



Programme Initiation Document

Nelson Long Term Plan

31/05/2024

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Programme Manager

| Name | Signature | Role | Date |
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1. Purpose of Document

The purpose of the Programme Initiation Document is to define the programme and outline the projects, to give the Nelson Long Term Plan Board a clear understanding of what the programme will deliver, when and how. It defines the programme, forming a basis for its management and measure of its success.

2. Background

On 1st October 2023 Pendle Council received a letter from government notifying us of the intention to allocate £20m in Town Fund to Nelson (Pendle). In the letter we were advised that each town will receive an “endowment style” fund for regeneration projects over a decade.

3. Programme Objectives

It was expected that each area would set up a town board of councils, community leaders, businesses/social enterprises, public sector agencies and MPs. The Board would then be responsible for providing an overall strategic direction for the £20 million investment programme and its constituents projects.

The three broad investment themes are as follows:

- Safety and Security - including Tackling crime and anti-social behaviour.
- Heritage, High Streets and Regeneration - including enhancing town centres and repurposing empty shops for new housing, creating more green spaces, cleaning up streets or running market days.
- Transport and Connectivity - Including Improving transport and connections to make travel easier for residents and increase visitor numbers.

4. Approach

Towns will be required to demonstrate how they have developed plans in consultation with local people. This might include engaging local people through events, community workshops, online consultations and surveys.

The £20 million funding will be split 25% Resource and 75% Capital and will have 10 years to deliver these. Towns will be able to roll over funding into future years. It has not been announced what the annual allocation will be at this stage.

The fund will include additional capacity support. This will be mirrored by a new Towns Taskforce reporting to government and which will work with towns to develop a Town Plan. This Taskforce will provide support as the funding is delivered and help to address the challenges that may arise. The Towns Taskforce will also suggest ways to “unlock private and philanthropic investment.” As reported above 25% of the fund will be in resource. This may mean funding is available for staffing resource to support the programme.

Under the programme the Board, with the support of the Local Authority, will be given new powers which will include:

- auctioning empty high street shops using new powers from the Levelling Up and Regeneration Bill.
- reforming licensing rules on shops and restaurants for example, enabling more high-street businesses to benefit from the al-fresco dining rules introduced in the pandemic.
- making it easier for commercial buildings to quickly change use for example, allowing an empty shop to change into a café, nursery or gym without needing to fill out needless red tape.
- supporting more housing in town centres by giving the automatic right for empty commercial buildings to be converted into homes for local people.
- on-the-spot fines of up to £1,000 for fly tipping offenders and £500 for litter and graffiti offenders.
- enforcing against persistent anti-social behaviour in public spaces like local parks and high streets – and fining those who breach these rules up to £500.

5. Governance Model

The governance structure for the programme is as follows:.

5.1. Nelson Long Term Plan Board

The Board would then be responsible for providing an overall strategic direction for the £20 million investment programme and steer the long term vision for Nelson in conjunction with the local community.

5.2. Accountable Body

The Board will appoint Pendle Borough Council as lead organisation to carry out the role of Accountable Body for the Nelson Long Term Plan and to approve funding proposals. Pendle Borough Council will be responsible for liaising with Government on any guidance and protocols and for the submission of monitoring returns to Government as instructed.

5.3. Senior Management Steering Group

Pendle Borough Council's Senior Management Steering Group will work closely with the Board to provide support on the strategic direction of the investment programme.

