

REPORT OF: HOUSING, HEALTH AND ENGINEERING SERVICES
MANAGER

TO: NELSON TOWN DEAL BOARD

DATES: 7th JANUARY 2022

Contact Details: Judith Stockton
Tel. No: 01282 661040
E-mail: judith.stockton@pendle.gov.uk

**PROGRAMME UPDATE -
BUSINESS CASE DEVELOPMENT & PROGRAMME RISKS**

PURPOSE OF REPORT

To update the Board regarding progress with business case development and the management of key programme and project risks.

RECOMMENDATIONS

That the Board:

1. Note the progress regarding business case development.
2. Note and provide comment on the key project and programme risks and mitigating actions.

REASONS FOR RECOMMENDATION

1. To keep the Board informed.

ISSUE

Background

1. Stage 2 of the Town Deal process requires towns to develop a business case for each project and to submit a Project Summary Document to Government. The Project Summary Document must be submitted within 12 months of agreeing the Heads of Term offer; in Nelson's case by 5th August 2022. The Department for Levelling Up, Housing and Communities (DLUHC) will need to review and be satisfied with the Summary Document before delivery funding is released.
2. Business Cases need to be HM Treasury Green Book compliant and address in a proportionate manner the five cases set out in the Green Book. All business cases will need

to pass through local assurance mechanisms, though DLUHC reserves the right to call in any business case to be assured centrally.

Business Case Development

3. Attached in **Appendix 1** is an overarching timetable/plan for the development and assurance of business cases for each of the Nelson Town Deal projects. This details the key phases of work and milestones.
4. More detailed information regarding the progress of each business case, along with the key challenges and risks, is provided in the tables in **Appendix 2**.

Programme Risks

5. Supporting the development of the business cases, a programme risk register and a project level risk register have been developed. These are attached in **Appendix 3**. The registers identify the key risks to the programme and projects and how these are being managed (see 'Mitigating Actions' and 'Mitigating Actions Update').
6. At present, some of the key risks/challenges relate to:

- **The challenging timescales for completing business cases.**

Three projects initially looking to complete business cases and come forward for decision making in March have revised their timetable and will now come forward in May. These are the Digital Skills Academy, This is Nelson and Business Resilience and Growth. The reason for the delays are largely due to staffing/capacity issues experienced in recent weeks in moving business cases or their inputs forward. It is up to individual towns to manage when business cases come forward within their 12 month window and our contact at BEIS/DLUHC will be kept informed of any changes.

To help provide some additional support to project working groups, Pendle Council have asked Hatch if they could provide some additional support by being present at all project working group meetings to provide advice, guidance and help to keep the projects on track.

- **Commissioning/undertaking inputs required to complete business cases**

Inputs have not yet begun on key schemes within the Revitalised Nelson and Modernising Nelson's Industrial Potential projects. A new JV partner is being procured by the Council to work on the delivery of these schemes and it is expected that the contract will be awarded in late January. The JV partner is aware of the Town Deal and priority schemes which need to be progressed within that.

Time pressures are also present on the design/feasibility work for Accessible Nelson, and whilst feasibility work is being undertaken for the Wavelengths element of the Healthy Towns project the outcome of this is closely linked to the outcome of the Strategic Leisure Review.

- **Communications regarding the Town Deal**

Improving communication and engagement around the Town Deal so residents and stakeholders are aware of progress and activities to deliver the Town Deal vision. There is an item regarding Communication and Engagement later the agenda for this meeting.

7. The risk registers will be maintained and regularly reported to the Board.

IMPLICATIONS

Policy: None directly arising from this report.

Financial: None directly arising from this report.

Legal: None directly arising from this report.

