

Nelson Town Deal

Local Assurance Framework

Draft

September 2021

Introduction

A Town Deal Assurance Framework is a Government requirement for the receipt of Town Deal funding by Accountable Bodies. The Nelson Town Deal Assurance Framework has been based on the Government's National Local Growth Assurance Framework guidance. It is a document that demonstrates appropriate governance arrangements and value for money processes are in place for managing the delivery of Town Deal funding. It demonstrates that there is transparency and openness in the decision-making process and provides details of the roles and responsibilities of the Board, the Accountable Body and Section 151 Officer, and the Programme Management Function in ensuring this.

The Assurance Framework is split into three areas:

1. Town Deal Governance – The role of the Board
2. Transparent and Accountable Decision Making – The role Accountable Body and relationship to Board
3. Programme Management and Assurance

Nelson Town Investment Plan

Nelson is a former mill town situated in the borough of Pendle, home to 33,000 residents. It lies within the M65 growth corridor between Burnley and Colne, and serves as the principal retail, service and administrative centre for the borough. Nelson nestles in a valley, with long range panoramic views to Pendle Hill, surrounded by attractive countryside including the South Pennines to the east, the Forest of Bowland fells to the north west, and the West Pennine Moors to the south.

Nelson has a rich industrial heritage, tied to the industrial revolution where the town emerged as an important centre of textile manufacturing. The contraction of the cotton industry led to a steep decline in the town's fortunes, and despite a degree of diversification into other types of manufacturing activity, the town is characterised by high levels of deprivation, a struggling town centre, and derelict and underutilised sites and premises. The impact of COVID-19 has had a devastating effect on the town, which has been significantly exposed as a result of sectoral composition, namely the close ties to the civil aerospace sector, in addition to high vulnerabilities as a result of deprivation and ethnic mix.

The Towns Fund provides a transformational opportunity for Nelson to create a step change in the town's fortunes, arresting economic decline and harnessing opportunities to drive sustainable economic growth. Our plan responds to the prevailing policy environment including the Ten Point Plan for a Green Revolution, Skills for Jobs, and the Levelling Up agenda, and seeks to mitigate our challenges, maximise our strengths and harness the opportunities ahead

of us.

Summarising Nelson’s Challenges, Strengths & Opportunities

Challenges

Redundant and under-utilised sites and premises
Struggling town centre
Significant exposure and impact to the effects of the pandemic particularly on the manufacturing sector and young people
High levels of deprivation characterised by low skills, low incomes, and poor health outcomes
Limited strategic transport accessibility and poor connections
Community cohesion issues

Strengths & Opportunities

Nelson’s role as a key service centre
A diverse and growing population
Key sector strengths including manufacturing
High quality Further Education offer
Increase in entrepreneurial appetite
Presence of anchor institutions and major employers
Growth oriented policy environment with significant housing growth planned
Surrounding high quality natural environment

Stakeholder engagement has united the community around a shared vision for Nelson. Extensive community, public, private and third sector engagement has taken place at key stages to inform, involve and engage stakeholders and this has iteratively shaped the plan, secured high levels of support for prioritised projects, and ensured maximum alignment to policy and existing and planned initiatives.

Our vision for Nelson over the next 15 years is:

“A healthy, vibrant and confident town fulfilling its role as a key centre on the M65 growth corridor; offering high quality services, aspirational education, diverse employment and housing opportunities; all set within safe and attractive spaces which inspire and energise our residents. Nelson is a town proud of its social and industrial heritage, inspiring landscapes, and multi-cultural identity.

Together we will build a future everyone can aspire to, underpinned by inclusive and sustainable growth and community involvement.”

Our Town Investment Plan is framed around **nine strategic objectives**, as set out below, which will secure transformational and sustainable growth in Nelson.

