

**REPORT OF:** HOUSING, HEALTH AND ENGINEERING SERVICES  
MANAGER

**TO:** NELSON TOWN DEAL BOARD

**DATES:** 1<sup>st</sup> OCTOBER 2021

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## ALLOCATION OF FUNDING AND PROJECT CONFIRMATION TABLES

### PURPOSE OF REPORT

To feedback on the final adjustments that were made to achieve the required savings across the Town Deal programme. To present to the Board the Project Confirmation Tables which will be submitted to Government by 8<sup>th</sup> October, alongside plans for addressing the conditions set out in the Heads of Terms offer.

### RECOMMENDATIONS

1. That the Board note the allocation of the £25m Towns Funding across the 8 strategic projects.
2. That the Board note the Project Confirmation Tables and authorise the Chair to sign them.
3. That the Board note the plans to address the project and plan level conditions that were set out in the Heads of Terms offer.

### REASONS FOR RECOMMENDATION

1. To enable the information required by Government to be submitted to them by the deadline of 8<sup>th</sup> October.

## ISSUE

### Background

1. Recent meetings of the Town Deal Board have focused upon how to achieve a reduction in the Towns Fund ask across our 8 strategic projects from £29.9m to £25m. At the last meeting of the Board on 26<sup>th</sup> August, the majority view was that the required savings should be made based upon 'Option 5' that was presented. The Board delegated authority to the Chair of the Board and the Leader of the Council to agree the final adjustments across a

small number of the projects, taking into account where possible Board members views and suggestions.

2. A report on the proposed savings was taken to the Council's Policy and Resources Committee on the 16<sup>th</sup> September and the allocation of funding across the projects was agreed as set out in Table 1 in Appendix 1.
3. To summarise the final adjustments that were made:
  - The saving on the Heathy Town project is unchanged. Funding for Wavelengths is maintained and Parks improvements are to be delivered as originally intended by seeking match funding from Nelson Town Council in place of the reduction in Towns Funding.
  - The proposed savings in the Revitalised Nelson project were reduced slightly – protecting proposed investment in the ACE Centre and the Bankhouse Rd site to ensure these are brought into active use.
  - Funding for Modernising Nelson's Industrial Potential is maintained at £4m to ensure this long term vacant brownfield site is tackled and brought back into use.
  - The amount of funding allocated to the Accessible Nelson project was reduced to accommodate these adjustments. The design/feasibility work which will be undertaken to inform the business case will help to identify the optimal areas for investing this funding to meet the objectives of the project.

### **Confirming project details to Government**

4. In line with the Heads of Terms Agreement, Project Confirmation Tables must now be submitted to the Government (by 8<sup>th</sup> October) confirming the high level details of the projects we intend to take forward.
5. These tables are presented in Appendix 2 to this report, reflecting the savings and adjustments that have been made. A brief narrative explaining these changes will be submitted to accompany the tables.
6. Nelson's Heads of Terms offer included a number of conditions relating to two of the projects and the overall Town Investment Plan. Plans for addressing these conditions must also be submitted at this stage. Plans for addressing project specific conditions are set out in the relevant project tables and a plan for addressing the key conditions relating to the overall Town Investment Plan is provided in Appendix 3.
7. Finally, the confirmation tables also ask projects to indicate timings for the submission of the business case summary documents to Government. The summary document sets out the final project details from the business case (e.g. Towns Funding allocated, match funding, outputs, outcomes, financial profile, delivery plan, monitoring and evaluation plan and actions taken to address project conditions). Projects can submit these as soon as they are ready, within 12 months of agreeing Heads of Terms.
8. Item 5 on the agenda set out further detail on the programme for Business Case development.

## **IMPLICATIONS**

**Policy:** None directly arising from this report.

**Financial:** The report confirms the allocation of funding across the 8 strategic projects within the £25m funding envelope.