Risk Management: Risks are as set out in the 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 - Business Case Development & Appraisal - Timetable

		Dec					Jan				Feb				Mar				April					May				June				July					Aug			
Project / Business Case		3	10	17	24	31	7	14	21	28	4	11	18	25	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26
YES Hub																																								
Digital Skills Hub																																								
This is Nelson																																								
Business Resilience & Growth																																								
Accessible Nelson																																								
Healthy Town																																								
Wavelengths Parks																																								
Revitalised Nelson																																								
Modernising Nelson's Industrial Offer																																								

Key stages / milestones	
	Business Case development inc feasibility, design inputs, etc
	Design/feasibility/costings/engagement activities
	Report/presentations to Board re: project design / feasibility inputs
	Project presentation to Board
	Receipt of business case for appraisal - by external consultant & Appraisal sub-group
	Comments and clarification points issued by appraiser and considered by project lead/working group
	Review of responses by appraiser and further dialogue if required
	Final appraisal report issued by external appraiser
	Town Deal Board Papers Issued
	Town Deal Board meeting
	Policy and Resources Committee meeting
	Submission of Project Summary Document to DLUHC

Appendix 2 – Project/Business Case Progress Report Jan 22

Project Name	Pendle YES Hub		
Project Description	The YES Hub will support Pendle's 16-24-year olds to overcome barriers to employment. It will provide a 'one stop shop' where young people can go to access a range of information, advice and guidance alongside a breadth of learning, training, health improvement and employment opportunities.		
Delivery Lead & Partners	Lead: Pendle Borough Council Key Partners: DWP, Active Lancashire, Lancashire Skills Hub, Nelson and Colne College		
Project Funding	Total Cost: £0.87m	Town Deal Funding: £0.42m	Match Funding: £0.45m
Project Outputs and Outcomes	To include: <ul style="list-style-type: none"> • # of full-time equivalent (FTE) permanent jobs created or safeguarded through the projects • # of learners/trainees/students enrolled at improved education and training facilities • # of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses • Number of closer collaborations with employers • Number of people per year supported to address and remove barriers and social issues to skills development and employment pathways 		
Business Case Summary Document submission date	Proposed: 14 th Jan 22 - Project being fast-tracked due to need for revenue funding in 2021/22. On track for submission subject to local approval of business case. Revised: n/a		
Scheme Development Progress	<ul style="list-style-type: none"> • Premises for YES Hub (39/41 Scotland Rd) acquired using Town Deal Accelerated Funding in 2020/21 • Project currently being piloted from this base, provided useful inputs for business case development • Match funding is secured. • Project appraised by external consultant and by Project Appraisal sub-group. • Appraisal report being considered by Town Deal Board on 7th Jan 2022. Board to make recommendation(s) to the Council. P&R Committee have given delegated authority to the Chief Executive in consultation with the Leader to make a decision on this project. • Project Summary Document to be submitted to DLUHC by 14th Jan 2022. • P&R Committee have agreed that the existing contract (with Active Lancashire) for delivering the YES Hub support can be extended for a further 6 months whilst the service is re-procured (subject to Towns Funding being secured). 		
Key Challenges/Risks	<ul style="list-style-type: none"> • If the business case is not 'signed off' locally, the Project Summary Document may not be submitted by 14th Jan. This would impact upon the ability to draw down revenue funding in 2021/22 and may result in a break in service delivery. 		