<p>1. To instil pride and a strong sense of identity and belonging to create a cohesive and welcoming community where residents feel connected, involved and empowered.</p> 	<p>4. To provide a better choice of housing through renewal and new build to enhance quality and affordability.</p> 	<p>7. To drive resilience and growth through a diverse business base which celebrates innovation, entrepreneurship and ambition to grow.</p> 
<p>2. To ensure that public service provision meets the needs of all residents to enable them to thrive.</p> 	<p>5. To support health and well-being through access to quality open spaces, active walking and cycling routes, and responsive recreation and leisure provision.</p> 	<p>8. To re-energise and breathe new life into heritage assets and redundant buildings.</p> 
<p>3. To increase confidence and aspiration to succeed through improved access to skills and quality jobs.</p> 	<p>6. To reinforce the town's role as a key service centre serving the needs of its catchment set within an attractive, safe and welcoming environment.</p> 	<p>9. To enhance digital and physical connections to support inclusion and economic growth.</p> 

Three key principles underpin our strategic approach: collaboration and engagement, clean growth, and economic recovery

1. Town Deal Governance

The delivery of the Nelson Town Investment Plan will be underpinned by the following governance structure.



1.1 Nelson Town Deal Board

The Nelson Town Investment Plan will be overseen by the Nelson Town Deal Board which includes representation from the public, private and third sector.

The Board was responsible for developing the vision, strategy and Town Investment Plan for Nelson, in consultation and collaboration with the community of Nelson, including the business community. The Board will now oversee and endorse the development of Business Cases for projects within the Town Deal and retain an overview during implementation.

It will also explore opportunities to align funding opportunities, strategy development and will act to promote Nelson. It will operate as an advisory body to Pendle Borough Council, the Lead Council and accountable body for the Nelson Town Deal.

The Board will operate within its Terms of Reference which will be reviewed on an annual basis.

The Board Terms of Reference and Operating Principles are included at **Appendix A**.

1.2 Accountable Body

Pendle Borough Council, the lead Council for the Town Deal, will be the accountable body for implementing the Town Deal. The Council will have responsibility for managing and administering funds on behalf of The Board, reporting on performance, and ensuring appropriate

governance and assurance procedures are in place.

Pendle Borough Council will have ultimate decision making responsibility for the Town Deal, working in collaboration and partnership with the Nelson Town Deal Board.

1.3 Project Appraisal Sub-Group

The Nelson Town Deal Board will establish a Project Appraisal Sub-Group. The Sub-Group will be responsible for appraising project Business Cases, bringing in external expertise where required and making recommendations to the Board regarding the cases and about any conditions that should be imposed on funding approvals.

Terms of Reference for the Project Appraisal Sub-Group are included at **Appendix B**.

1.4 Communications and Engagement Sub-Group

The Communications and Engagements Sub-Group will ensure that communication and engagement with local residents and businesses is an integral part of the programme.

Terms of Reference for the Communications and Engagement Sub-Group are included at **Appendix C**.

1.5 Plan Delivery Group

A Plan Delivery Group will be established, consisting of the Senior Responsible Officer for each project represented, plus relevant stakeholders and delivery partners as appropriate. The group will be co-ordinated through the Programme Management function and will help to align activity between the projects and complementary initiatives. It will also help to advise the Board on progress and any issues arising.

Draft Terms of Reference for the Plan Delivery Group are included at **Appendix D**.

1.6 Programme Management

Pendle Borough Council, as Accountable Body, will provide Programme Management to the Town Deal. This will be through the Regeneration Team within the Housing, Health & Engineering Service Area with support from Financial Services. The Programme Management Function will support the Accountable Body and Board by co-ordinating the appraisal and due diligence of business cases, and providing the monitoring and evaluation and performance management function.

2. Transparent and Accountable Decision Making

2.1 The role of the Accountable Body and Managing Public Funding

The Board is an unincorporated body and therefore requires an accountable body for the funding programmes it manages. The Accountable Body for the Town Deal is Pendle Borough Council and this Assurance Framework will be used to manage and administer the Town Deal on behalf of The Board.

The primary role of the accountable body will be to:

- Uphold the Seven Principles of Public Life (the Nolan Principles)
- Develop a delivery team through the Regeneration Team that will be responsible for the delivery arrangements, agreements and monitoring and evaluation function
- Ensure that the decisions made by the Board are done so in accordance with good governance principles
- Ensure transparency requirements are met – through the publication of information on the Nelson Town Deal website and required reporting in line with Government guidance.
- Through the Project Appraisal Sub-Group, appraise the projects within the Town Investment Plan in accordance with the HM Treasury 5 Case Model
- Ensure, where required, Environmental Impact Assessments or Public Sector Equalities Duties are undertaken
- Sign the Heads of Terms with Government
- Submit regular monitoring reports to the Government
- Consider and make the final decision on the recommendations of the Board. In making these decisions the Accountable Body will ensure the activities of the Board comply with legal requirements including, but not limited to, those in respect of equalities, human rights, environmental requirements, procurements, subsidies etc
- Enter into Funding Agreements with lead organisations
- Hold publicly funded allocations, and make payments to, delivery bodies and account for these funds in such a way that they are separately identifiable from the accountable body's own funds and provide financial statements to The Board as required.
- Ensure that the Town Deal Assurance Framework is adhered to
- Act as the Secretariat for The Board and maintain the official record of the Town Deal proceedings, hold all Town Deal documents and draft funding agreements and contracts.
- Ensuring publication of the governance arrangements, register or interests and meeting papers for the Board on the Pendle Council website

Lead organisations for project delivery will be responsible for providing suitable evidence and assurances to the Accountable Body that all necessary internal

approvals and processes have been followed in respect of particular schemes.

Pendle Borough Council reserves the right not to implement any request or recommendation of the Board if in the reasonable view of Pendle Borough Council the request or decision presents an unacceptable legal or financial risk to Pendle Borough Council.

If Pendle Borough Council does not continue as the Accountable Body for any reason, The Board will ensure to make alternative Accountable Body arrangements in line with relevant Government guidance.

3. Programme Management and Assurance

A flow-chart providing an overview of the Governance and Assurance process is included at **Appendix E**. This sets out which organisation/body is responsible for which stage of the process.

3.1 Value for Money and the 5 Case Assessment

The Nelson Town Deal business case development and appraisal process is aligned to the HM Treasury Green Book principles.

Stage 1 - Town Investment Plan

The projects included within the Town Investment Plan have developed a Strategic Outline Business Case (SOBC) which establish at a high level the nature of the project, strategic fit with Town Deal priorities, options, identification of key stakeholders, timescales, estimated costs, funding request, outputs and risks.

Stage 2 - Full Business Case (FBC)

Following agreement of the Heads of Terms and building upon the work undertaken at SOBC stage, each project (led by the project lead) will develop an FBC. FBC's will address, in a proportionate manner, the five cases set out in the HM Treasury Green Book, which are:

- **Strategic case** – Projects will be required to demonstrate the continued rationale, background, policy context and strategic fit of the public expenditure or public intervention;
- **Economic case** – Projects will be required to demonstrate, with evidence, why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. The “do nothing” must be identified as an option for all projects. The Town Investment Plan identified proposed output indicators for each project. The Full Business Case will review

these indicators against the guidance to measure the results. The indicators will be confirmed through the programme Monitoring and Evaluation (M&E) plan;

It is recognised that there is no one size fits all for how many options or what makes a good economic case. In completing this case the scheme should include robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Whilst it is recognised that Value for Money is ideally demonstrated in a credible Benefit Cost Ratio, for some schemes the costs and/or benefits cannot be monetised at the present time. For these schemes the economic case will proportionally capture these impacts and specify a partial Value for Money measure. Wider benefits/costs will also be considered and specified where these are sizeable, compared with the direct impacts;

- **Commercial case** – Projects will be required to demonstrate commercial viability or contractual structure for the project, including procurement where applicable;
- **Financial case** – Projects will be required to demonstrate the financial implications of the project, including where applicable budgets, cash flow, and contingencies;
- **Management case** – Projects will be required to provide details of how the project will be effectively delivered, utilising the Green Book to verify if there are mandatory methodologies applicable to the investment.

Business Case Appraisal

The Project Appraisal Sub-Group, supported by independent appraisers, will ensure that a full Green Book appraisal of the business cases has been completed to provide the required assurance to the Board and the Accountable Body. Each FBC will identify a named Project Manager from the promoting/lead organisation, and appraisal of the FBC will identify a lead appraiser from a different organisation. These arrangements will ensure there is a clear distinction between those acting as scheme promoters and those appraising programmes and projects and advising decision makers.

In developing the FBC, each project has a Project Delivery Group, with a designated project lead organisation, responsible for advancing business case development and stakeholder engagement to ensure the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. No minimum value for money threshold is set for Town Fund projects. However to follow best practice, all business cases must contain a robust value for money assessment. If value for money is low, then additional justification should be provided.

