

## **Town Team Project Board - Terms of Reference**

### **1. Background**

The Government has recently detailed £4bn to support towns and communities with regeneration projects. In November 2020 Cornwall Council highlighted their commitment to a place-based approach to economic development, recognising that towns are changing, not only because of the long-term impact of COVID, but also the huge change in the way people shop and use town centres. To support the future vitality of town centres, Cornwall Council has established the Town Centre Revitalisation Fund (TCRF). Around £1 million for town centre regeneration planning, with allocations depending upon size (population) and local need, is being made available. More information on the TCRF is available here:

<https://www.cornwall.gov.uk/business/economic-development/town-centre-revitalisationfund/>.

In November 2020 Torpoint Town Council (TTC) resolved to submit a funding bid for TCRF, to support the Lower Fore Street redevelopment. At the December 2020 Council meeting it was further resolved to: -

- i.) To agree the establishment of a Town Team Advisory Group (TTAG) of TTC, with enduring members and constitution to be agreed at the January 2021 Full Council meeting. The initially identified members are to meet and propose enduring members and constitution in the first week of 2021.
- ii.) To submit a funding application for TCRF by 7<sup>th</sup> January 2021, for an amount in the region of £40k, to employ a team of consultants to work with the Town Council and Cornwall Council. Dependent upon the advice from Cornwall Council, it is expected for the team of consultants to be employed by Cornwall Council, with contracts via the Town Council.

The lead consultant would be nominated as Les Allen of L & L Diverse Solutions Limited in Plymouth, who is already employed/contracted by Cornwall Council and who is undertaking similar works, which include work on the £150m Langarth development in Truro. The Town Vitality Funding guidance is directed towards having a 'town team' that would be representative of the area (public/private/third sector); it is noted that Torpoint had various groups closely linked (for example: Torpoint Town Partnership), the Town Team Project Board is initially there to show a group is in place which will work with the lead consultant.

On 1<sup>st</sup> February 2021 Torpoint Town Council were informed that they had been successful in achieving the funding to support the delivery of a Strategic Outline Case to be submitted to Cornwall Council post the Election in May 2021.

### **2. Function of the Project Board**

The main function of the Town Team Project Board is to work with the lead consultant on the Lower Fore Street Redevelopment project. Information from the partnership group will be presented back to Torpoint Town Council, the Project Board will have delegated authority with the Clerk & RFO on the decision making for this project only and report back to the Town Council.

The Town Team Project Board will provide the ownership of the project within the context of Torpoint and the Rame Peninsula, as well as ensuring alignment of the project with the objectives for the

Town and the area providing the strategic direction required for the delivery of the project. This will enable the project to be delivered on time, to budget, and within the appropriate quality and risk parameters to meet the requirements set out in the project brief.

### **3. Responsibilities**

The Town Team Project Board will be responsible for the following: -

- 3.1 To deliver a clear vision for the delivery of the redevelopment;
- 3.2 To ensure a holistic view of the need across the town and strategic fit with other services and developments across the area;
- 3.3 To communicate clearly, honestly and openly with all members of the Group,
- 3.4 To act as one body for the benefit of the community;
- 3.5 To monitor and guide on issues and risks that may impact on successful delivery of the redevelopment and agree on mitigations;
- 3.6 To ensure commercial viability of the preferred routes in procurement to achieve the delivery of the redevelopment;
- 3.7 To ensure commercial viability of the preferred option ensuring long term financial stability for the building and ensuring financial probity of the business plan to maintain through life asset management;
- 3.8 To review options as required for inclusion or rejection from the project scope;
- 3.9 To review any interdependencies, including those from support services and Cornwall Council and agree appropriate mitigation steps and escalate where required;
- 3.10 To review and approve any change notices, early warning notices gateway reviews, RIBA (Royal Institute of British Architects) stage reviews and project appointments;
- 3.11 To consider opportunities for efficiency and innovation including capturing examples of best practice;
- 3.12 To monitor, manage and control communications throughout the project to ensure the Councils expectations are achieved;
- 3.13 To monitor programme performance;
- 3.14 To agree project closure.

### **4. Membership**

The Project Board will consist of the following members: two Town Councillors, two Cornwall Councillors, Antony Estate (key stakeholder), one Torpoint Town Partnership representative, one Neighbourhood Development Plan representative, two business representatives and a voluntary group representative. A representative from the Torpoint Ferry will be invited to attend, in an Advisory capacity. Cornwall Council Officers are Advisors to the Project Board. At the discretion of the Project Board, further members will be recruited as necessary as the Lower Fore Street redevelopment project develops. This Group will act as the Strategic Project Board constituted to successfully deliver the Lower Fore Street redevelopment.

### **5. Proxies to Meetings**

Members of the Project Board may nominate a named substitute to attend meetings when they are not able to attend themselves.

### **6. Defining Roles**

At the first meeting, the Project Board will elect a Chairperson and Deputy Chairperson. Meetings will be administered by the Town Clerk and RFO, this role contains no voting rights. The Chairperson will act as the Senior Responsible Person for the purposes of the Project.

## **7. Administration**

Agenda and notes of meetings will be prepared and circulated by the Town Clerk and RFO with Actions, Decisions, Risks and Issues clearly noted. At least three clear days' notice of meetings shall be sent to members via the communication method agreed with, and appropriate to, each individual member.

## **8. Meetings**

Meetings will be convened on a monthly basis. Meetings can either be physical or virtual, at the discretion of the Chairman. Matters arising from previous meetings which have not already been dealt with will continue to be raised at subsequent meetings until they have been addressed to the satisfaction of the Project Board, or are no longer relevant.

The notes of meetings including Actions Decisions, Risks and Issues, incorporating any amendments as agreed, will be approved by the Project Board (if quorate) at a subsequent meeting and agreed as a true record of the meeting. The notes of each meeting will be stored electronically by all members.

## **9. Frequency of Meetings**

The Project Board will meet as agreed at the end of each meeting in line with the pace of progress being made, the volume of business to be discussed and the timing of key milestones. These may be more frequent than once per month, according to the urgency of the business being considered/undertaken.

## **10. Suggested Agenda**

- Introductions & Apologies;
- Minutes of the previous meeting and updates on assigned actions;
- Lead Consultants report to include:
  - Project progress against plan
  - Current Risks and Issues
  - Opportunities
  - Current Financial Position
  - Questions and Answers;
- Discussion Topics as required;
- Decisions required;
- Any other business;
- Date and Time of next meeting.

## **11. Quorum Requirements**

A minimum of four members (or half the number of members) is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

## **12. Decision Making**

All recommendations of the Project Board should be reached by consensus.

## **13. Dissolving the Project Board**

At the conclusion of the project to utilise the Vitality Funding secured for the Lower Fore Street Redevelopment project the Town Council and Project Board should discuss the future working of the Project Board. If the Project Board wishes to dissolve it must notify the Town Council.