

**NOTE OF THE MEETING OF THE
NELSON TOWN DEAL BOARD
HELD AT NELSON TOWN HALL,
AND VIA TEAMS
ON 13TH JUNE 2025**

PRESENT

S. Barnes – (Chair)

Members of the Board

<i>Councillor N. Ahmed</i>	<i>Pendle Borough Council (PBC)</i>
<i>Councillor D. Whipp</i>	<i>PBC</i>
<i>Councillor A. Mahmood</i>	<i>PBC</i>
<i>C. Bennett</i>	<i>Positive Action in the Community</i>
<i>J. Hinder</i>	<i>Member of Parliament</i>
<i>A. Patel</i>	<i>East Lancashire Hospitals NHS Trust</i>
<i>C. McCoy</i>	<i>Lancashire Police</i>
<i>D. Rothwell</i>	<i>Nelson and Colne College</i>
<i>N. Rockett</i>	<i>Nelson Nutrition, Pendle Rise</i>
<i>P. Hartley</i>	<i>In-Situ</i>

Consultants/Advisors

<i>H. Warren</i>	<i>Department for Work and Pensions</i>
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Officers in attendance

<i>K. Spencer</i>	<i>Director of Resources, PBC</i>
<i>P. Spurr</i>	<i>Director of Place, PBC</i>
<i>R. Gifford</i>	<i>Acting Head of Economic Growth, PBC</i>
<i>R. Savory</i>	<i>Project Manager, RAISE Partnership</i>
<i>D. Dixon</i>	<i>Group Operations Manager, RAISE Partnership</i>
<i>Z. Iqbal</i>	<i>RAISE Partnership</i>
<i>A. Shahbazi</i>	<i>Regeneration, PBC</i>
<i>R. Thomson</i>	<i>Assistant to the Member of Parliament</i>

(Apologies for absence were received from Councillor Z. Ali, Councillor M. Iqbal, R. Grey, D. Mendoros, L. O'Loughlin, and M. Nuttall)

1. DECLARATIONS OF INTEREST

Members were reminded of the requirement to declare any interest they had on any item of business on the agenda.

Councillors N. Ahmed and D. Whipp each declared non-prejudicial interests in relation to Item 5 (Revitalised Nelson), on account of their roles as Directors of PenBrook Developments Ltd.

2. CONFLICTS OF INTEREST

The Chair confirmed that no additional conflicts of interest had been raised in advance of the meeting. Members were reminded to declare any relevant interests that may arise during discussion of specific agenda items.

3. MINUTES

The Chair invited comments on the previous minutes. An update was provided by the Director of Place on key matters arising from the previous meeting. It was reported that, as per the action on page 4 of the minutes, support had been requested from J. Hinder MP to approach Central Government in relation to the possibility of virement from capital to revenue funding. J. Hinder MP confirmed that he and his team had since followed this up with the Minister, who had responded by asking for further detail on the proposed revenue use, including the origin of the capital to be vired and its potential impact. Officers were currently working through figures and scenarios in response to this request and would report back to the Board once a proposed position had been finalised.

The Chair thanked J. Hinder MP for his efforts and confirmed that the additional information, once collated, would be returned to the Minister and brought back to the Board for further discussion.

Councillor D. Whipp echoed the Chair's thanks and noted that the request for flexibility was particularly important in light of the unforeseen revenue pressures arising from the acquisition of Pendle Rise. These costs were proving to be a significant challenge to the Council's revenue budget.

J. Hinder MP responded that the initial response from the Minister had been more positive than expected and indicated that further dialogue could be pursued.

The Director of Place also referred to the action on page 9 relating to the inclusion of expected outcomes in financial reports. He advised that these had not been included in the current report, as officers were still in ongoing discussions with the Ministry for Housing, Communities and Local Government (MHCLG) regarding final outputs and outcomes. A further update would be brought to the next meeting.

AGREED

That the minutes of the meeting held on 28th February 2025 be approved as a correct record and signed by the Chair.

4. Review of Terms of Reference

The Board reviewed the current Terms of Reference and Operating Principles.

The Director of Place presented the report and confirmed that officers were not proposing any amendments to the Terms of Reference at this time. These were appended to the report at Appendix 1 for reference. It was noted that membership details were set out in Section 9 and that the current terms of appointment were due to expire in February 2026. On behalf of the Council, the Director of Place thanked all Board Members for their continued support, contributions, and constructive challenge throughout the programme. Members were reminded to complete and return their annual Register of Interests as soon as possible.