Project Name	Advanced Digital Skills Hub & Academy		
Project Description	This project will create a new digital skills facility within Nelson and Colne College's main building and a smaller facility within the town centre. As well as creating new learning facilities, the project will provide high-quality creative workspace that inspires, supports and encourages enterprise in service and digital technology.		
Delivery Lead & Partners	Lead: Nelson and Colne College Key Partners:		
Project Funding	Total Cost: £3.2m	Town Deal: £2.2m	Match Funding: £1m
Project Outputs and Outcomes	To include: <ul style="list-style-type: none"> • # of full-time equivalent (FTE) permanent jobs safeguarded/created through the projects • Amount of capacity of new or improved training or education facilities • Number of closer collaborations with employers • # of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses • # of learners/trainees/students enrolled at new education and training facilities • # of potential entrepreneurs assisted to be enterprise ready 		
Business Case Summary Document submission date	Original: Mar 22 Revised: June 22		
Scheme Development Progress	<ul style="list-style-type: none"> • The College have scheduled in regular meetings with Hatch to progress development of the business case. • Progress is behind the original schedule and so the proposed date for submitting the Project Summary Document to DLUCH has changed from March to June 22. Additional support with drafting the business case has been requested from Hatch by the College. • The College are already well progressed with some key elements of the design work required to input into the business case. Further, more detailed, work is due to be commissioned in January, to enable 'Phase 1' hub works to begin in late Spring/early summer, to enable opening from the start of the next academic year. • Discussions are ongoing regarding a venue for the 'spoke' element of this project within the Nelson town centre. • Match funding for the project is secured. Key milestones/tasks: <ul style="list-style-type: none"> • Ongoing discussions to secure accommodation for the 'spoke' in Nelson town centre – Jan 22 • Commissioning of more detailed design work for the Hub – Jan/Feb 22 • Presentation from project lead to Town Deal Board – 4th Feb 22 		

	<ul style="list-style-type: none"> • Draft Business Case ready for appraisal – 4th Mar 22 • Appraisal report issued by external appraiser – 22nd April 22 • Town Deal Board consider Business Case Appraisal report – 13th May • Council's Policy and Resources Committee consider appraisal report & recommendations of the Board – 26th May 22 • Project Summary Document submitted to DLUH – early/mid-June.
Key Challenges/Risks	<ul style="list-style-type: none"> • Capacity and time pressures to complete business case and secure funding to enable the Hub element of the project to open at the start of the next academic year. • Ensuring a location for the spoke element of the scheme can be secured in the near future with agreeable terms

Project Name	This is Nelson		
Project Description	A 5-year arts and culture programme that actively engages Nelson's communities in the town's development to facilitate ownership, pride and a shared identity. This will be achieved through programmes of activity, events and the re-activation of places and spaces.		
Delivery Lead & Partners	Lead: In-Situ Key Partners: Building Bridges, SuperSlowWay, Creative Lancashire		
Project Funding	Total Cost: £1m	Town Deal: £0.7m	Match Funding: £0.7m
Project Outputs and Outcomes	To include: <ul style="list-style-type: none"> • # of full-time equivalent (FTE) permanent jobs created through the projects • Amount of public realm improved • Amount of existing parks/greenspace/outdoor improved • Number of young people engaged in the arts • Number of cultural events/projects 		
Business Case Summary Document submission date	Original: March 22 Revised: June 22		
Scheme Development Progress	<ul style="list-style-type: none"> • Project working group met with Hatch 21st October to discuss business case template. There have been some delays with making progress due to staff/capacity/Covid issues. • Date for submitting Project Summary Document pushed back to allow more time to undertake pilot/developmental work to inform business case. • Pilot/developmental work to consider: How artists will play a role in facilitating regeneration in Nelson Town Deal, the role can young people play in this programme and how the project engages with the wider community, including in decision-making process. • Project working group continuing to meet on a regular basis. Future tasks / milestones: <ul style="list-style-type: none"> • Working group undertaking pilot/developmental/engagement work to inform business case – Jan/Feb 22 • Presentation from project lead to Town Deal Board – 4th Feb 22 • Draft Business Case ready for appraisal – 4th Mar 22 • Appraisal report issued by external appraiser – 22nd April 22 • Town Deal Board consider Business Case Appraisal report – 13th May • Council's Policy and Resources Committee consider appraisal report & recommendations of the Board – 		

	<p>26th May 22</p> <ul style="list-style-type: none"> • Project Summary Document submitted to DLUCH – early/mid-June.
Key Challenges/Risks	<ul style="list-style-type: none"> • Ensuring a strong business case can be developed which allows the project to be driven by ongoing community engagement and creative activities throughout its lifetime

