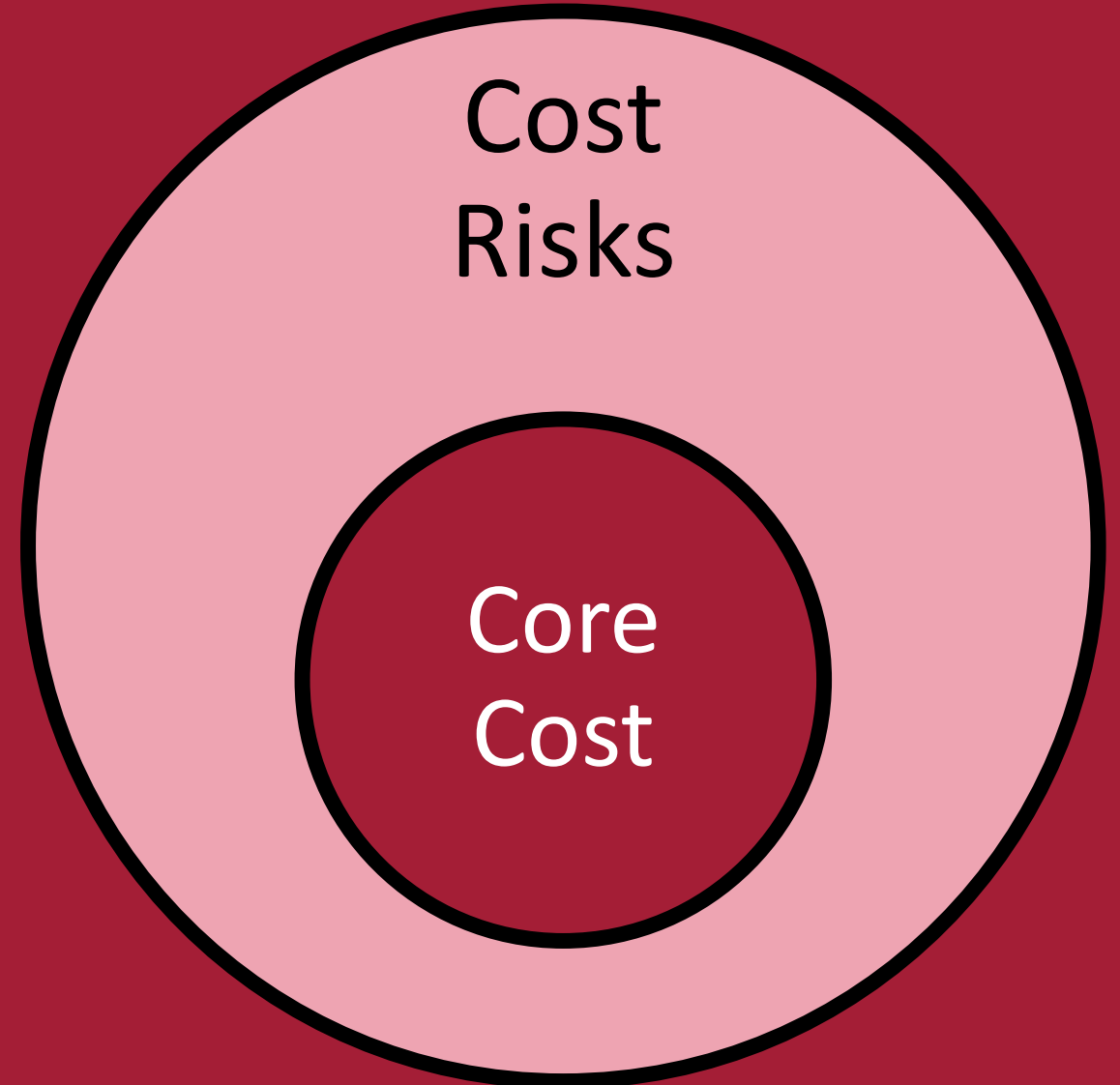




# Managing Change

Where do you set your budget?

What will the contract cost?