**Legal:** None directly arising from this report.

**Risk Management:** None directly arising from this report.

**Health and Safety:** None directly arising from this report.

**Sustainability:** None directly arising from this report.

**Community Safety:** None directly arising from this report.

**Equality and Diversity:** None directly arising from this report.

## Appendix 1: Allocation of Funding / Investment Programme agreed by Policy and Resources Committee

Project	Investment Programme in TIP			Final Revised Investment Programme			Town's Fund Saving
	Town's Fund Ask in TIP	Match	Total Project Value	Revised Town's Fund Ask	Revised Match	Revised Total Project Value	
Healthy Town	3,677,714	440,623	<b>4,118,337</b>	2,321,149	690,623	<b>3,011,772</b>	- 1,356,565
Accessible Nelson	5,400,000	80,000	<b>5,480,000</b>	3,463,952	115,000	<b>3,578,952</b>	- 1,936,048
Revitalised Nelson	10,504,815	29,817,000	<b>40,321,815</b>	9,265,297	29,500,000	<b>38,765,297</b>	- 1,239,518
Modernising Nelson's Industrial Potential	4,000,000	6,900,000	<b>10,900,000</b>	4,000,000	6,900,000	<b>10,900,000</b>	-
Business Resilience and Growth	2,000,000	1,900,000	<b>3,900,000</b>	2,000,000	4,763,642	<b>6,763,642</b>	-
Digital Skills Hub	2,440,000	810,000	<b>3,250,000</b>	2,290,000	960,000	<b>3,250,000</b>	- 150,000
Yes Hub	555,289	109,866	<b>665,155</b>	420,389	446,985	<b>867,374</b>	- 134,900
This is Nelson	787,000	213,000	<b>1,000,000</b>	727,966	302,000	<b>1,029,966</b>	- 59,034
Programme Management	606,375	306,219	<b>912,594</b>	511,247	258,180	<b>769,427</b>	- 95,128
<b>TOTAL</b>	<b>29,971,193</b>	<b>40,576,708</b>	<b>70,547,901</b>	<b>25,000,000</b>	<b>43,936,430</b>	<b>68,936,430</b>	- <b>4,971,193</b>

nb. Accelerated Funding used to acquire Scotland Rd and Trafalgar House added in as match funding to YES Hub and Revitalised Nelson.

## Appendix 2: Project Confirmation Tables

<b>Project confirmation table</b>	
<b>1. Project name: Healthy Town</b>	
<b>2. Total project value (£)</b>	This must equal sum of Towns Fund budget (no.3) and Match-funding total (no.4) below.
	<b>£3,011,772</b>
<b>Financial profile attached</b> <input checked="" type="checkbox"/> (please tick the box)	Provide financial profiles for Towns Fund budget in Annex A-1: financial profile.
<b>3. Towns Fund budget (£)</b>	This must be identical to the TF budget in the Annex A-1: financial profile.
	<b>£2,321,149</b>
<b>4. Match-funding (£)</b>	Provide match-funding total, breakdown, and source(s)
	<b>Match Funding Total: £690,623</b>
	<b>Breakdown by source:</b> £250,000 Nelson Town Council £ 415,623 Sport England/other public
<b>5. Plan for addressing key project conditions</b>	Provide plans to address any project conditions that were attached to the project in the Heads of Terms (if applicable).
	<p><b>Condition 1: Provide a more detailed delivery plan that covers risks, interdependencies and mitigation measures; and clear costings for each element.</b></p> <p>A more detailed delivery plan, including a detailed risk register, will be produced as part of the business case development and will be submitted with the project Summary Document. More detailed costings will also be developed to inform business case development, through the engagement of appropriate technical expertise (architects, cost consultants, etc).</p> <p><b>Condition 2: Provide further evidence to support the outcomes provided.</b></p> <p>Outcomes provided in the TIP:</p> <ul style="list-style-type: none"> <li>• 23,165 Sq m of parks improved: base upon plan based measurements of parks to be improved,</li> <li>• 300 sq m of new leisure facilities: based upon indicative floorspace of new facilities,</li> <li>• 20,000 young people using the new fitness facilities at Pendle Wavelengths: calculated using a Sport England methodology based upon sq m of new floorspace, combined with current usage figures of existing centre and usage trends,</li> <li>• 5346 Volunteer hours: In light of adjustments made to this project to help bring Nelson's investment programme to within £25m, this outcome will be revisited.</li> <li>• The updated range of Towns Fund indicators will be considered across the</li> </ul>

whole project and targets set through the business case development process.