Subject to the approval of the Board, it was proposed that the existing membership be reconfirmed. The Board indicated its agreement with this proposal.

Councillor N. Ahmed repeated a request first raised at a previous meeting for the Board to consider increasing the level of representation from the town centre, particularly from local businesses. He asked whether it was too late in the programme to appoint new members.

H. Warren supported the suggestion, noting that although previous efforts to secure representation had proven challenging, there remained value in engaging new voices from the town centre during the final 18 months of delivery.

The Chair invited officers to explore the opportunity to appoint an additional business representative and assess local interest.

The Director of Place advised that one business representative had resigned earlier in the year, creating capacity to appoint at least one new member. He confirmed that any new appointee would need to represent a business located within the town centre in line with the current Terms.

Councillor D. Whipp suggested that this process could be aligned with the emerging “Plan for Neighbourhoods” programme, which aimed to expand community participation. Officers were asked to explore whether there was scope for crossover.

The Chair welcomed this suggestion and asked that it be explored further.

The Chair also raised the matter of appointing a Vice Chair. Following a brief discussion, it was agreed that Councillor Asjad Mahmood be appointed as Vice Chair of the Board.

AGREED

- (1) That the current Terms of Reference be reaffirmed with no amendments.
- (2) That the existing membership of the Board be confirmed.
- (3) That Councillor A. Mahmood be appointed Vice Chair of the Nelson Town Deal Board.
- (4) That officers explore options to increase town centre business representation.
- (5) That officers liaise with the Plan for Neighbourhoods programme regarding potential engagement.

5.

REVITALISED NELSON

The Director of Place submitted a report to update Board Members on progress with some elements of the Revitalised Nelson (RN) programme.

- **Pendle Rise Shopping Centre (PRSC)**

Budget and Compensation

The overall RN programme budget remained at £10.3 million and continued to be sufficient to cover current forecast costs. A contingency of £441,000 was available and, due to efficiencies resulting from the successful Compulsory Purchase Order (CPO), approximately £150,000 in unallocated fees was anticipated.

As of two days prior to the meeting, compensation agreements totalling approximately £1.2 million had been concluded. The current forecast final outturn was £1.946 million for retail tenant compensation, with an additional £450,000 allocated for telecoms relocation, giving a combined total projected spend of £2.396 million. This remained within the allocated £2.5 million budget envelope for compensation and relocation.

There was some discussion as to whether telecoms costs should be categorised under “relocation” or “compensation”. It was agreed that overall affordability was the priority, though Finance officers would ensure appropriate coding and accounting procedures were followed. It was confirmed that, in all completed compensation settlements, any outstanding rent arrears had been deducted from the final amounts payable to tenants.

CPO and Vesting Declaration

The General Vesting Declaration (GVD) will be made on 27 June 2025, with vesting to complete on 3 November 2025. Officers stressed the importance of completing as many voluntary agreements as possible ahead of this date. Following vesting, tenants would

only be able to claim on a statutory loss basis, which removed the flexibility available under negotiated settlements.

Five tenants were still to reach agreement, several of whom were represented by the same agent. Officers expressed concern at the limited engagement received to date, including delays in providing necessary documentation.

Officers confirmed that letters had been sent directly to all outstanding tenants emphasising the importance of reaching agreement without delay.

Demolition Timeline and Procurement

The Board was reminded that full vacant possession was required by early November, Officers reiterated that this timeline was critical in order to meet the Town Deal programme completion deadline of March 2026.

Procurement activities were being progressed in terms of demolition, soft strip, asbestos removal and full site clearance. These elements were being sequenced to maximise programme efficiency and minimise mobilisation gaps between phases.

Utility disconnections, particularly electricity, were identified as a programme risk. Officers confirmed that active engagement was underway with all utility providers to mitigate potential delays.

Concerns were raised regarding rodent activity at PRSC. N Rockett reported that sightings had significantly reduced since the Council acquired the site, but officers agreed that additional preventative pest control measures would be implemented ahead of demolition to avoid displacement into surrounding areas.

The Board recorded its formal thanks to the project team in progressing the RN programme to this critical stage.

While it was acknowledged that the delivery timeline remained tight, the Board was reassured that the programme remained on track to complete by March 2026, subject to continued progress with tenant negotiations, utilities, and demolition procurement.