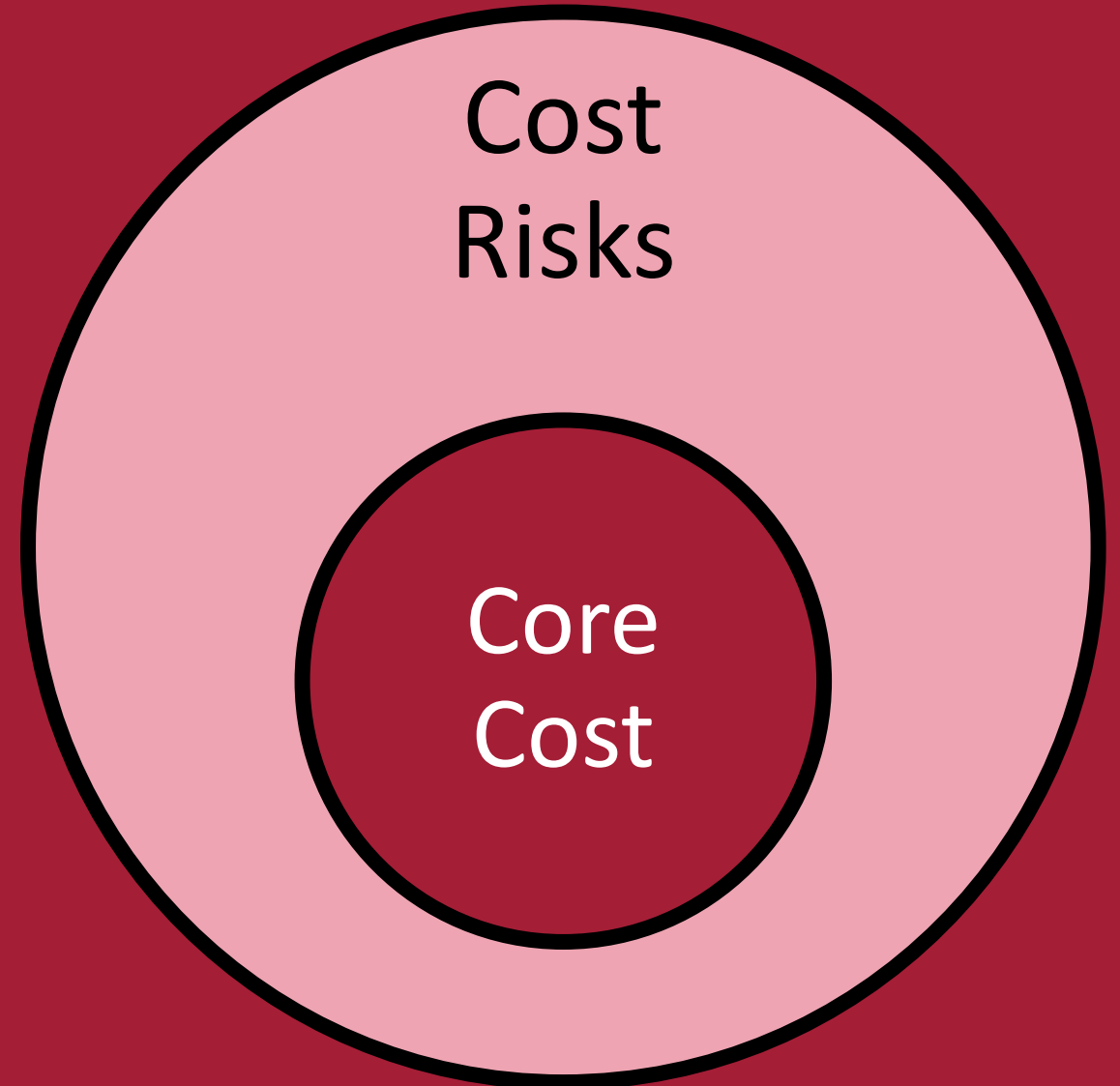


# Managing Change

Where do you set your budget?

What will the contract cost?

Option 1: Client carries all risk







# Managing Change

Where do you set your budget?

What will the contract cost?