**6. Summary Document/ Business Case timing** (month/year)

Please outline when you will submit the Summary Document for this project or the Full Business Case where Heads of Terms indicate it is to be called in.

Where towns need to draw down funding within FY 2021/22, Summary Documents must be submitted by 28 January 2022 the latest.

**Summary document to be submitted in July 2022.**

**Name of the Town Deal Board and name & signature of Chair**

Name of the Town Deal Board:

Chair's name and signature:

Date:

**Name of the lead Local Authority and name & signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:

<b>Project confirmation table</b>
<b>1. Project name: Accessible Nelson</b>
<b>2. Total project value (£)</b> This must equal sum of Towns Fund budget (no.3) and Match-funding total (no.4) below.
<b>£3,578,952</b>
<b>Financial profile attached</b> <input checked="" type="checkbox"/> (please tick the box) Provide financial profiles for Towns Fund budget in Annex A-1: financial profile.
<b>3. Towns Fund budget (£)</b> This must be identical to the TF budget in the Annex A-1: financial profile.
<b>£3,463,952</b>
<b>4. Match-funding (£)</b> Provide match-funding total, breakdown, and source(s)
<b>Match Funding Total: £115,000</b>  <b>Breakdown by source:</b> £80,000 (DfT via LCWIP) £35,000 EV Charging Grant
<b>5. Plan for addressing key project conditions</b> Provide plans to address any project conditions that were attached to the project in the Heads of Terms (if applicable).
n/a
<b>6. Summary Document/ Business Case timing (month/year)</b> Please outline when you will submit the Summary Document for this project or the Full Business Case where Heads of Terms indicate it is to be called in. Where towns need to draw down funding within FY 2021/22, Summary Documents must be submitted by 28 January 2022 the latest.
<b>Summary document to be submitted in July 2022.</b>
<b>Name of the Town Deal Board and name &amp; signature of Chair</b>
Name of the Town Deal Board:  Chair's name and signature:

Date:

**Name of the lead Local Authority and name & signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:



<b>Project confirmation table</b>
<b>1. Project name: Revitalised Nelson</b>
<b>2. Total project value (£)</b> This must equal sum of Towns Fund budget (no.3) and Match-funding total (no.4) below.
<b>£38,765,297</b>
<b>Financial profile attached</b> <input checked="" type="checkbox"/> (please tick the box) Provide financial profiles for Towns Fund budget in Annex A-1: financial profile.
<b>3. Towns Fund budget (£)</b> This must be identical to the TF budget in the Annex A-1: financial profile.
<b>£9,265,297</b>
<b>4. Match-funding (£)</b> Provide match-funding total, breakdown, and source(s)
<b>Match Funding Total: £29,500,000</b>
<b>Breakdown by source:</b> £14,340,000 Private sector £4,840,000 Homes England/Registered Provider £470,000 Accelerated Funding £150,000 Land Release Funding £160,000 Pendle Borough Council £9,540,000 Other public (tbc)
<b>5. Plan for addressing key project conditions</b> Provide plans to address any project conditions that were attached to the project in the Heads of Terms (if applicable).
n/a
<b>6. Summary Document/ Business Case timing (month/year)</b> Please outline when you will submit the Summary Document for this project or the Full Business Case where Heads of Terms indicate it is to be called in. Where towns need to draw down funding within FY 2021/22, Summary Documents must be submitted by 28 January 2022 the latest.
<b>Summary document to be submitted in July 2022.</b>

**Name of the Town Deal Board and name & signature of Chair**

Name of the Town Deal Board:

Chair's name and signature:

Date:

**Name of the lead Local Authority and name & signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:



**Name of the lead Local Authority and name & signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:

<b>Project confirmation table</b>
<b>1. Project name: Business Resilience and Growth</b>
<b>2. Total project value (£)</b> This must equal sum of Towns Fund budget (no.3) and Match-funding total (no.4) below.
<b>£6,763,642</b>
<b>Financial profile attached</b> <input checked="" type="checkbox"/> (please tick the box) Provide financial profiles for Towns Fund budget in Annex A-1: financial profile.
<b>3. Towns Fund budget (£)</b> This must be identical to the TF budget in the Annex A-1: financial profile.
<b>£2,000,000</b>
<b>4. Match-funding (£)</b> Provide match-funding total, breakdown, and source(s)
<b>Match Funding Total: £4,763,642</b>
<b>Breakdown by source:</b> £4,750,000 Private Sector (Businesses)  £13,642 Boost Business Lancashire (public) and other partners as an in-kind contribution. Boost will provide a tailored package of business support to the businesses alongside the grants.
<b>5. Plan for addressing key project conditions</b> Provide plans to address any project conditions that were attached to the project in the Heads of Terms (if applicable).
<b>Condition 1: Provide a more detailed delivery plan that covers risks, interdependencies and mitigation measures; and clear costings for each element.</b> A more detailed delivery plan, including a detailed risk register, will be produced as part of the business case development and will be submitted with the project Summary Document. More detailed costings will also be developed as part of the business case development as far this is possible. Given that this is a grants programme open to businesses over a 4 year time frame it will not be possible to identify all likely/potential investments at the outset.  Businesses will be expected to demonstrate value for money through their procurement strategy as part of the grant application and approval process.
<b>Condition 2: Provide assurance that State Aid regulations are being met.</b> As part of the application process, businesses will be asked to state if they have received any financial assistance or 'assistance in kind' from a public body and asked to provide details including source of funding, funding amount and final payment. These figures will be checked against the current state aid limits to ensure that the business does not go over the threshold. These processes have been followed

previously on grant schemes administered by Pendle Council, who will be the lead body for this scheme.

**Condition 3: Provide letters of support/interest from businesses** - Direct consultation was undertaken with a number of businesses to seek their views on future investment needs as part of the TIP development. A communication and engagement plan will be developed and implemented by the project working group to support business case development and implementation. Letters of support/interest will accompany the business case and will be submitted with the project summary document.

**6. Summary Document/ Business Case timing (month/year)**

Please outline when you will submit the Summary Document for this project or the Full Business Case where Heads of Terms indicate it is to be called in. Where towns need to draw down funding within FY 2021/22, Summary Documents must be submitted by 28 January 2022 the latest.

**Summary document to be submitted in March 2022.**

**Name of the Town Deal Board and name & signature of Chair**

Name of the Town Deal Board:

Chair's name and signature:

Date:

**Name of the lead Local Authority and name & signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:

<b>Project confirmation table</b>
<b>1. Project name: Advanced Digital Skills Academy</b>
<b>2. Total project value (£)</b> This must equal sum of Towns Fund budget (no.3) and Match-funding total (no.4) below.
<b>£3,250,000</b>
<b>Financial profile attached</b> <input checked="" type="checkbox"/> (please tick the box) (Provide financial profiles for Towns Fund budget in Annex A-1: financial profile.
<b>3. Towns Fund budget (£)</b> This must be identical to the TF budget in the Annex A-1: financial profile.
<b>£2,290,000</b>
<b>4. Match-funding (£)</b> Provide match-funding total, breakdown, and source(s)
<b>Match Funding Total: £960,000</b>  <b>Breakdown by source:</b> <ul style="list-style-type: none"> <li>- £490,000 DFE T-Level Capital Fund BFIG (secured)</li> <li>- £470,000 College Reserves (secured)</li> </ul>
<b>5. Plan for addressing key project conditions</b> Provide plans to address any project conditions that were attached to the project in the Heads of Terms (if applicable).
n/a
<b>6. Summary Document/ Business Case timing (month/year)</b> Please outline when you will submit the Summary Document for this project or the Full Business Case where Heads of Terms indicate it is to be called in. Where towns need to draw down funding within FY 2021/22, Summary Documents must be submitted by 28 January 2022 the latest.
<b>Summary document to be submitted in Feb 2022.</b>

**Name of the Town Deal Board and name & signature of Chair**

Name of the Town Deal Board:

Chair's name and signature:

Date:

**Name of the lead Local Authority and name & signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:



<b>Project confirmation table</b>
<b>1. Project name: Pendle YES Hub</b>
<b>2. Total project value (£)</b> This must equal sum of Towns Fund budget (no.3) and Match-funding total (no.4) below.
<b>£876,374</b>
<b>Financial profile attached</b> <input checked="" type="checkbox"/> (please tick the box) Provide financial profiles for Towns Fund budget in Annex A-1: financial profile.
<b>3. Towns Fund budget (£)</b> This must be identical to the TF budget in the Annex A-1: financial profile.
<b>£420,389</b>
<b>4. Match-funding (£)</b> Provide match-funding total, breakdown, and source(s)
<b>Match Funding Total: £446,985</b>  <b>Breakdown by source:</b> Accelerated Funding: £280,000 (Secured) ESF: £20,000 (Secured) DWP: £83,100 (Secured) Pendle Borough Council: £63,885 (Secured)
<b>5. Plan for addressing key project conditions</b> Provide plans to address any project conditions that were attached to the project in the Heads of Terms (if applicable).
N/A
<b>6. Summary Document/ Business Case timing (month/year)</b> Please outline when you will submit the Summary Document for this project or the Full Business Case where Heads of Terms indicate it is to be called in. Where towns need to draw down funding within FY 2021/22, Summary Documents must be submitted by 28 January 2022 the latest.
<b>Summary document to be submitted by 14<sup>th</sup> January 2022</b>

**Name of the Town Deal Board and name & signature of Chair**

Name of the Town Deal Board:

Chair's name and signature:

Date:

**Name of the lead Local Authority and name & signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:

<b>Project confirmation table</b>
<b>7. Project name: This is Nelson</b>
<b>8. Total project value (£)</b> This must equal sum of Towns Fund budget (no.3) and Match-funding total (no.4) below.
<b>£1,209,966</b>
<b>Financial profile attached</b> <input checked="" type="checkbox"/> (please tick the box) Provide financial profiles for Towns Fund budget in Annex A-1: financial profile.
<b>9. Towns Fund budget (£)</b> This must be identical to the TF budget in the Annex A-1: financial profile.
<b>£727,966</b>
<b>10. Match-funding (£)</b> Provide match-funding total, breakdown, and source(s)
<b>Total Match Funding: £302,000</b>  <b>Breakdown and source:</b> £140,000 Arts Council, 3 staged bids across the life of the programme (£10k secured) £10,000 PBC (Secured) £60,000 Heritage Lottery £17,500 Building Bridges (Reaching Communities 2022 – 2026) £32,500 In-Situ (ACE NPO round 2 for 2023 - 27) £30,000 Community Renewal Fund, via Super Slow Way (Capital) £12,000 Local community pots across the programme
<b>11. Plan for addressing key project conditions</b> Provide plans to address any project conditions that were attached to the project in the Heads of Terms (if applicable).
N/A
<b>12. Summary Document/ Business Case timing (month/year)</b> Please outline when you will submit the Summary Document for this project or the Full Business Case where Heads of Terms indicate it is to be called in. Where towns need to draw down funding within FY 2021/22, Summary Documents must be submitted by 28 January 2022 the latest.
<b>Summary document to be submitted March 2022</b>