AGREED

- (1) That the update on Revitalised Nelson be noted.
- (2) That officers continue engagement with outstanding tenants ahead of the GVD.
- (3) That demolition be scheduled to commence as soon as possible, subject to utilities disconnection and vacant possession.
- (4) That officers report back to the Board on tenant relocations and interest in the new development.

(5) That post-demolition lessons learned be reviewed and shared with the Board in due course.

6.

NELSON TOWN DEAL PROGRESS UPDATE

The Board received a programme-wide update on progress across the Nelson Town Deal portfolio. Written reports had been circulated in advance. No additional verbal updates were provided.

○ **Accessible Nelson**

Lancashire County Council Highways (LCCH) had advised that works to Sagar Street and Holme Street (Area 5), had been delayed slightly owing to the need to complete unforeseen utility works. LCCH had not yet confirmed a revised start date but had indicated that works were expected to commence in May 2025.

Pendle Borough Council's (PBC's) Project Team continued to work closely with LCCH to finalise the Grant Funding Agreement (GFA), including agreement on the payment schedule and delivery timelines for Areas 4 and 6 (Leeds Road / New Scotland Road and Railway Street / Broadway), which are adjacent to Area 5.

Agreement had also been reached between LCCH and PBC on the scope of works in areas where Accessible Nelson is co-terminus with the Pendle Rise Shopping Centre (PRSC) redevelopment. This was intended to minimise the risk of abortive works and ensure that completed interventions would integrate fully with the PRSC public realm and highways infrastructure.

Any residual works required on boundaries following PRSC redevelopment would be undertaken by PenBrook Developments Ltd. A Section 278 Agreement was currently being prepared on that basis.

○ **Advanced Digital Skills**

The Advanced Digital Skills (ADS) project continued to perform well, with students and trainees continuing to benefit from the main ADS Hub located at Nelson and Colne College (N&CC).

The second phase of the project, the Town Centre Spoke had experienced a delay due to the need to install a new air conditioning system at the ACE Centre. Funding for this work had been approved at PBC's Full Council meeting on 19th December 2024. Necessary works were nearing completion to allow lease arrangements to be finalised between PBC and the College.

The College had confirmed that lease terms had now been agreed, enabling further progress on the delivery of the Town Centre Spoke.

○ **Business Resilience and Growth**

The Business Resilience and Growth (BR&G) project continued to attract interest and support local businesses through investment in plant and machinery, energy efficiency improvements, and business expansion works.

Since the last Board meeting, applicants had been contacted to confirm their intent to proceed. As a result, some of the larger applicants had withdrawn due to an inability to provide the necessary assurances required for funding. However, several new applicants were in the process of submitting the appropriate documentation to satisfy grant requirements.

As of the date of the meeting, approximately £600,000 of the available grant had been either paid or committed, with a further £200,000 earmarked against applications under active assessment. This left a remaining balance of approximately £280,000 to be allocated.

The Project Team, working closely with PBC's Communications Team, continued to actively promote the scheme. There was confidence that the remaining allocation would be committed in the near future.

○ **Healthy Towns - Parks**

The Parks strand of the Healthy Towns project continues to progress well and remains within budget. Works at Walverden Park were nearing completion. Any additional improvements would be scheduled once final budget positions had been confirmed.

A Learn to Ride Track had recently been installed at Victoria Park. This new facility had been well received, including a compliment from a member of the public.

The tender pack for playground improvements at Victoria Park was in the final stages of collation. Contractors were currently on-site at Marsden Park completing refurbishment works to the tennis courts.

A revised location for the Pump Track at Marsden Park known as the Lower Triangle had been approved by the Nelson, Brierfield and Reedley Committee at its meeting on 3rd February 2025. PBC Officers were now working with specialist consultants to develop detailed design proposals.

○ **Healthy Towns - Wavelengths**

The planning application for the new extension at Wavelengths has been approved.

Works were expected to commence at the start of Autumn 2025, subject to planning approval, and to complete by March 2026. Procurement for the works was being finalised.

The scheme continued to align with PBC's Car Parking Strategy, which sought to mitigate the loss of approximately 15 spaces resulting from the extension's footprint. In parallel, non-Town Deal works were underway at Wavelengths to install new windows and solar panels. These works, while separate from the Town Deal, could be used as match funding.