Option 1: Client carries all risk



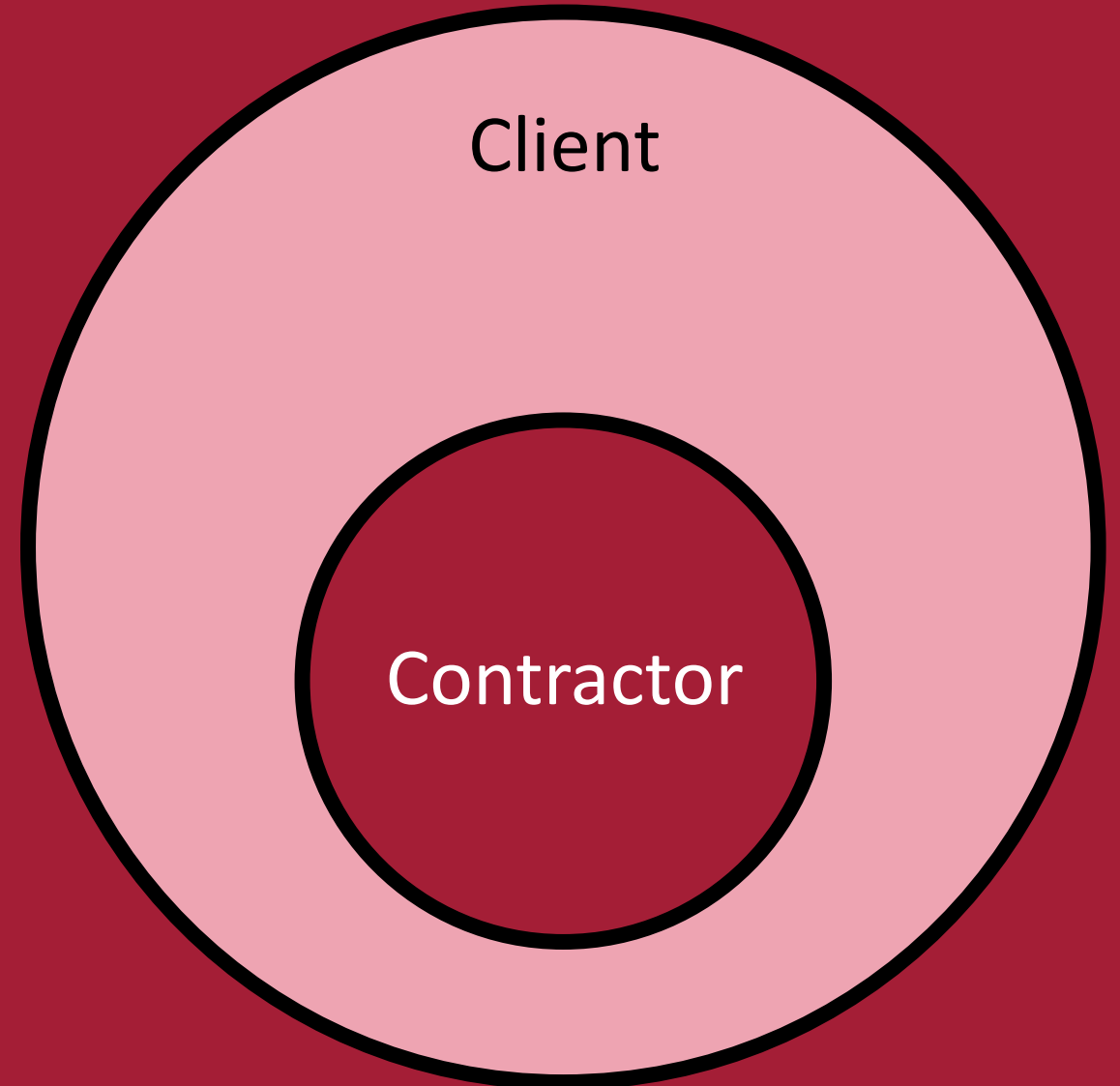


# Managing Change

Where do you set your budget?

What will the contract cost?