Once detailed business cases have been developed and approved, the Accountable Body will submit a Town Deal Summary Document to Government setting out:

- Details of the agreed projects, including Benefit Cost Ratios (if relevant)
- Details of business case assurance processes followed for each project
- An update of actions taken in relation to the Heads of Terms key conditions and requirements
- A delivery plan
- A monitoring and evaluation plan
- Confirmation of funding arrangements and financial profiles for each project
- Confirmation of approvals of planning applications
- Letters of approval from the Town Deal Board and Pendle Borough Council

The Project Appraisal Sub-Group will provide oversight and scrutiny of the business case development phase.

3.2 Contracting

Following approval of the FBC, Pendle Borough Council, as Accountable Body for the Nelson Town Deal, will enter into a Funding Agreement with an individual lead organisation, consistent with the approved FBC and in line with programme requirements. The Funding Agreement will include any conditions of offer agreed as part of the approval process.

3.3 Monitoring, Reporting and Evaluation

Each Funding Agreement will include the following detail and the reporting and monitoring mechanisms by which these will be reported.

- Level 1: Inputs and Activities (the resources committed, and activities undertaken)
- Level 2: Outputs (what is delivered or produced)
- Level 3: Anticipated Intermediate Outcomes (the early or medium-term results)
- Level 4: Outcomes (longer term)

Funding will be paid to schemes within the Deal based on completed project claims and report forms. The Programme Management Team will provide assurance on accuracy and eligibility on the use of Town Deal funding by projects, and make recommendations to the Accountable Body through the verification of expenditure, in line with the Funding Agreement.

The Programme Management and Accountable Body functions will collate the monitoring information and provide regular updates to The Board on the performance of the individual projects and programme as a whole. Where projects are delayed/underperforming the Board will consider how it can support and address

performance issues, making recommendations to the Accountable Body where required.

The Programme Management and Accountable Body functions also complete the required monitoring returns to MHCLG on a biannual basis, in line with the requirements of the Towns Fund Monitoring and Evaluation Guidance. This will include the following detail:

- Project Expenditure: Expenditure on project activities by the local authority or, in the case where a partner is implementing the project, their expenditure on project activities to date. This will also include forecasted spend.
- Project Progress: A brief narrative to explain the progress for the scheme being reporting on.
- Project Changes: Any material changes to projects designs or plans should be disclosed and described, including timing delays.
- Risks: Updates should be made to the project risk schedule using a RAG rating, as well as an explanation of the risks and required mitigation steps. The RAG rating will be used to flag any issues that require action or amendments. This will also allow changes in risk to be tracked over time.

On an annual basis feedback on local engagement and how the overall investment strategy is progressing will be completed in the format to be agreed by Government.

3.4 Risk Management

As part of the project monitoring arrangements, each approved project will provide updates through the project risk schedule using a RAG rating, as well as an explanation of the risks and required mitigation steps. The RAG rating will be used to flag any issues that require action or amendments. This will also allow changes in risk to be tracked over time

Risk will be managed through a programme risk register which will cover all risks relevant to the implementation of work of the Board. Any risks considered high enough to be monitored by the Board will be reported by exception. A risk owner will be assigned to each risk and appropriate mitigation actions will be identified to demonstrate how each risk line is being managed. The risk register will be monitored by the Board and will be a standing item on the agenda for each meeting.

3.5 Project Prioritisation

An initial long list of 15 projects was developed and the Town Deal Board agreed a two stage appraisal and prioritisation framework to refine the projects. The initial stage was a 'sift' of projects requiring Towns Funding to see how well they met the Town Deal requirements. The second stage followed by a more detailed assessment of how well the projects met a set of locally based criteria and Green Book criteria.

Concept forms were then completed for each project and independently assessed before submitting to the Town Deal Board. From this 8 projects were chosen as a shortlist and the projects were further refined in line with the potential availability of Towns Fund and the announcement that the bid for Future High Streets Fund was unsuccessful.

The final submission was for £29.9m for the 8 shortlisted projects and for a programme management resource. The Town Investment Plan can be accessed through the following link:

(link to be added)

Following the Heads of Terms offer of £25m, a further savings and prioritisation exercise has been undertaken led by the Town Deal Board.

3.6 Project Changes and adjustments

There may be circumstances where adjustments and changes need to be made to projects. The accountable body will discuss any such changes with the Town Deal Board. The Towns Fund lead (MHCLG) will also be consulted and their relevant processes for project adjustments will be followed. Approval to these changes will be at the discretion of MHCLG.