○ **This is Nelson**

The This is Nelson (TiN) project continued to make strong progress. A successful People's Assembly had taken place on 1st February 2025, attended by over 100 residents at PRSC.

Delivery partner In-Situ continued to pursue additional funding, including development of an Arts Council England bid to support a light-based commission and mural installations across the town.

Recent and upcoming activities included:

- “The Time is Everything” Exhibition (January 2025)
- Herbalist Sessions and Food Strategy Meetings (Ongoing 2025)
- New Art Installations (February 2025)
- “Come and Grow!” initiative (March 2025)

○ **YES Hub**

The YES Hub (YH) project continued to perform strongly, consistently achieving its expenditure and output targets.

The last reporting quarter had seen a notable increase in referrals of young people into support services, with 149 recorded against a target of 68. This was attributed to strengthened local partnerships, including joint working with the Department for Work and Pensions.

A range of current activities was detailed in the circulated report.

Two case studies showcasing YH participant journeys were included at Appendices 1 and 2 and had also been shared via the Hub's social media channels.

○ **Nelson Plan for Neighbourhoods**

The Board was advised that further guidance on the Nelson Plan for Neighbourhoods was still awaited from Central Government. It was anticipated that additional thematic areas might be introduced, though no detail had yet been released.

PBC had recruited two staff members to support programme delivery.

AGREED:

- (1) That the progress across each of the Nelson Town Deal projects be noted.
- (2) That the frequency of Officer Liaison meetings between Pendle Borough Council and Lancashire County Council for the Accessible Nelson project be increased.
- (3) That further progress updates on all Nelson Town Deal projects be brought to the next Board meeting.

7. NELSON TOWN DEAL FINANCE REPORT

Board Members were provided with an update on the current financial status of all of the Nelson Town Deal projects. The report provided an update on project level financials, overall programme position, and key funding issues.

It was reported that the programme remained on track to deliver within its overall allocation, and no funding had been returned or lost to date. A small number of individual project underspends had been identified, but these were being closely monitored, and reallocation opportunities were actively being explored.

Officers were working with MHCLG to determine whether further flexibility might be introduced to enable limited virement between capital and revenue spend. It was reiterated that capital-to-revenue flexibility remained under consideration by the Minister, following representations made by J. Hinder MP.

The Board was reminded that additional contingency had been created within the Revitalised Nelson budget, and that further capacity might also arise across other projects depending on final outturn positions. These balances could potentially be used to support increased revenue costs linked to Pendle Rise and other delivery pressures, subject to Government approval.

It was noted that some of the larger grants within the Business Resilience & Growth project had been withdrawn due to applicants being unable to meet assurance requirements. This had resulted in a reallocation exercise, which remained ongoing.

There was discussion about how unallocated funds might best be used, should any final underspend arise. Suggestions included using surplus capital to strengthen existing projects, increase grant contributions (where appropriate), or to cover inflationary pressures. It was agreed that officers would prepare options for consideration at a future Board meeting.

The Director of Resources advised that an updated finance report would be presented at the next Board meeting, with further detail on each project's forecast, actuals, and any proposed reallocation.

The Chair thanked officers for their continued close monitoring of the programme budget and welcomed the proactive engagement with MHCLG around flexibility and contingency. It was also noted that the extension requests for grant expenditure had been approved.

AGREED

- (1) That the financial report be noted.
- (2) That further consideration be given to identifying external revenue support for the Pendle Rise holding costs.
- (3) That the Board receive a further financial update at its next meeting.

8. COMPLIANCE AND TRANSPARENCY UPDATE

The Director of Place provided a verbal update on compliance and transparency. He confirmed that the Nelson Town Deal continued to meet all compliance requirements set out by MHCLG. Information on all funded projects, including Board membership, declarations of interest, and meeting minutes, remained up to date and publicly available via the Council's website.

The Chair welcomed this assurance and asked that updates continue to be provided to future meetings as part of the standard programme governance reporting.

AGREED

That the update be noted and that compliance and transparency remain a standing item on the agenda.

9. COMMUNICATIONS AND ENGAGEMENT

D. Dixon Group Operations Manager provided a comprehensive update on the communications and engagement activity undertaken since the last meeting.