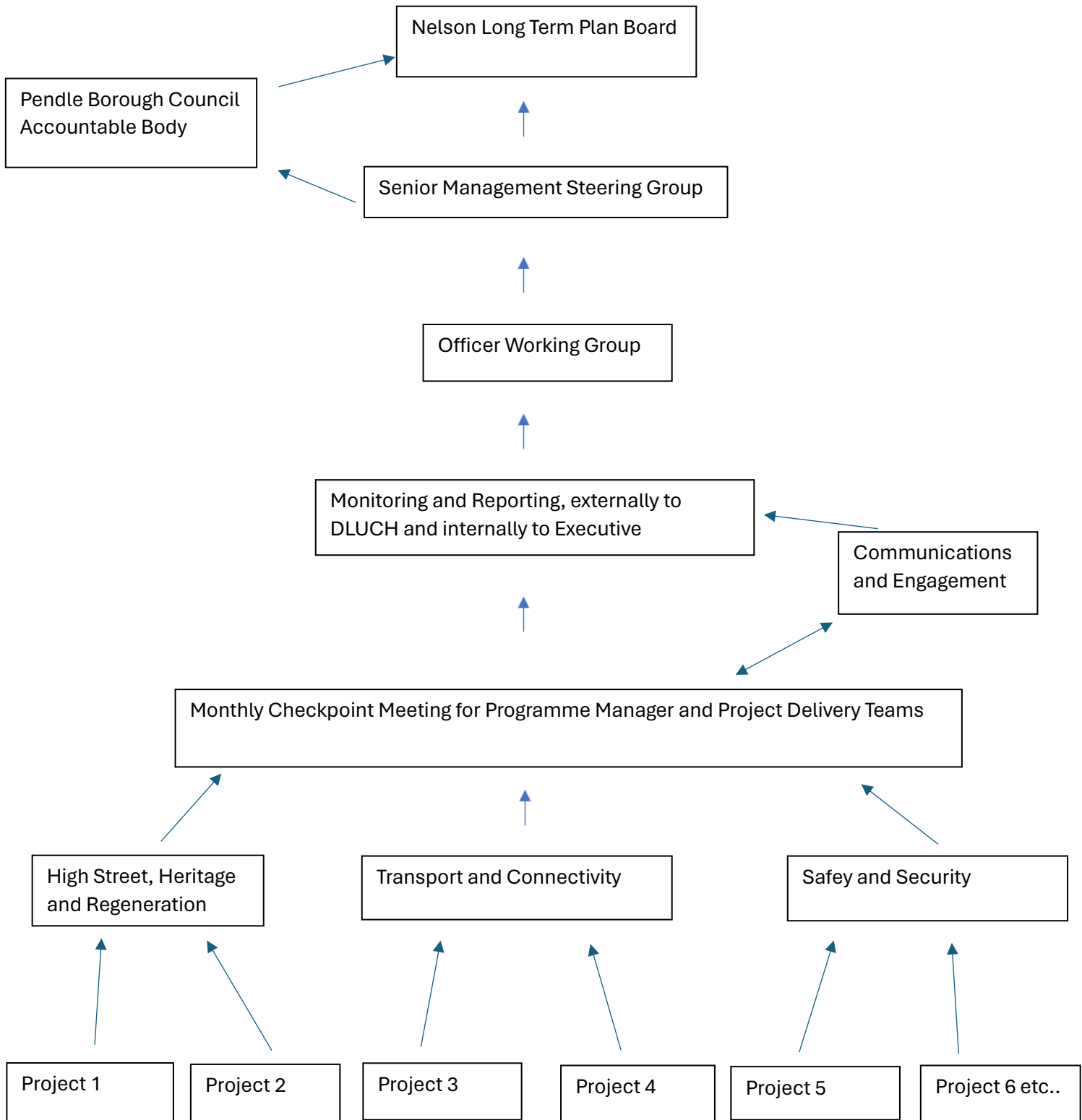
5.4. Officer Working Group

Pendle Borough Council's Officer Working Group will work together with the appointed Consultants to support delivery of the Investment Plan and liaise with the Senior Management Steering Group.

5.5. Project Delivery Teams

Working with the Nelson Long Term Plan Programme Manager and appropriate Officers projects will have their own forums to manage the day to day activity. Once in the delivery stage updates on each of the projects will be provided to the Board by the Programme Manager on a quarterly basis.