Option 1: Client carries all risk





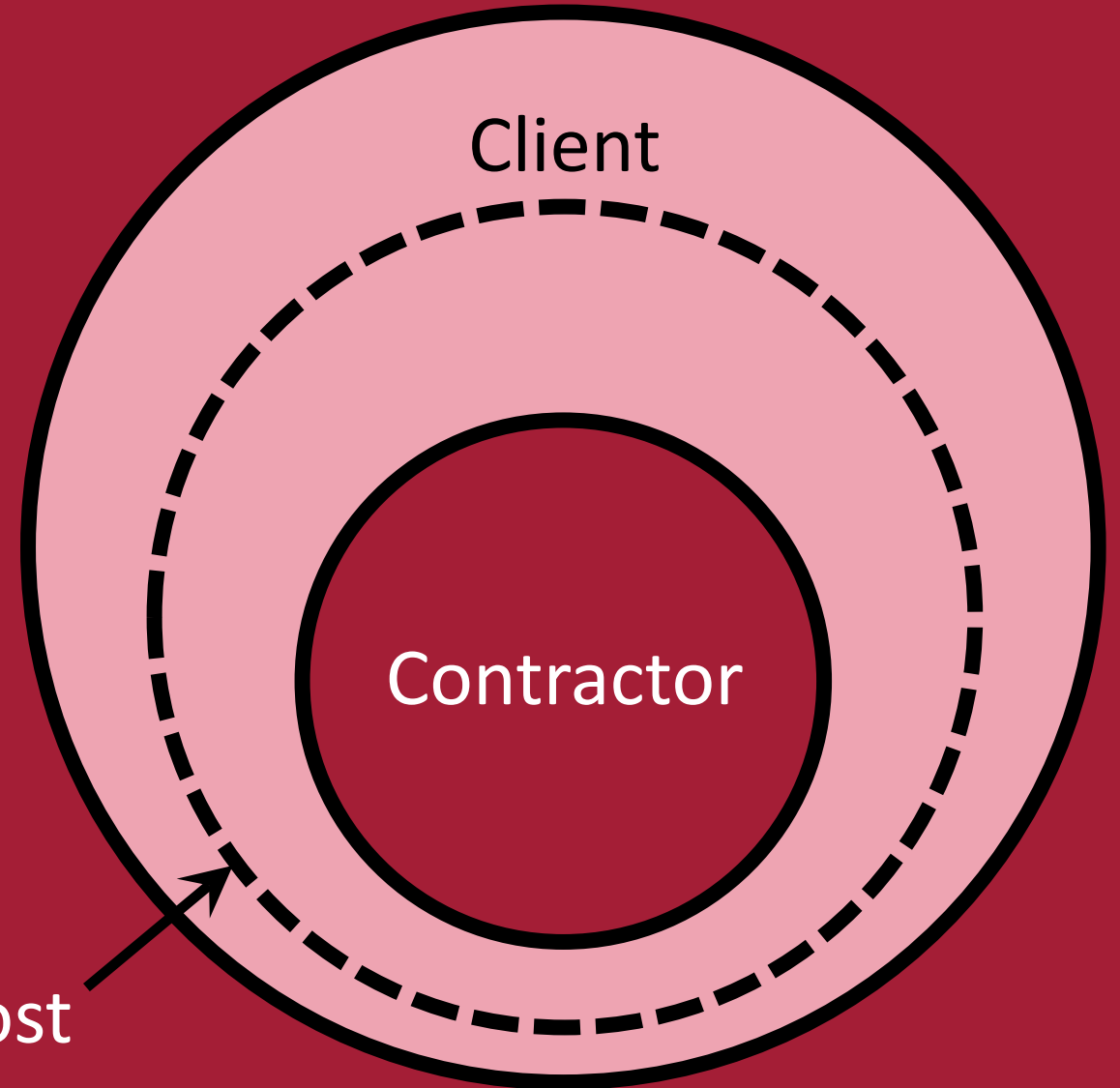
# Managing Change

Where do you set your budget?

What will the contract cost?

Option 1: Client carries all risk

Actual Cost



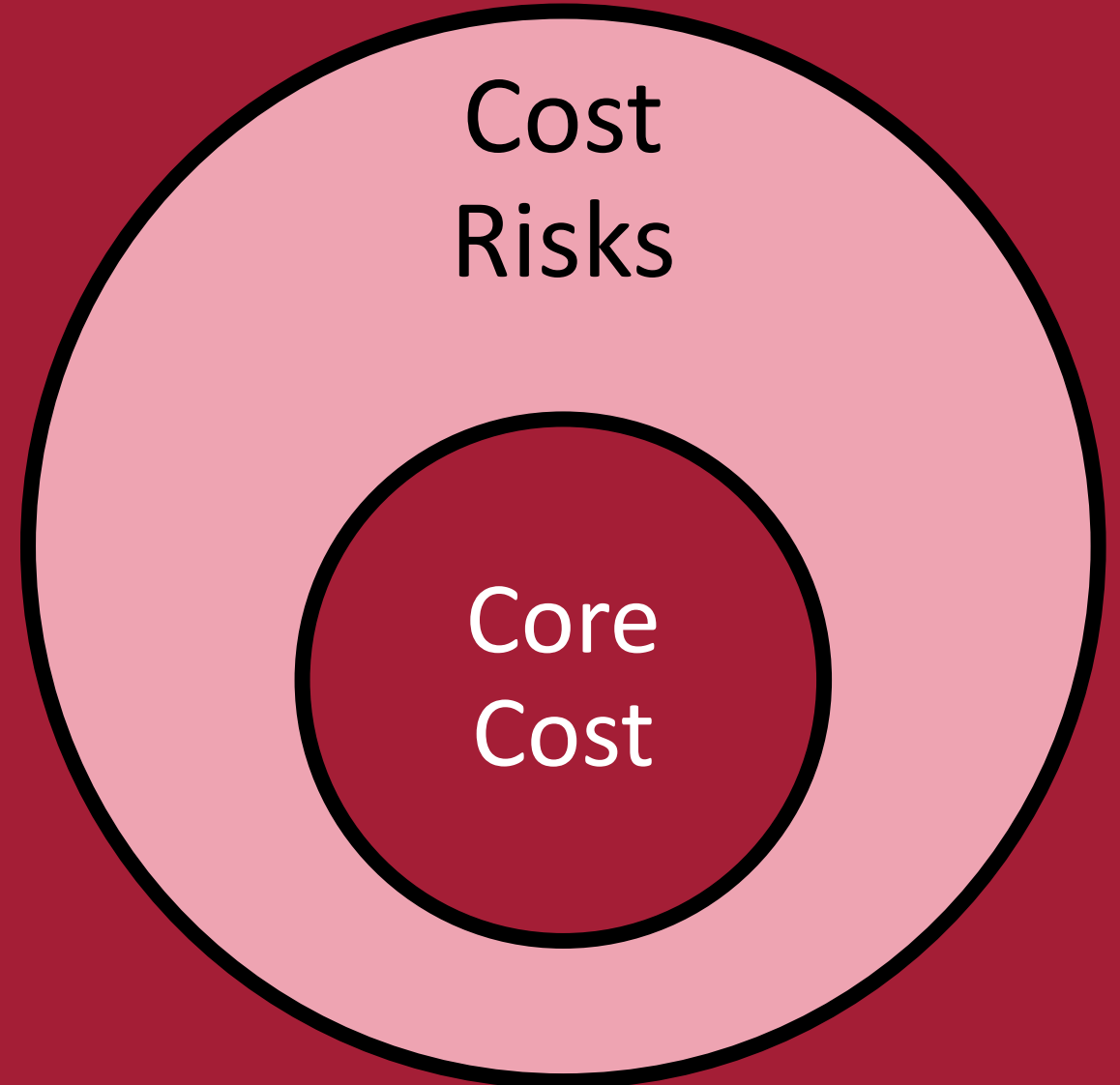


# Managing Change

Where do you set your budget?