Project Name	Business Resilience and Growth		
Project Description	The provision of capital grants to support expansion projects including premises, plant and machinery to support the creation of sustainable jobs and improved productivity within the manufacturing sector.		
Delivery Lead & Partners	Lead: Pendle Borough Council Key Partners: Boost Business Lancashire, Growth Lancashire		
Project Funding	Total Cost: £6.7m	Town Deal: £2m	Match Funding: £4.7m
Project Outputs and Outcomes	To include: <ul style="list-style-type: none"> • # of full-time equivalent (FTE) permanent jobs created/safeguarded through the projects • # of enterprises receiving grants • Number of closer collaborations with employers • Amount of new commercial floorspace (office or light industrial) • Estimated carbon dioxide equivalent reductions as a result of support • Number of new non-domestic buildings with green retrofits completed 		
Business Case Summary Document submission date	Original: March 22 Revised: June 22		
Project conditions stated in Town Deal Heads of Terms	<ul style="list-style-type: none"> • Provide a more detailed delivery plan that covers risks, interdependencies and mitigation measures; and clear costings for each element. • Provide assurance that State Aid regulations are being met. • Provide letters of support/interest from local firms. 		
Scheme Development Progress	<ul style="list-style-type: none"> • Some delays with progressing the business case due to loss of staff at PBC • New project lead in place. Project working group met 10th Dec 21 to go through the Business Case template with Hatch and regular future meetings have been scheduled. <p>Future tasks / milestones:</p> <ul style="list-style-type: none"> • Develop detail on the fund, including its purpose, offer, and criteria to access – Jan 22 • Carry out stakeholder engagement and soft market testing – late Jan/early Feb 22 • Check subsidy control /State Aid compliance - late Jan/early Feb 22 • Presentation from project lead to Town Deal Board – 4th Feb 22 • Draft Business Case ready for appraisal – 4th Mar 22 • Appraisal report issued by external appraiser – 22nd April 22 • Town Deal Board consider Business Case Appraisal report – 13th May • Council's Policy and Resources Committee consider appraisal report & recommendations of the Board – 26th May 22 • Project Summary Document submitted to DLUH – early/mid-June. 		
Key Challenges/Risks	<ul style="list-style-type: none"> • Completing business case and carrying out engagement activities within timeframe set out 		

Project Name	Healthy Town		
Project Description	The Healthy Town project will result in new leisure facilities for young people at Wavelength's as well as improvements in Nelson's three parks. The project will provide new reasons to visit the town and seeks to address poor health issues, including high levels of childhood obesity, by encouraging more active lifestyles which improve health and wellbeing.		
Delivery Lead & Partners	Lead: Pendle Leisure Trust & Pendle Borough Council Key Partners:		
Project Funding	Total Cost: £3m	Town Deal: £2.3m	Match Funding: £0.7m
Project Outputs and Outcomes	To include: <ul style="list-style-type: none"> • # of temporary FT jobs supported during project implementation • # of full-time equivalent (FTE) permanent jobs created/safeguarded through the projects • Number of improved community/sports centres • Amount of existing parks/greenspace/outdoor improved • Estimated carbon dioxide equivalent reductions as a result of support • # of trees planted • Number of additional visitors using upgraded facilities • Health prevention savings 		
Business Case Summary Document submission date	Original: End July 22 Revised: n/a		
Scheme Development Progress	<ul style="list-style-type: none"> • Project working group meeting on a regular basis • Stakeholder engagement plan drafted • Initial positive discussions held with Nelson Town Council regarding potential for match funding for the Parks element of the scheme • Consultants appointed to undertake design/feasibility work on Wavelengths investment • Detailed costings are being sought relating to investments in the parks Future tasks / milestones: <ul style="list-style-type: none"> • Provision of more detailing costings for investment in Parks – end Jan 22 • Feasibility work on Wavelengths undertaken – Jan - Feb 22 • Seek agreement match funding for Parks from Nelson Town Council – Jan 22 • Presentation from project lead(s) to Town Deal Board – 4th March and/or 1st Apr 22 • Draft Business Case ready for appraisal – 8th Apr 22 • Appraisal report issued by external appraiser – 10th Jun 22 • Town Deal Board consider Business Case Appraisal report – 1st Jul 22 • Council's Policy and Resources Committee consider appraisal report & recommendations of the Board – 23rd 		