Nelson Long Term Plan for Towns – Reporting Governance Structure



6. Key Milestones

The programme has key milestones that need to be met, with a range of commitments which need to be delivered, during the implementation period and throughout the programme.

| | Deliverable | Detail | Date | Ownership (if appropriate) |
|----------------------------|---|---|--|--|
| Implementation Period | Strategic Visions Plan presented to Board | Ekosgen to present first draft to Board | 14 June | Pendle Borough Council |
| | Present above to PBC Executive | Ekosgen to present | 27 June | Pendle Borough Council |
| | Draft 3 Yr Investment Plan presented to Board | Ekosgen to present | 19 July | Pendle Borough Council |
| | Final LTP and 3 Year Investment Plan agreed with Chair under delegated powers | Ekosgen to present | Between 19 th July and 1 st August | Pendle Borough Council and Nelson Long Term Plan Board Chair |
| | Investment Plan | Submission to Government | 1 st August | Pendle Borough Council |
| Project Delivery Programme | | | | |
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7. Finance

Awaiting information on Implementation Budget and Support Detail – Capacity Building



8. Risks

To Be Updated as part of Stakeholder and Working Group discussions

Risk Register Key

| | | | | | | | |
|--------|-------------|---|------------|--------|---|--------|--|
| Impact | Marginal | 1 | Likelihood | Low | 1 | 15+ | |
| | Low | 2 | | Medium | 2 | 12+ | |
| | Medium | 3 | | High | 3 | 10+ | |
| | Significant | 4 | | | | 6 to 9 | |
| | Major | 5 | | | | 3 to 5 | |
| | Critical | 6 | | | | 1 to 2 | |

6

| Risk No | Risk | Mitigating Action | Owner | Mitigating Actions Update | Likelihood 1-5 | Impact 1-5 | Risk Rating |
|-----------------------------|---|---|------------|---|----------------|------------|-------------|
| BOARD IMPLEMENTATION | | | | | | | |
| 1. | Delay in setting up LTTP Board due to a issues with recruiting Board Members within required timescales. This could result in a delayed submission of the agreed Board and the potential delay in LTTP Fund allocation. | Appointment of Chair to be agreed and letters of invitation to be sent out w/c 18 March. | PBC | | 3 | 4 | |
| 2 | Board Membership does not reflect all spokes of the Long Term Plan | Board Members have a varied interest and knowledge which can be cross referenced to ensure comprehensive representation | PBC | Fourteen Board Members appointed. There is one vacant position for a representative from the Business sector. | 2 | 4 | |
| 3. | | | | | | | |
| INVESTMENT PLAN | | | | | | | |
| 4. | Conflicting Priorities | Governance through Boards to determine priorities against each theme | LTTP Board | | 3 | 4 | |

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| 5. | | | | | | | |
| 6. | | | | | | | |
| | FINANCE | | | | | | |
| 7. | Delay in funding from DLUCH | Potential to start using PBC funds to initial (pump prime projects) with a view to reimbursement | PBC | | 2 | 4 | |
| 8. | | | | | | | |
| 9. | | | | | | | |
| | Project delivery | | | | | | |
| 10 | A delay in appointing a Programme Manager may have impact as other staff resource will be making time within existing roles. | Agreement has been given in April24 to advertise for a Programme Manager. | PBC | Final details of post to be worked out in May and Advert to go out. Could be 2-3 months before someone is in place. | 2 | 4 | |
| 11. | | | | | | | |