What will the contract cost?

Option 2: Client 'sells' risk to contractor



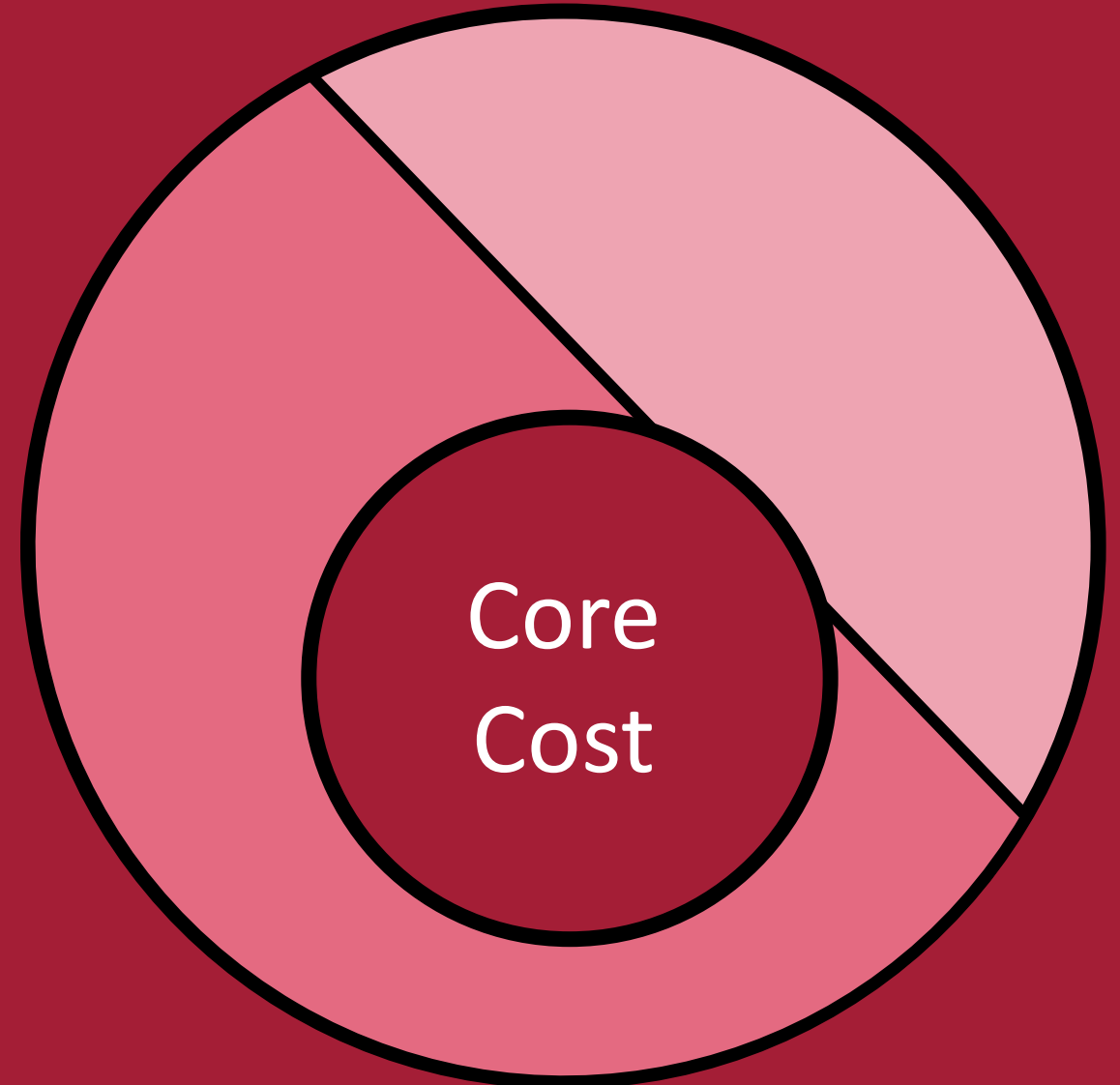


# Managing Change

Where do you set your budget?

What will the contract cost?