3.7 Stakeholder Engagement

Stakeholder communication and engagement is essential to support the effective delivery of the Town Deal by understanding how residents, businesses and other organisations feel about Nelson, to understand their priorities for change and to allow them to influence this change.

Local engagement and communications will be managed in line with the Stakeholder Engagement Plan under the slogan 'Our Nelson, Our Future'. It will be overseen by the Stakeholder Engagement Sub-Group whose role is to implement the Stakeholder Engagement Plan to ensure that all communities can become involved in the development and delivery of the Nelson Town Investment Plan.

The stakeholder engagement plan outlines our approach to stakeholder engagement. It initially focussed on the development of the Town Investment Plan for Nelson, but it will now help to co-ordinate engagement activity in the development of business cases and project delivery.

This plan is considered a live document that will change and evolve over the course of the development and delivery of the Town Deal.

3.8 Publicity

The Board and Accountable Body agree to comply with publicity guidance provided by Government and agree to respond to reasonable requests to participate in and co-

operate with any promotional activities relating to the Town Deal that may be instigated or organised by the Funder. All funding agreements will include provision for individual schemes to agree to participate and comply with relevant publicity guidance.

3.9 Data Protection and Information Governance

The Board Assurance Framework 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.

The Council and the Board will support each other in dealing with any data protection or freedom of information questions. The Council framework can be found at:

https://intranet.pendle.gov.uk/homepage/16/information_governance

3.10 Scrutiny and Audit

The role of audit will be overseen by the Council's Accounts and Audit Committee. As accountable body, Pendle Borough Council will comply with any audit requirements as stipulated by Government. The Council operate a Committee Governance structure and are therefore not required to have overview and scrutiny arrangements.

Appendices

- A) Nelson Town Deal Board -Terms of Reference
- B) Project Appraisal Sub-Group – Terms of Reference
- C) Stakeholder Engagement Sub-Group – Terms of Reference
- D) Governance and Assurance Flow Chart

NELSON TOWN DEAL BOARD TERMS OF REFERENCE AND OPERATING PRINCIPLES

1. AIMS AND OBJECTIVES

- 1.1 The Nelson Town Deal Board will be responsible for developing and implementing a Town Investment Plan to support a Town Deal with the Government. The aim of the Investment Plan is to deliver long term economic and productivity growth for Nelson.
- 1.2 The area covered by the Board is the Nelson ~~Built Up Area, as defined by the Office for National Statistics or any approved revisions~~ Town Deal boundary as amended by Pendle Council's Policy & Resources Committee on 23rd July 2020.

2. FUNCTIONS AND RESPONSIBILITIES

- 2.1 The Board will be responsible for:
 - Overseeing the production of a town wide masterplan for Nelson
 - Developing an evidence based Town Investment Plan
 - Providing recommendations to Pendle Council on strategies and investment proposals
 - Ensuring that the local community, including the business community, has the opportunity to be involved in the development of strategies and proposals for the town
 - Producing an implementation programme to deliver the **Town** Investment Plan
 - Influencing stakeholders to ensure investment in the town
 - Prioritising projects against agreed criteria
 - ~~Developing a Business Case to support bids to the Towns Fund~~ Overseeing the development of Business Cases for projects seeking Town Deal funding and making recommendations to the Accountable Body

- ~~Ensure that Towns Fund proposals align with those of the Future High Streets Fund~~
- Maintaining strategic oversight of the delivery of the Town Investment Plan against its vision and objectives,
- Monitoring delivery of the Town Investment Plan projects, considering adjustments and changes where these may arise,
- Identifying other sources of funding to deliver the aims of the **Town** Investment Plan
- Other matters deemed to impact on the economic growth of Nelson which may be identified from time to time

3. MEMBERSHIP

3.1 The Partnership will conduct its business through a Board with the membership and representation set out in columns 1 and 2 below:

Board		
	No. of seats	Appointments
Independent Chair	1	Stephen Barnes (appointed 28 th Feb 2020)
Pendle Borough Council	3	Cllr Mohammed Iqbal (appointed Vice-Chair 28 th Feb 2020) Cllr David Whipp Cllr Mohammed Aslam
Lancashire County Council	1	Steve Burns
Nelson Town Council	1	Cllr Zafar Ali
Member of Parliament	1	Andrew Stephenson MP
Lancashire Local Enterprise Partnership (LEP)	1	Anne-Marie Parkinson
Business representative	3	Denis Mendoras (Chair of Pendle Vision Board) Chris Smith, Pendle Engineering Lara Oddie, Oddie's Bakery
Community/voluntary sector representatives	3	Rauf Bashir, Building Bridges Claire Bennett, Positive Action in the Community Paul Hartley, InSitu
Lancashire Police	1	Vacant
Pendle Youth Council	2	Kamil Akhtar Elliot French
Advisors		

BEIS – Rosie Jenkins Homes England – Christine Parker Health Representative – Tony McDonald DWP – Heather Murray

- 3.2 Organisations on the Board will appoint nominated representatives and may send substitutes to individual meetings. Initial appointments are set out in column 3 in the table in paragraph 3.1 above. The period of office of the Board members listed in paragraph 3.1 above shall normally be as set out in Paragraph 3.4 below. However, any of the organisations listed in paragraph 3.1 which has appointed a representative can change that representative at any time and written notice of any such change must be sent to the Chief Executive of Pendle Borough Council.
- 3.3 Advisors from the organisations listed in 3.1 will be invited to attend all meetings. Other advisors will be invited as required. Advisors do not have a vote.
- 3.4 Membership of the Board will be for an initial two year period from January 2020. All members of the Board, including the Chair and Vice-Chair, will be appointed or re-appointed at the next meeting after 1 February 2022 and subsequently every two years.

4.0 SECRETARIAT

- 4.1 Pendle Borough Council, as Lead Council, will provide a secretariat function which will involve organising meetings, preparing and circulating agendas and producing minutes.
- 4.2 Agendas and accompanying reports shall be published at least 5 clear working days in advance of a meeting and sent to all members of the Board.
- 4.3 Agendas and reports will be published on Pendle Council's website unless it is agreed by the Chair that these items are of a confidential nature and need to be dealt with as a 'Part 2 Item' with press and public excluded. Wherever possible reports will be public unless there are over-riding reasons for them to be kept confidential.
- 4.4 Minutes of all meetings (including Part 2 Items) will be public documents.
- 4.5 Draft minutes of meetings will be published on the Pendle Council's website within 10 clear working days following the meeting.
- 4.6 Final minutes will be published on Pendle Council's website, within 10 clear working days of approval by the Board

4.7 Any conflicts of interest will be formally noted within the published minutes

5.0 MEETINGS OF THE BOARD

5.1 The Board shall meet at least four times a year on such days and times as agreed by the members. These dates and times may be varied at the discretion of the Chair and the nature of the business to be discussed. Meetings will be advertised and will be held in public. The Board may agree a motion to exclude the public for some Agenda Items on the grounds that it is necessary due to commercial, financial, legal or personal confidentiality.

5.2 An Annual General Meeting of the Board will be held in February each year, starting in February 2021, to agree an Annual Delivery Plan.

5.3 An extraordinary meeting can be called at no less than 14 days notice if a minimum of five members wish to do so.

5.4 Conduct of the meeting shall be by the usual conventions of public authorities. The rulings of the Chairman shall be final.

5.5 In the absence of the Chair members present will elect one of their number to be the Chair for that meeting.

6.0 VOTING

6.1 Where a decision is required the Board shall try to reach a consensus view. Where this is not possible there will be a vote.

6.2 Each Member shall have one vote.

6.3 Voting shall be by a show of hands of Board members and shall be by simple majority.

6.4 In the case of equality of voting, the Chair shall have a second or casting vote.

7.0 QUORUM

7.1 No business shall be undertaken at any meeting unless there are a minimum of **five** members present, including one representative from Pendle Borough Council.

8.0 SUB-COMMITTEES SUB-GROUPS

8.1 The Board may decide to set up ~~sub-committees~~ ~~sub-groups~~ for particular areas of work. The Board will agree the remit of these ~~sub-committees~~ ~~sub-groups~~ and whether they are time limited.

9.0 CONFIDENTIALITY

9.1 All papers marked as confidential and all discussions at meetings in relation to confidential items shall not be disclosed outside the Board.