9. Stakeholder Mapping (extracted from Ekosgen's Inception plan) and Consultation

| Consultee Group | Route to Engagement | Consultation Approaches | Proposed Dates | Venue/s |
|--------------------------|---|--|---------------------|--|
| General Public | Local - within the LTPT defined area but also across Pendle more widely (Lomeshaye, Brierfield, Barrowford, Colne) Town Board and public services such as Lancashire Police & voluntary groups | <ul style="list-style-type: none"> • Online Survey through dedicated microsite • Fill-in paper surveys • Posters with QR code • 3x drop-in-sessions • Facebook & Instagram (including paid-for advertising) • Local Facebook groups/pages • Press releases • Lancashire Talking (LP) • Advertising on community radio (if agreed) • Focus groups with specific groups • Leaflet drops | TBC | <ul style="list-style-type: none"> • 3x public drop-in events at Nelson Market/shopping centre. • Pendle Wavelengths, Nelson Library & Ghausia Jamia Mosque (TBC) • Foodbank/s • Out of area - Brierfield Working Men's Club |
| Nelson Town Board | | <ul style="list-style-type: none"> • Online • Telephone • In-person meetings | From w/c 29th April | |
| Young People | Town Board & Secondary Schools | <ul style="list-style-type: none"> • Calls with headteachers • Focus groups • Online survey (with vouchers) • Facebook & Instagram (including paid-for-advertising) | TBC | |
| Under-represented groups | Pendle Council, Town Board, CVS & Voluntary/community groups and organisations (to include groups identified in the Toolkit for Community Engagement e.g. Communities of place and communities of interest) | <ul style="list-style-type: none"> • Paid-for-approach being considered by the Council • Focus groups • Inclusion in any E-Newsletters/communications | TBC | <ul style="list-style-type: none"> • Voluntary organisation buildings |
| Business Community | Pendle Council, Town Board & Business groups/organisations, Chamber of Commerce Businesses in the town centre | <ul style="list-style-type: none"> • Online call • Survey • Visits to town centre + Lomeshaye businesses • One to one interviews • Inclusion in any E-Newsletters/communications | TBC w/c 29 April | |
| Older People | Churches, local groups, Sefton CVS, Age UK & Town Board | <ul style="list-style-type: none"> • Focus groups/coffee morning • Online survey | TBC | <ul style="list-style-type: none"> • MP Andrew Stephenson's |

| | | | | |
|---|--|---|------------------|--|
| | | <ul style="list-style-type: none"> • Printed survey • Online calls • Inclusion in any E-Newsletters/communications | | older people's event TBC |
| Faith communities | <p>Muslim leaders, faith organisations & Town Board</p> <p>Christian leaders, faith organisations & Town Board</p> | <ul style="list-style-type: none"> • Public event • Online calls • Online & printed survey (multiple languages) • Inclusion in any E-Newsletters/communications | | <ul style="list-style-type: none"> • Ghausia Jamia Mosque TBC |
| Families | Town Board, Family Hub/Zone | <ul style="list-style-type: none"> • Focus group • Inclusion in any E-Newsletter/communications • Online & printed survey | TBC w/c 29 April | <ul style="list-style-type: none"> • Nelson Family Hub & The Zone, Leeds Rd, Pendle Wavelengths |
| Migrant communities /asylum seekers | Pendle Council, Town Board, voluntary organisations, PEP Enterprise, Lancashire Refugee Integration Team (LCC), Syrian Refugees group, BME service providers | <ul style="list-style-type: none"> • Focus group or online calls or in-person meeting/s • Online and printed survey | | |
| Gypsy Roma Traveller | Pendle Council, Town Board, NHS East Lancashire Board. LCC | <ul style="list-style-type: none"> • Focus group or online calls or in-person meeting/s • Online & printed survey | TBC | |
| People with disabilities (physical and mental health) | Pendle Council, Town Board, CVS, Pendle Disability Forum, LCC, Burnley, Pendle and Rossendale Council for Voluntary Services, | <ul style="list-style-type: none"> • Focus groups or online calls or in-person meeting/s • Online & printed surveys | | |
| Carers | Pendle Council, Town Board, Rethink Carers Lancashire, voluntary organisations | <ul style="list-style-type: none"> • Focus group of online calls/in-person meeting/s • Online & printed survey | | |
| Key stakeholders | Pendle Council, Town Board to define including Pendle Leisure Trust, Citizens Advice East Lancashire, Pendle Community Safety Partnership, Pendle Food For All, Building Bridges Pendle, Pendle Women's Forum, Nature Warriors, Pennine Oaks, Bradley Big Local, Home Start East Lancashire, Nelson and Colne College, Positive Action in the Community..... | <ul style="list-style-type: none"> • Online call/s with 20 key stakeholders (overlap with other identified groups) • Inclusion in any E-Newsletters/communication channels | | |