	<p>Jul (date tbc)</p> <ul style="list-style-type: none"> • Project Summary Document submitted to DLUCH – end Jul / early Aug.
Key Challenges/Risks	<ul style="list-style-type: none"> • Strategic review of leisure provision across Pendle has been commissioned and should be completed in April. There is a risk that the recommendations of the review do not fit with the proposals in the business case. Any potential conflicts should become apparent in the next couple of months. • An optimum solution needs to be found which does not increase the running costs of the Centre. • Securing match funding for the proposed investment in Wavelengths

Project Name	Accessible Nelson		
Project Description	Accessible Nelson seeks to improve traffic flow, movement and parking around the town centre and improve the quality of the environment and public realm on key gateway routes into and through the town. This will improve people's perceptions and experience as they enter the town, provide an enhanced setting for local businesses and some investment sites, and improve sustainable transport links in order to encourage more walking and cycling to destinations within the town.		
Delivery Lead & Partners	Lead: Pendle Borough Council Key Partners: Lancashire County Council		
Project Funding	Total Cost: £3.5m	Town Deal: £3.4m	Match Funding: £0.1m
Project Outputs and Outcomes	To include: <ul style="list-style-type: none"> • # of new or improved car parking spaces • # of alternative fuel charging/re-fuelling points • Total length of new cycle ways • Total length of new pedestrian paths • Estimated carbon dioxide equivalent reductions as a result of support • Amount of public realm improved • Automatic / manual counts of pedestrians and cyclists (for active travel schemes) 		
Business Case Summary Document submission date	Original: End July 22 Revised: n/a		
Scheme Development Progress	<ul style="list-style-type: none"> • Project working group met with Hatch to run through Business Case template – 11th Nov • Working group meeting on a regular basis • Brief/scope of works prepared for technical input around feasibility, design, costings, etc. • Some technical work has been commissioned (traffic counts, etc), • Links to wider pieces of work, e.g. Lancashire Cycling and Walking Infrastructure Plan (LCWIP) are being made. <p>Future tasks / milestones:</p> <ul style="list-style-type: none"> • Commission further technical work/input – Jan 22 • Presentation from project lead to Town Deal Board – 4th March and/or 1st Apr 22 • Draft Business Case ready for appraisal – 8th Apr 22 • Appraisal report issued by external appraiser – 10th Jun 22 • Town Deal Board consider Business Case Appraisal report – 1st Jul 22 • Council's Policy and Resources Committee consider appraisal report & recommendations of the Board – 23rd Jul (date tbc) 		

	<ul style="list-style-type: none"> • Project Summary Document submitted to DLUCH – end Jul / early Aug.
Key Challenges/Risks	<ul style="list-style-type: none"> • Technical support to be appointed early in Jan subject to agreement to waiver Standing Orders. A need to tender would work would cause significant delays.