**Towns Fund Financial Profile (extract from Annex A-1)**

Project	RDEL/CDEL	20/21(£)	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
This is Nelson	RDEL		6,000	115,904	108,888	100,588	86,588	417,966
	CDEL		4,000	110,000	124,000	58,000	14,000	310,000
	Total	0	10,000	225,904	232,888	158,588	100,588	727,966
Business Resilience and Growth	RDEL			25,000	25,000	25,000	25,000	100,000
	CDEL			500,000	500,000	450,000	450,000	1,900,000
	Total	0	0	525,000	525,000	475,000	475,000	2,000,000
Pendle Youth Employment Support (YES)	RDEL		17,766	86,643	95,600	107,950	112,430	420,389
	CDEL							0
	Total	0	17,766	86,643	95,600	107,950	112,430	420,389
Digital Skills Academy	RDEL			42,000	59,000	54,000		155,000
	CDEL		118,200	1,269,300	712,300	35,200		2,135,000
	Total	0	118,200	1,311,300	771,300	89,200	0	2,290,000
Accessible Nelson	RDEL							0
	CDEL		50,000	150,000	2,013,952	1,250,000		3,463,952
	Total	0	50,000	150,000	2,013,952	1,250,000	0	3,463,952
Revitalised Nelson	RDEL							0
	CDEL		50,000	1,950,000	5,765,297	1,500,000		9,265,297
	Total	0	50,000	1,950,000	5,765,297	1,500,000	0	9,265,297
Modernising Nelson's Industrial Offer	RDEL							0
	CDEL		50,000	1,000,000	2,500,000	450,000		4,000,000
	Total	0	50,000	1,000,000	2,500,000	450,000	0	4,000,000
Healthy Town	RDEL							0
	CDEL		30,000	562,000	1,249,149	305,000	175,000	2,321,149
	Total	0	30,000	562,000	1,249,149	305,000	175,000	2,321,149
Programme Management	RDEL		58,161	109,929	112,128	114,371	116,658	511,247
	CDEL							0
	Total	0	58,161	109,929	112,128	114,371	116,658	511,247
<b>TOTAL</b>	<b>RDEL total</b>	<b>0</b>	<b>81,927</b>	<b>379,476</b>	<b>400,616</b>	<b>401,909</b>	<b>340,676</b>	<b>1,604,602</b>
	<b>CDEL total</b>	<b>0</b>	<b>302,200</b>	<b>5,541,300</b>	<b>12,864,698</b>	<b>4,048,200</b>	<b>639,000</b>	<b>23,395,398</b>
	<b>Total</b>	<b>0</b>	<b>384,127</b>	<b>5,920,776</b>	<b>13,265,314</b>	<b>4,450,109</b>	<b>979,676</b>	<b>25,000,000</b>

## Appendix 3: Plan for addressing Town Investment Plan general conditions

### HEADS OF TERMS OFFER - GENERAL CONDITIONS

#### 1. TIP Improvements:

- a) **Provide assurance of local authority capacity to deliver the deal; as well as further detail on the main risks and mitigations.**

Funding to support the Programme Management function has been built into our Towns Fund programme. The Council have authorised the recruitment of two new posts to increase capacity within the Regeneration Team, which will have responsibility for managing and monitoring the delivery of the programme in conjunction with other key departments, e.g. finance.

A risk register is provided below outlining the main risks and mitigating measures relating to the delivery of the programme. This will continue to be monitored, updated as the programme progresses and reported to the Board and the Accountable Body.

- b) **Provide confirmation that subsidy control compliance will be assessed in the business cases of projects and include confirmation of resolution in the Summary Document submission.**

As part of the development of business cases, project leads will be asked to confirm that the project is subsidy control compliant. Projects will be asked to consider whether the proposed expenditure/intervention meets the four key characteristics that are likely to indicate that it would be considered a subsidy and, where necessary, appropriate external advice will be sought during business case development.

The assurance process will confirm that there are no issues and this will be reflected in the Summary Document submission.

2. **Assurance: The business cases for each project will be taken through Pendle Borough Council, in line with local assurance processes.**

A local Assurance Framework has been drafted. It was considered by the Nelson Town Deal Board at its meeting on 1<sup>st</sup> October and will be considered at the Council's Policy and Resources Committee on 14<sup>th</sup> October. All business cases will be assured in line with this framework.

3. **Public Sector Equalities Duty (PSED) and other assessments: Pendle Borough Council will undertake programme-wide level impact assessment, relevant project level impact assessment to meet their Public Sector Equalities Duty as well as carry out relevant Environmental Impact Assessments.**

Pendle Council will carry out a programme-wide level equality impact assessment and relevant project level impact assessment to meet their Public Sector Equalities Duty. This work will be undertaken by the Council's Equalities Lead, utilising existing systems and procedures that are already in place for carrying out Service Impact Assessments within the Council. Additional expertise will be brought in if necessary. A summary of this work will be included within the Summary Document.

Environmental Impact Assessments will also be carried out where necessary. It will become clearer where these are required as the projects are developed further through the business case process. Additional external expertise will be brought in to undertake this work if necessary.