She reported that the Programme Management Team continued to meet fortnightly with Pendle Borough Council's Communications Team, Pendle Leisure Trust, and In-Situ to ensure that the website, social media channels, and press releases were regularly updated and aligned with the evolving delivery programme. These meetings had been instrumental in promoting awareness of the Town Deal, coordinating content, and identifying key milestones and stories to share.

In recent months, communications activity had focused on three priority areas:

- Promotion of the Business Resilience and Growth grants.
- Development of a communications and engagement plan for the Pendle Rise Shopping Centre site; and
- Collaborative messaging on the Accessible Nelson project in partnership with Lancashire County Council.

In relation to Accessible Nelson, it was noted that a joint communications strategy had been implemented with Lancashire County Council to ensure consistent messaging. Two public news releases had been issued – the first on 19 March 2025, announcing the commencement of enabling works, and a second on 15 April 2025, confirming that construction would begin on 22 April. The Council's social media channels had since featured regular photo updates, with positive and constructive public feedback noted.

Three news stories had also been issued celebrating the success of local businesses supported through the Business Resilience and Growth grants programme:

- Farmhouse Biscuits, which received £17,500 to install a new chocolate enrobing line, leading to the creation of 3 new jobs and the safeguarding of 6 existing roles.
- RTD, which was awarded £32,000 to support the purchase of a CAD machine and concrete surfacing for their yard, creating 3 new jobs and safeguarding 11.
- Precision 2 & Laser Ltd, which received a £100,000 grant towards a £400,000 laser cutter, resulting in the creation of 11 new full-time jobs at their facility on Pendle Industrial Estate.

The Board was advised that the YES Hub continued to share regular case studies and good news stories via LinkedIn and Facebook, with the Council reposting these updates to broaden their reach. Recent highlights included the Hub's fourth anniversary celebrations, a visit from the new Mayor of Pendle, and attendance by Hub representatives at the King's Garden Party, all of which were warmly received by the community.

D. Dixon also provided a detailed overview of community engagement led by In-Situ through the *This is Nelson* programme. A new public art commission had been installed in the town centre, and a People's Assembly titled "Hopes and Dreams – Arndale Centre and Pendle Rise" was scheduled for 14 June 2025. This event was designed to engage young people in reflecting on the legacy of the town centre and included:

- Community interviews recorded via Drift Radio.
- "Talkie Okey" live peer discussions.

- A story booth inviting participants to share their memories of Pendle Rise.
- Food and refreshments.

The Assembly would be followed by a major community celebration, the *Community Banquet – Memories, Hopes and Dreams*, to be held on Saturday 28 June 2025 from 6pm to 9pm inside Pendle Rise. The event was being delivered as a final tribute to the Arndale Centre and Pendle Rise ahead of its planned demolition and would include family-friendly activities, performances, and opportunities for residents to engage with the history and future of the space.

Additional activities under the *This is Nelson* banner included community film nights, board game sessions such as “Game & Change” developed with Red Plenty Games, and the launch of a bespoke *Cooperation Nelson* board game designed to spark dialogue on community priorities.

The Board was also informed that communications strategies were in development for a number of remaining projects, including Revitalised Nelson, Advanced Digital Skills (Town Centre Spoke), and Healthy Towns (Wavelengths and Parks). D. Dixon confirmed that these would be rolled out in due course to ensure that residents remained fully informed and engaged.

Finally, she advised that the *Lancashire Telegraph* had recently published coverage relating to the Revitalised Nelson programme, referencing Council reports and proposals. Feedback had been largely positive, and the media’s continued interest in the Town Deal was welcomed.

The Chair thanked D. Dixon for the comprehensive update and extended best wishes to the team delivering the upcoming Community Banquet. He underlined the importance of continued communications across the programme, particularly as project delivery was expected to intensify from September 2025 onwards.

D. Dixon agreed to prepare and circulate a forward schedule of planned communications and engagement activities to the Board.

AGREED

- (1) That the update be noted.
- (2) That officers continue to deliver communications in line with the agreed strategy and key milestones.
- (3) That a forward programme of communications activity be brought to a future meeting.

10.

ANY OTHER BUSINESS

The Chair invited any final comments or matters for consideration under Any Other Business. No additional items were raised by Members.

The Chair noted that as the Town Deal entered its most public and visible delivery phase, communications would play a pivotal role in shaping community perception and maintaining support. He reiterated the importance of consistent messaging and timely updates as key milestones, such as site acquisition, demolition, and construction, progressed from September 2025 onwards. D. Dixon confirmed that a forward plan of engagement activities and events would be circulated to Board Members in advance of the next meeting to support external communications.