Option 2: Client 'sells' risk to contractor



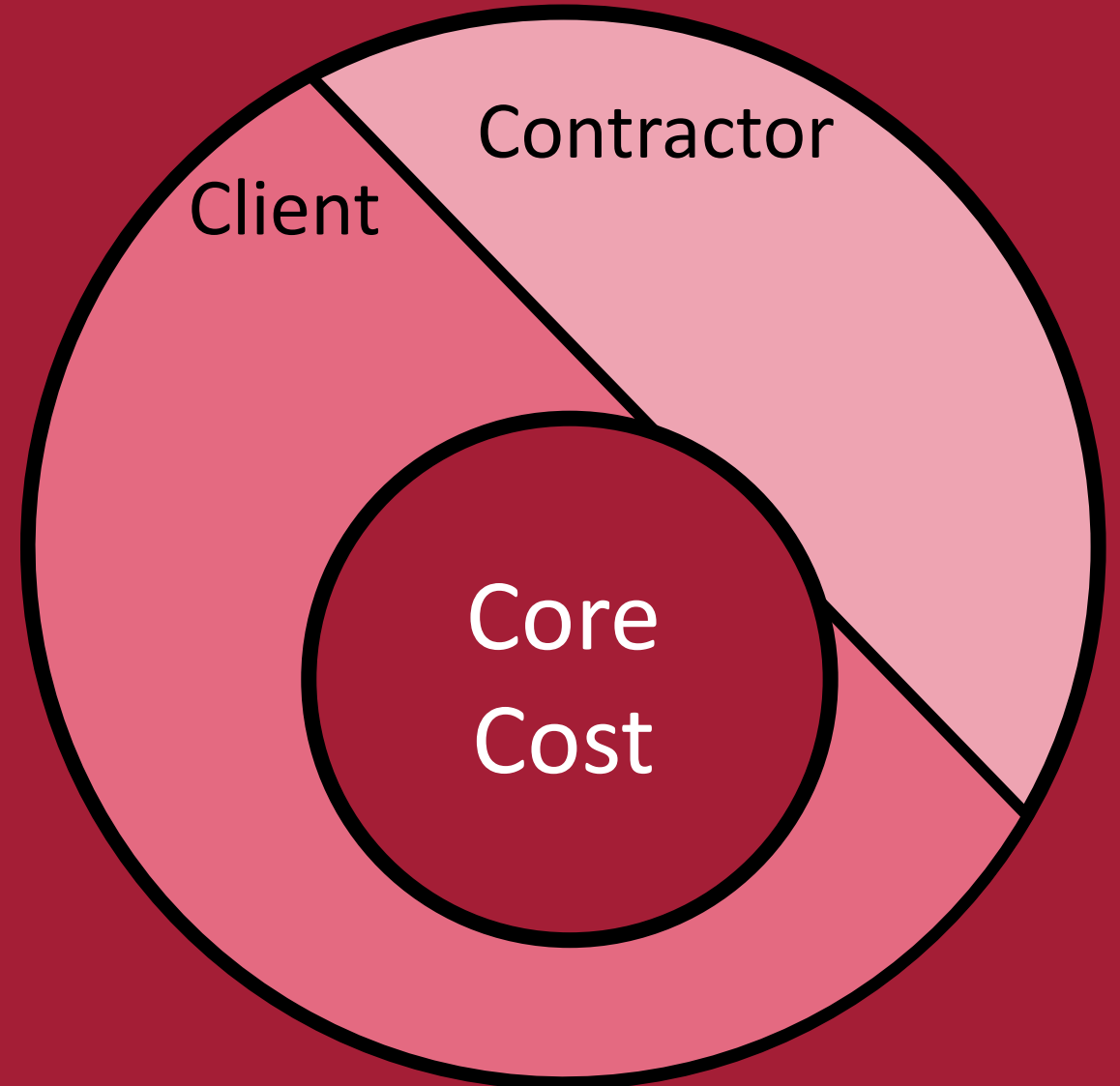


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Where do you set your budget?

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Option 2: Client 'sells' risk to contractor