Project Name	Revitalised Nelson		
Project Description	Seeks to bring high profile, long-term vacant and underused buildings and sites in the town centre/edge of town centre back into use, e.g. for residential and commercial purposes. A priority building within this project is Pendle Rise Shopping Centre.		
Delivery Lead & Partners	Lead: Pendle Borough Council Partners: Liberata, Developer		
Project Funding	Total Cost: £38.7m	Town Deal: £9.2m	Match Funding: £29.5m
Project Outputs and Outcomes	<p>To include:</p> <ul style="list-style-type: none"> • # of temporary FT jobs supported during project implementation • # of full-time equivalent (FTE) permanent jobs safeguarded/created through the projects • # of sites cleared • # of derelict buildings refurbished • Amount of rehabilitated land • # of residential units provided • Amount of new office space • Amount of public realm improved • Amount of floor space repurposed (residential, commercial, retail) • Estimated carbon dioxide equivalent reductions as a result of support 		
Business Case Summary Document submission date	Original: End July 22 Revised: n/a		
Scheme Development Progress	<ul style="list-style-type: none"> • Working group to meet with Hatch re Business Case template in the New Year • Consultants have been commissioned to carry out a feasibility study/option appraisal on Trafalgar House • Land Release Funding has been secured to support the redevelopment of the Bankhouse Road site. This could free up some funding for other target buildings within this project and the details will be worked through the business case process. • Discussions re: plans for other target buildings/site are ongoing. <p>Future tasks / milestones:</p> <ul style="list-style-type: none"> • Carry out Trafalgar House feasibility study / option appraisal –Jan & Feb 22 • Continue to look at building/sites in scope of this project with our existing JV partners or our new one which we expect will be in place later in January. • Presentation from project lead to Town Deal Board – 4th March and/or 1st Apr 22 • Draft Business Case ready for appraisal – 8th Apr 22 • Appraisal report issued by external appraiser – 10th Jun 22 		

	<ul style="list-style-type: none"> • Town Deal Board consider Business Case Appraisal report – 1st Jul 22 • Council's Policy and Resources Committee consider appraisal report & recommendations of the Board – 23rd Jul (date tbc) • Project Summary Document submitted to DLUCH – end Jul / early Aug.
Key Challenges/Risks	<ul style="list-style-type: none"> • The Council is in the latter stages of procuring a new JV partner to deliver some of the priority schemes, e.g. Pendle Rise. Work on these schemes cannot be progressed until the contract has been awarded later in January.

Project Name	Modernising Nelson's Industrial Offer		
Project Description	This project seeks to regenerate brownfield land and provide new, modern employment space for businesses.		
Delivery Lead & Partners	Lead: Pendle Borough Council Partners: Liberata, Developer		
Project Funding	Total Cost: £10.9m	Town Deal: £4m	Match Funding: £6.9m
Project Outputs and Outcomes	To include: <ul style="list-style-type: none"> • # of temporary FT jobs supported during project implementation* • # of full-time equivalent (FTE) permanent jobs safeguarded/created through the projects* • # of sites cleared • Amount of rehabilitated land • Amount of new commercial floorspace (office or light industrial) 		
Business Case Summary Document submission date	Original: End July 2022 Revised: n/a		
Scheme Development Progress	<ul style="list-style-type: none"> • Working group to meet with Hatch re Business Case template in the New Year • Proposals for the site to be progressed with new JV partner once they are appointed (expected late Jan) Future tasks / milestones: <ul style="list-style-type: none"> • Provision of more detailing costings for investment in Parks – end Jan 22 • Feasibility work on Wavelengths undertaken – Jan - Feb 22 • Seek agreement match funding for Parks from Nelson Town Council – Jan 22 • Presentation from project lead to Town Deal Board – 4th March and/or 1st Apr 22 • Draft Business Case ready for appraisal – 8th Apr 22 • Appraisal report issued by external appraiser – 10th Jun 22 • Town Deal Board consider Business Case Appraisal report – 1st Jul 22 • Council's Policy and Resources Committee consider appraisal report & recommendations of the Board – 23rd Jul (date tbc) • Project Summary Document submitted to DLUH – end Jul / early Aug. 		
Key Challenges/Risks	<ul style="list-style-type: none"> • A potential change in land ownership is a risk to development/delivery of the project as envisaged. • New JV partner needs to be in place to progress plans for the site. 		

