

REPORT FROM: DIRECTOR OF PLACE

TO: NELSON TOWN DEAL BOARD

DATE: 13 February 2026

Report Author: Don Gamble

Tel. No:

E-mail: don.gamble@pendle.gov.uk

REVIEW OF BOARD MEMBERSHIP AND TERMS OF REFERENCE AND OPERATING PRINCIPLES

PURPOSE OF REPORT

To review and agree the core purpose of the Nelson Town Deal Board, its Terms of Reference, Membership and Operating Principles to ensure that it is fit for purpose for the final phase of the Nelson Town Deal Programme.

RECOMMENDATIONS

That the Board:

1. Considers and approves the updated Terms of Reference and Operating Principles including that Members of the Board be formally appointed (or re-appointed) at the meeting of 13 February 2026.

REASONS FOR RECOMMENDATIONS

1. To ensure that the membership of the Board remains relevant to the purpose of the Board and to agree the Nelson Town Deal Board Terms of Reference and Operating Principles for the next 12 months

1. The Nelson Town Deal Programme was originally scheduled to complete in March 2026.
2. Although the Digital Skills Spoke will benefit from revenue support for running costs through 2026/27, the final event for This is Nelson will take place in June 2026 and elements of construction works on Revitalised Nelson and Accessible Nelson will continue to the end of March 2027, the majority of Town Deal Projects are coming to a close in line with the original envisaged deadline.

3. This gives an opportunity for the Town Deal Board to consider reviewing its governance arrangements.
4. This opportunity also aligns with the current terms of appointment for Board Members expiring in February 2026.
5. The Terms of Reference and Operating Principles (ToR) were last reviewed in June 2025, with no changes being recommended at that time. However, it is now recommended that the Board going forward is refocused on overseeing:
 - Successful demolition of Pendle Rise and handover of the site to Penbrook Limited
 - Successful partial demolition and re-modelling of Trafalgar House by Penbrook Limited
 - The budget compliant discharge of CPO liabilities
 - Delivery of Accessible Nelson by Lancashire County Council
 - The decision-making process around allocating any Revitalised Nelson underspend to reserve projects
 - Monitoring of the delivery of reserve projects by the end of March 2027
 - Aligning the reserve projects and project closure to provide for a seamless transition to the Nelson Pride in Place programme
 - Satisfying MHCLG evidence and audit requirements and an orderly closure of the Programme
6. In response to the changing governance requirements of the Town Deal programme, PBC propose to bring Programme Management in-house from July 2026 onwards. The Board will therefore be required to work with PBC officers during the final phase of the programme.
7. Attached to this report (Appendix One) are updated Terms of Reference for the Town Deal Board which reflect the main roles going forward outlined in paragraph 5. The main updates are:
 - Section One – Introduction: This has been added to provide a brief background to the Town Deal and outline some functions and responsibilities that have already been fulfilled by the Board
 - Section Two – Purpose: This section replaces the previous Aims and Objectives section.
 - Section Three – Functions and Responsibilities: This section has been updated to reflect the current position of the Board in the Town Deal process in line with paragraph 5 of this report.
 - Section Four – Membership: This section states that membership of the Board is to 31 March 2027 or until the Members agree to dissolve the Board, if that occurs before this date.
 - Section Five – Secretariat: This section reflects the PBC ‘in-house’ programme management arrangements
 - Sections Six to Thirteen inclusive: Unchanged.

Appendix

1 – Draft Terms of Reference and Operating Principles