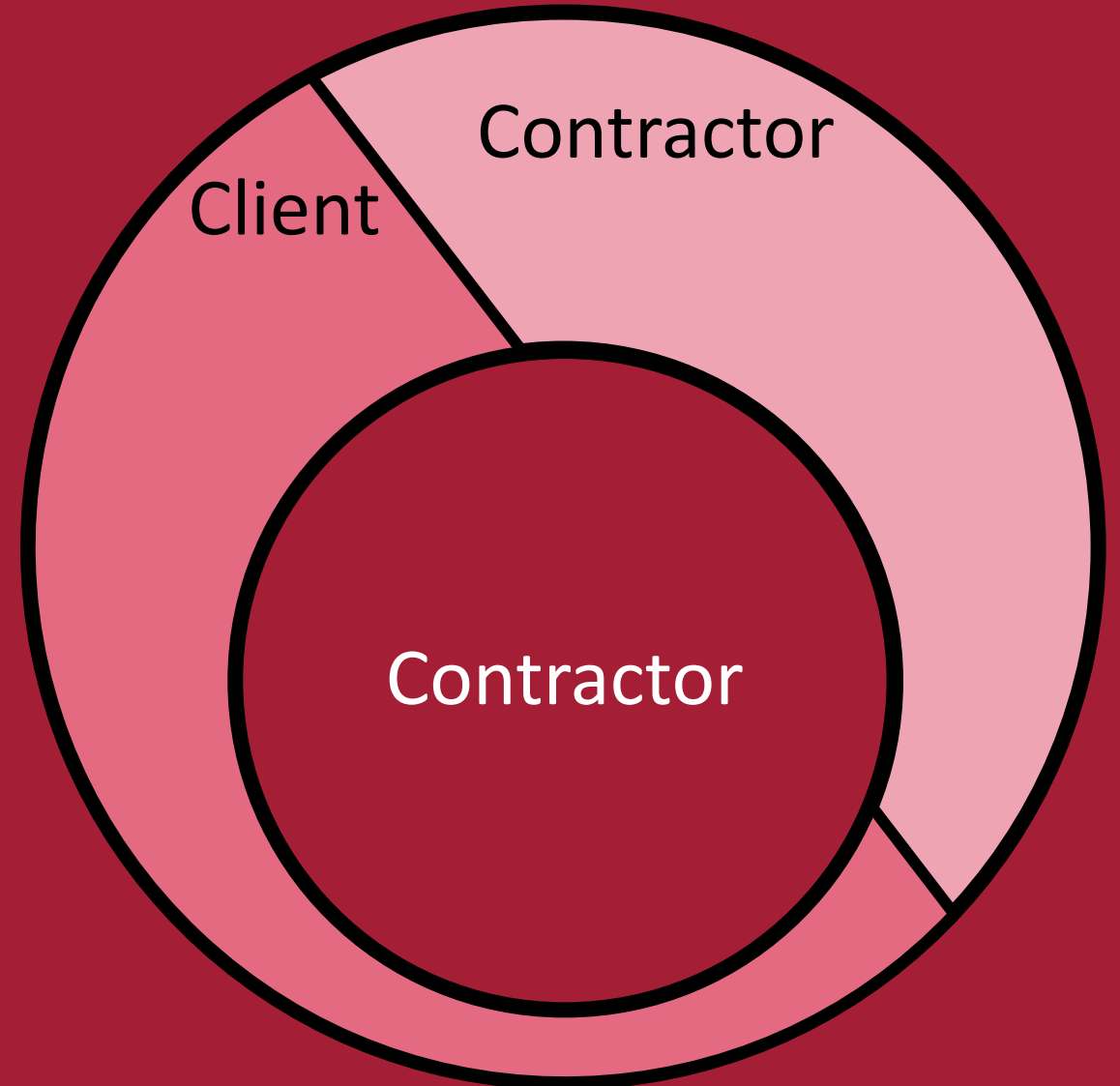


# Managing Change

Where do you set your budget?

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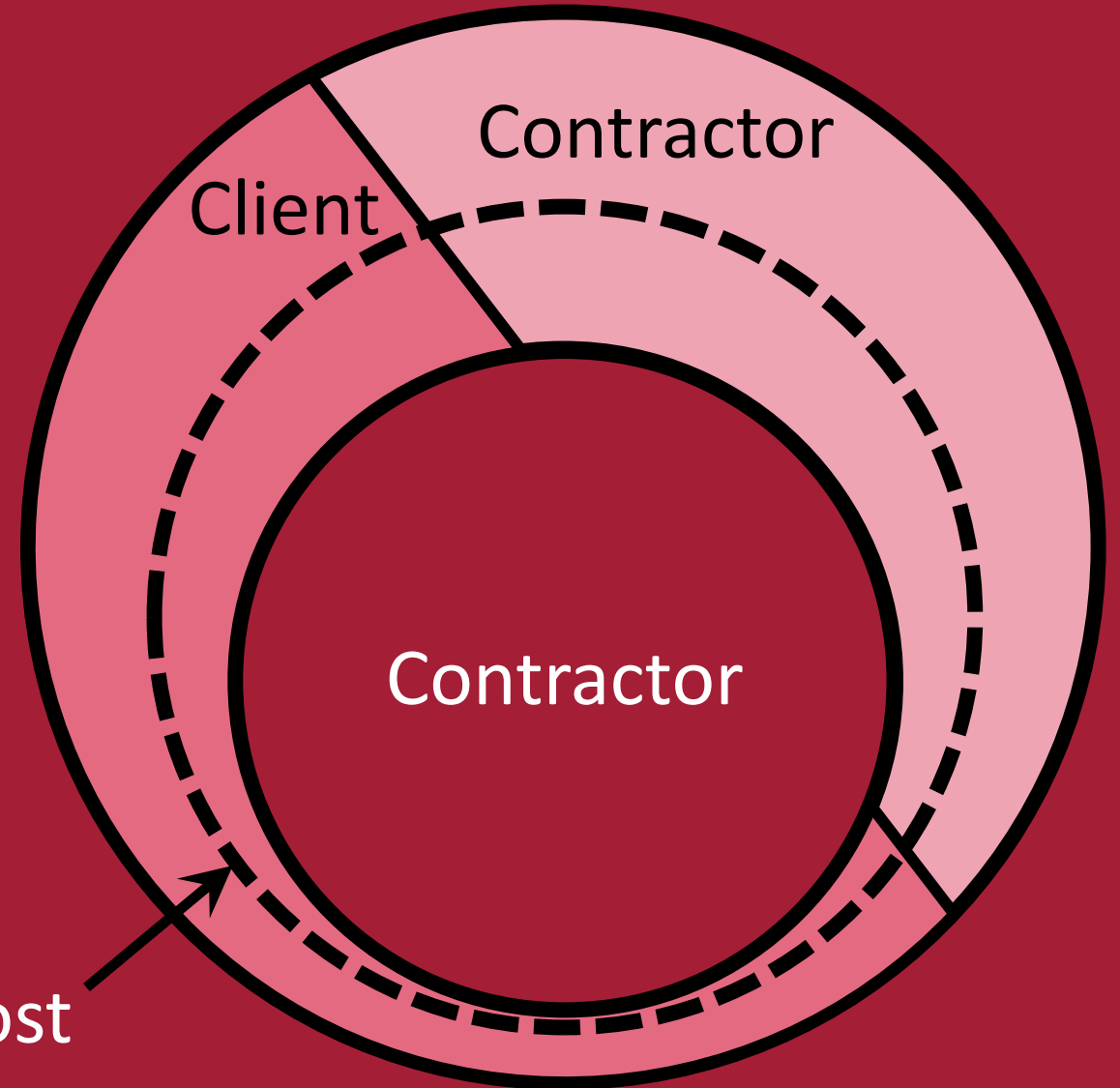
# Managing Change