## Programme Risk Register

Risk No	Risk	Mitigating Action	Owner	Likelihood 1-5	Impact 1-5	Risk Rating
1.	Delay in completion of business cases due to a lack of capacity and skills to complete them to the required standard and within required timescales. This could result in a delayed submission of Business Case Summary documents and the potential loss of Towns Fund allocation.	The Accountable body has appointed Hatch to support development of all businesses cases. This will ensure consistency of approach and quality control. Town Deal Board will be kept aware of progress.	PBC	2	4	
2.	There is a risk that the required inputs required to complete the business cases are delayed or do not meet requirements, resulting in delays to completion of business case	Accountable Body/PMO to work with project leads to develop a plan for completing business case, including procuring relevant expertise/inputs. Funding is being made available at an early stage to facilitate these inputs.	Project Leads	2	3	
3.	There is a risk that local business case assurance cannot be completed within timescales and to the required standard, caused by lack of capacity in the Accountable Body, resulting in failure to submit the Town Deal Summary document.	New programme management resources are being put in place within the Accountable Body utilising Towns Funding. Additional technical expertise will be bought in to review full business cases of elements of them, e.g. economic case, depending on the size and complexity of the project.	PBC	2	4	
4.	There is a risk that final business cases are not consistent with details provided to government in the TIP and Heads of Terms response, caused by changes made during business case development, resulting in delays or failure to receive Government approval of the Town Deal Summary document.	Regular meetings will take place between PMO and project leads to identify potential changes at an early stage. Early engagement with Towns Fund lead when it is identified that changes might occur. Utilise the Project Adjustment/Change process detailed in the Stage 2 guidance where necessary. Have robust justification for changes and new proposals	PBC	5	3	
5.	There is a risk that projects cannot demonstrate compliance with subsidy control frameworks.	Accountable Body & PMO to work with each project delivery body to ensure potential subsidy implications are identified early on. Ensure development programmes allow sufficient time to receive appropriate legal advice, with corrective	PBC and Project Leads	2	4	

		actions as necessary.				
6.	There is a risk that projects do not have a secured funding package due to delays in securing match funding resulting in failure to complete project assurance within required timescales or Government not approving Summary Document	Ensure match funding requirements are addressed early in business case development programme. Where funding cannot be secured prior to assurance ensure sufficient detail on progress, timescales and risks. Regular liaison between PMO and project lead feeding into project and programme level risk register.	Project Leads	3	3	
7.	There is a risk that projects cannot provide sufficient assurance with regards to deliverability due to failure to secure planning or provide sufficient confidence in planning status resulting in failure to complete project assurance within required timescales or Government not approving Summary Document.	Ensure projects undertake early engagement with planners as part of their business case development programme. Where planning cannot be secured prior to assurance ensure there is sufficient detail on progress, timescales and risks. Regular liaison between PMO and project lead feeding into project and programme level risk register.	Project Leads	2	4	
8.	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to secure sites required for projects, resulting in failure to complete project assurance within the required timescales or failure by Government.	Ensure clear timescale and strategies for securing site where required. Local authority to commence CPO action early if required. Accountable Body to work with PMO and project leads to monitor progress and risk.	PBC and Project Leads	3	4	
9.	There is a risk that business cases do not demonstrate the level of public support and engagement required for Town Deals, caused by delayed, incomplete or inconclusive public engagement, resulting in failure to meet the expectations of Government and the ambitions reflected in the Town Investment Plan.	Ensure projects have a Communication and Engagement Plan in place, enabling business cases to demonstrate public engagement within strategic case.	Project Leads	3	1	
10.	Lack of capacity to resource all Monitoring and Evaluation requirements to effectively monitor and manage the programme.	New programme management resources are being put in place within the Accountable Body utilising Towns Funding. The Programme Manager will develop effective monitoring systems. Each project	PBC	1	4	



		<p>will have an M&amp;E agreement in place as part of the funding agreement with external delivery organisations. The lead officer for each project will be responsible for tracking progress of project delivery against milestones, regular monitoring of expenditure and output indicators, and collecting and analysing secondary data to track progress on outcomes and impacts. All information will be stored in a single database enabling progress to be reported regularly and consistently in line with the Nelson Town Deal governance structure and UK Government as required.</p>				
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