The Chair extended his thanks to all Board Members, officers, and guests for their continued commitment and valuable contributions to the programme. He acknowledged the attendance of a guest observer from East Lancashire Health Authority and welcomed their interest in the Town Deal.

A local resident who had attended the meeting as an observer addressed the Board with a short statement. They expressed their aspiration for the Town Deal to deliver long-term economic prosperity and visible transformation for Nelson. The resident stressed that many members of the local community had placed significant hope in the programme and wished to see it achieve its full potential.

The Chair thanked the resident for their comments and affirmed the Board's shared ambition to realise the Town Deal's vision for Nelson. He emphasised that the investment represented a once-in-a-generation opportunity to drive inclusive regeneration and leave a lasting legacy. It was noted that the future location of the new Banking Hub remained under consideration. The potential use of properties originally acquired for the relocation of Pendle Rise tenants was discussed. The Board agreed that further discussions should take place to explore this option and determine the most appropriate location.

AGREED

That the potential for siting the new Banking Hub within properties previously acquired for Pendle Rise relocation be explored further and brought back for discussion.

11. DATE OF NEXT MEETING

It was agreed that the next meetings of the Nelson Town Deal Board would take place on the following dates:

- Friday 19th September 2025
- Friday 14th November 2025
- Friday 6th February 2026

All meetings to commence at 10.00am at Nelson Town Hall, with remote attendance via Microsoft Teams available upon request.

12. EXCLUSION OF THE PRESS AND PUBLIC

AGREED

That in pursuance of the power contained in Section 100(A)(4) of the Local Government Act 1972 (as amended) the public and press be excluded from the meeting during consideration of the next item of business on the grounds that if a member of the public and press were present during consideration of the item, there would be disclosure to them of exempt information which was of a commercially sensitive nature.

13. REVITALISED NELSON

The Board considered several exempt items under Part B of the agenda. These items contained commercially sensitive information and were therefore discussed in closed session.

The Board was also provided with a confidential update on the status of outstanding retail tenants at Pendle Rise Shopping Centre (PRSC). Five occupiers had yet to finalise voluntary agreements, several of whom were represented by the same agent. Officers expressed concern at the slow pace of engagement and confirmed that letters had been issued reiterating the importance of reaching settlement prior to the Vesting date. The Board noted that tenants would no longer be eligible for negotiated compensation terms following vesting and encouraged continued officer focus on concluding agreements as swiftly as possible.

The Board received an update from the RAISE Project Manager on the status of the Trafalgar House project. Members were reminded that the PBC Executive had previously agreed to retain the front elevation of the building and demolish the rear, enabling commercial use on the ground floor with potential for either commercial or residential uses above. An operator had expressed interest in taking the full building for non-residential use and had requested an option to purchase the asset. Government officials had confirmed that a sale would be permissible under the Towns Fund provided open market procedures were followed.

The building had subsequently been marketed. The original operator remained interested, and a second prospective occupier had been identified through ongoing market engagement. The Project Manager reported that the building had been independently valued.

The Chair requested that the Board authorise the Chair and Vice Chair to approve the final business plan for Trafalgar House under emergency powers prior to the September meeting, enabling the project to proceed subject to procurement, asbestos surveys, and operator negotiations.

Board members supported this proposal in principle. There was strong consensus that the Council should seek to retain some control over future occupation and ensure continuity of use, potentially via a long leasehold disposal retaining the freehold interest. This would enable lease covenants to be included and secure long-term stewardship, particularly in view of the previous history of vacancy following past refurbishment.

Several members stressed the need for the Council to clarify the intended use, outcomes, and funding strategy to inform decision-making. It was agreed that the Board required an approved business plan with outline costs, delivery assumptions, and intended public benefits, against which final procurement and contractual arrangements could be tested in September.

It was confirmed that all potential users had not yet been publicly disclosed due to ongoing negotiations, but greater transparency would be possible if interest progressed further.

AGREED

- (1) That the Chair and Vice Chair be delegated authority to approve the Trafalgar House business plan prior to the September 2025 meeting, to allow progress on procurement and contractual matters.
- (2) That a full update be provided in September, including costs, funding strategy, procurement outcomes, and confirmation of the preferred end user and any leasehold protections to be included.

Chair _____