10.0 DECLARATIONS OF INTEREST

10.1 The Members recognise that it is essential that the business of the Board is conducted in an open and transparent manner.

10.2 Members must therefore declare a personal interest in any item on the agenda. The following interests must be entered by each Member in the register of personal interests referred to at paragraph 10.6 below and also declared each time an item comes up for discussion at a meeting of the Board:

- Ownership or any other interest in any property within the area referred to in Paragraph 1.1 above.
- Directorship of, ownership of or employment by any company or partnership owning or occupying any property within the area referred to in Paragraph 1.1 above or carrying out work within that area

10.3 Declaration involves stating the interest and also the nature of the interest. Once the interest is declared, then a Member may speak on the item but must not vote on it.

10.4 Elected Members of Pendle Borough Council are bound by that Council's Code of Conduct while at meetings of the Board.

10.5 Members do not have an interest by virtue of employment by or membership of a body which is represented on the Board.

10.6 A Register of Interests shall be established and completed by all members of the Board. This shall be made available to the Chair at all meetings.

11.0 CONDUCT OF BOARD MEMBERS

11.1 All members of the Board are expected to adhere to the Nolan Principles¹

¹ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

11.2 The Board will align itself with the governance standards and policies of Pendle Borough Council as Lead Council, including those policies on whistle blowing, complaints, compliance with the General Data Protection Regulations (GDPR) and declaring gifts and/or hospitality.

11.3 Profiles of all the Board Members will be published

12.0 APPOINTMENT OF OFFICERS AND LEAD AUTHORITY FOR ACCOUNTABLE BODY STATUS

12.1 The Chief Executive of Pendle Borough Council shall act as Secretary of the Board for the purposes of co-ordinating advice to the Board and arranging for the servicing of meetings. This function may however be delegated to the Housing Health and Engineering Manager, supported by such other officers as may be appropriate.

12.2 The Partnership will appoint Pendle Borough Council as lead organisation to carry out the role of Accountable Body for the Towns Fund and to approve funding proposals.

13.0 CHANGES TO THE TERMS OF REFERENCE

13.1 The Terms of Reference of the Board may be amended by the Board at any meeting subject to a majority vote. 14 days notice must be given of any proposed changes to the Terms.

13.2 The Terms of Reference will be reviewed annually at the Annual General Meeting.

These Revised Terms of Reference were agreed by the Nelson Town Deal Board on 7th August 2020

Membership updated May 2021

Membership updated August 2021

**PROJECT APPRAISAL SUB-GROUP
TERMS OF REFERENCE**

RESPONSIBILITIES

- To oversee development of a Full Business Case (FBC) for each Project seeking Towns Fund
- To ensure that the FBC includes sufficient information to allow a robust appraisal
- To ensure that the FBC is appraised in line with the Five Case Model – Strategic, Economic, Commercial, Financial and Management
- To ensure that external advice is procured, where required, to support the appraisal process
- To seek the views of the Accountable Body on the FBC
- To recommend to the Board whether the FBC should be approved, along with any conditions of approval

MEMBERSHIP

To be agreed by the Nelson Town Deal Board

Membership can be revised by the Board at any meeting of the Board

**STAKEHOLDER ENGAGEMENT SUB-GROUP
TERMS OF REFERENCE**

RESPONSIBILITIES

- To work with Pendle Council Officers to maintain and update a Stakeholder Engagement Plan in line with the requirements of Town Deal guidance
- To manage and co-ordinate engagement activities
- To review and update the Stakeholder Engagement Plan at regular intervals
- To report back to the Nelson Town Deal Board on engagement activity

MEMBERSHIP

As agreed by the Nelson Town Deal Board on 3rd July 2020

- Chris Smith
- Paul Hartley
- Councillor Zafar Ali
- 1 Member of the Youth Council

Membership can be revised by the Board at any meeting of the Board

**PLAN DELIVERY GROUP
TERMS OF REFERENCE**

ROLE AND RESPONSIBILITIES

Co-ordinated through the Programme Management function, this group will help to:

- Align activity between the projects and complementary initiatives,
- Help to advise the Town Deal Board on progress and issues arising.

Membership

- Programme Management staff
- Senior Responsible Officer for each project
- Other relevant stakeholder and delivery partners, as appropriate.

APPENDIX E
GOVERNANCE AND ASSURANCE FLOW CHART