Where do you set your budget?

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Option 2: Client 'sells' risk to contractor

Actual Cost



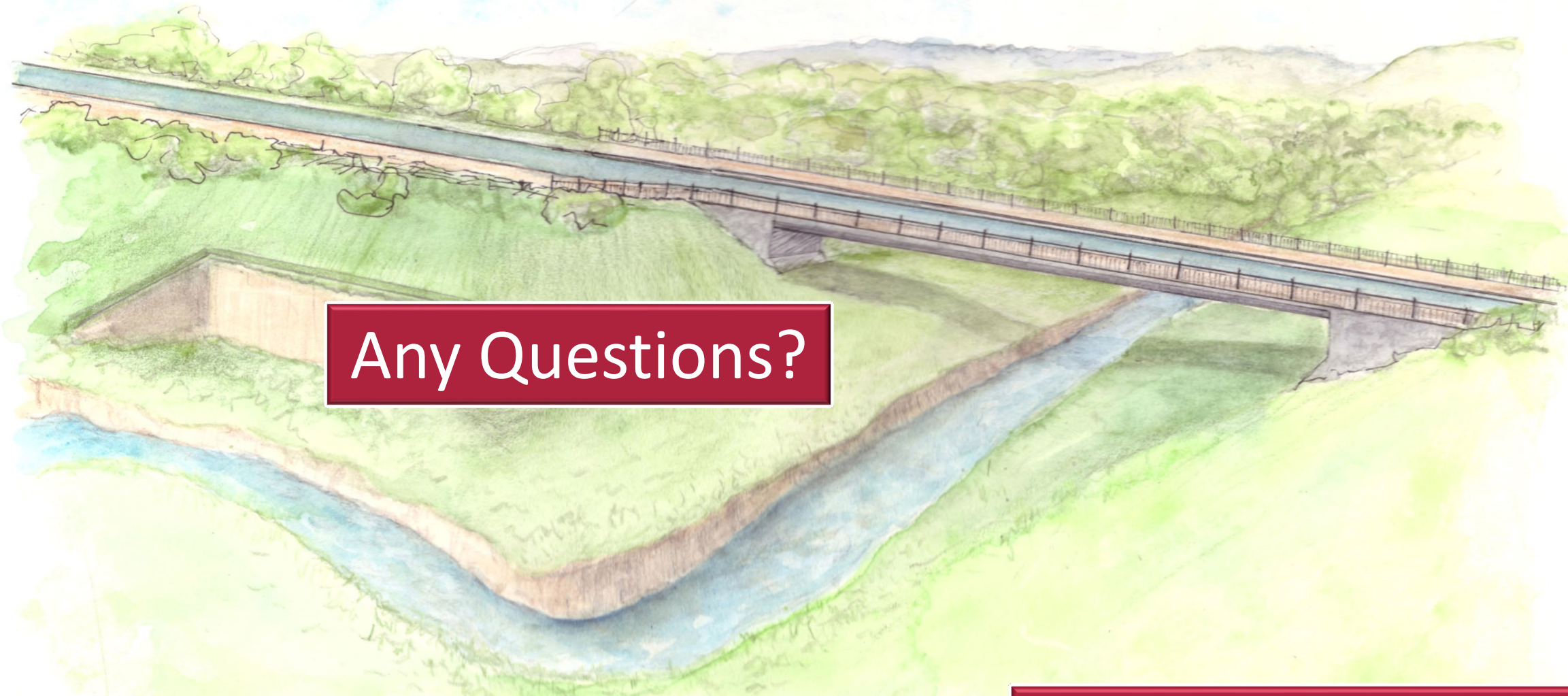




The Future?



Doe Lea Aqueduct, by Trudy Roe



Any Questions?

Doe Lea Aqueduct, by Trudy Roe