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|-------------------|---|---|--|--|
| Unemployed/NE ETS | Town Board, Growth Employment Company, Pendle Council, LCC, Nelson Job Centre | <ul style="list-style-type: none"> • Focus Group or calls or in-person meeting/s | | |
| Women's groups | Town Board, Pendle Council, Pendle Women's Forum, Fence and District WI, CVS | <ul style="list-style-type: none"> • Focus Group or calls or in-person meeting/s | | |



10. Communications and Engagement Plan

To be added



11. Issues Log

| ISSUES LOG | | | | | | | | | |
|------------|-------------|------|----------|-----------|-------------|-----------|-------------|------------------|--|
| Unique No. | Issue/Title | Type | Priority | Opened By | Date Opened | Closed By | Closed Date | Additional Notes | |
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12. Project Plan/Timeline

| PHASE 1 – IMPLEMENTATION STAGE | | | | | | | PHASE 2 - DELIVERY STAGE | | |
|--|------------------|------------------|-----|------------------|------------------|-----------------|--------------------------|---------|----------|
| | March | April | May | June | July | August | September | October | November |
| BOARD | | | | | | | | | |
| Implement Board, appoint Chair and advise Government | 28 th | | | | | | | | |
| Board Meeting | | 19 th | | | | | | | |
| Agree Terms of Reference | | 19 th | | | | | | | |
| PROCESS | | | | | | | | | |
| Appoint Programme Manager | | | | | TBC | | | | |
| Tender for Consultant | | 2 nd | | | | | | | |
| Appoint Consultant | | 5 th | | | | | | | |
| Develop a 10 year vision and 3 year investment plan | | | | | | | | | |
| Undertake Consultation | | | | | | | | | |
| Draft Report to Board | | | | 14 th | | | | | |
| Final Plan Completed | | | | 19 th | | | | | |
| Report to Exec | | | | 27 th | | | | | |
| Report to Full Council | | | | | 18 th | | | | |
| Final presentation to Board | | | | | 19 th | | | | |
| Submission to DLUCH | | | | | | 1 st | | | |
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| COMMS & ENGAGEMENT | | | | | | | | | |
| Update Members etc on Consultation | | | | | | | | | |
| Communication Strategy | | | | | | | | | |
| Communication and Engagement plan | | | | | | | | | |
| FINANCE | | | | | | | | | |
| | March | April | May | June | July | August | September | October | November |

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|---|--|--|--|--|--|--|--|--|--|
| Develop a funding model | | | | | | | | | |
| Budget Monitoring | | | | | | | | | |
| Receipt of Funds | | | | | | | | | |
| Appoint Support | | | | | | | | | |
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| WORKSTREAMS | | | | | | | | | |
| Safety and security | | | | | | | | | |
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| High Streets, Heritage and Regeneration | | | | | | | | | |
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| Transport and Connectivity | | | | | | | | | |
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13. Quality

The Quality Assurance of the Programme will take place through:

The quality criteria will be agreed and overseen by the Programme and Project managers.

Monitoring returns will be sent to DLUCH - timelines to be confirmed

The Programme Manager will track the Outputs and Outcomes of the Investment Plan, against the requirements and ascertain if they satisfy expectations.

Nelson Long Term Plan Board will monitor and review the outputs and outcomes as part of a quarterly monitoring report.



Appendix 1

| Revision Date | Revision By | Summary of Changes |
|---------------|-------------|--------------------|
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