APPENDIX 3 – PROGRAMME RISK REGISTER

Risk No	Risk	Mitigating Action	Owner	Mitigating Actions Update	Likelihood 1-5	Impact 1-5	Risk Rating
	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	PBC have asked Hatch if they could attend more project working group meetings to provide additional advice and support to help keep business cases on track.	1	4	
	There is a risk that the required inputs needed 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	PMO are aware that some inputs have not yet been procured / progressed but at present there is still time for them to be completed within the required timeframes.	2	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	External support for the appraisal of the remainder of the project business cases will be in place in early January.	1	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	No issues arising to date.	1	3	
	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	PBC and Project Leads	No issues arising to date.	1	3	

Risk No	Risk	Mitigating Action	Owner	Mitigating Actions Update	Likelihood 1-5	Impact 1-5	Risk Rating
		receive appropriate legal advice, with corrective actions as necessary.					
	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	Several projects still require match funding to be secured and this is being considered as part of the business case development process.	3	3	
	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	No issues arising to date.	1	4	
	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	Revitalising Nelson & Modernising Nelson's Industrial potential require the acquisition of sites and more detailed delivery plans will be developed as part of business case development.	3	4	
	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	Project Engagement Plans are being developed by project leads early in the business case development process.	2	1	

Risk No	Risk	Mitigating Action	Owner	Mitigating Actions Update	Likelihood 1-5	Impact 1-5	Risk Rating
	There is a risk of lack of communication regarding the Town Deal resulting is the local community/stakeholders being disengaged or unaware of what is going on to improve the town and deliver the Town Deal vision.	Ensure a Plan level communication / engagement plan is in place and resourced and communicate key messages through a variety of media.	PBC	Raised at a concern at the last Town Deal Board. To be considered at the meeting 7.1.22.	2	4	
	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 will have an M&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.	PBC	No issues arising to date.	1	4	

APPENDIX 3 – PROJECT LEVEL RISK REGISTER

Project	Risk	Mitigating Action	Owner	Mitigating Actions Update	Likelihood 1-5	Impact 1-5	Risk Rating
Digital Skills Hub	Delay in completion of business case due to a lack of capacity. This could result in a delayed submission of Business Case Summary document and impact upon delivery of the project.	Seek additional support and / or revise Project Summary Document submission dates. Deliver the project in phases in line with availability of secured funding.	N&CC	Hatch requested to provide more support with drafting the business case. The date for submitting the Project Summary Document has been pushed back. Scheme delivery in phases being considered (within the window for Town Deal delivery).	3	1	
Digital Skills Hub	Inability to secure a location in Nelson town centre for the 'spoke' element of the scheme to be delivered.	Consider a range of assets working with key partners.	N&CC	Potential suitable asset has been identified working with PBC and discussions are ongoing.	2	4	
Business Resilience and Growth	Project specific conditions are not met resulting in DLUCH not offering funding for the project.	Gather State Aid/subsidy control advice at an early stage. Letters of support to be sought in response to soft market testing. Detailed delivery plan, including risks, etc, to be developed as integral part of Business Case.	PBC	Plans are in place for undertaking mitigating actions	1	4	
Healthy Town	Risk that the recommendations in the Strategic Review of Leisure being undertaken do not support the proposals in the business case.	Engage key stakeholders in both piece of work and consider implications for Wavelengths proposal on an ongoing basis as Strategic Review progresses.	PLT	Working/Steering Groups for both the business case development and the Strategic review are now meeting.	2	5	
Healthy Town	There is a risk that the proposed investment in Wavelengths is not financially sustainable which could impact on the deliverability of the project.	Feasibility study to consider a range of options for delivering the most cost effective and financially sustainable scheme.	PLT	Feasibility study has been commissioned and will consider a range of options.	2	5	
Revitalised Nelson Modernising Nelson's Industrial Potential	There is a risk that technical inputs required for business case are not competed in line with business case timeline due to link to procurement of a new JV partner for Pendle Council.	Ensure JV partner are aware of priorities at earliest possible time.	PBC	JV partner are aware of the development opportunities/priorities and the contact should be awarded in late Jan 22.	2	4	