

LONG TERM PLAN FOR TOWNS BOARD

TERMS OF REFERENCE

1. AIMS AND OBJECTIVES

- 1.1 To deliver a comprehensive regeneration scheme for the Community of Nelson.
- 1.2 Nelson's Long Term Plan for Towns Board will be responsible for providing an overall strategic direction for the £20 Million Nelson Town Investment Plan programme and its constituent projects, including legacy projects developed under the Nelson Town Deal.
- 1.3 To ensure sufficient and adequate processes and resources are in place to secure, forecast, monitor and assure Programme funding and expenditure in accordance with Pendle Borough Council audit and assurance processes and the Department for Levelling Up Homes and Communities requirements.
- 1.4 The area covered by the Board is the Nelson Town Deal boundary as detailed in the BUA Plan 2022 (See Appendix 2, please note this is a PDF)

2. FUNCTIONS AND RESPONSIBILITIES

The main responsibilities of the Board will be to:

- 2.1 Provide visible leadership and support to champion the programme throughout its lifetime and share information and progress with all relevant stakeholders.
- 2.2 Create an environment where the board can plan, agree and implement the measures necessary for the programme to be successful.
- 2.3 Ensure that the local community, including the business community, has the opportunity to be involved in the development of strategies and proposals for the town.
- 2.4 Confirm and communicate the vision for the Town Investment Plan for Nelson and the vision is to be achieved.
- 2.5 Maintain strategic oversight of the delivery of the programme plan against its vision and objectives.
- 2.6 Ensure the programme delivers within agreed boundaries of cost, timescales, organisational impact and benefits realisation.
- 2.7 Oversee the development of Business Cases for projects seeking funding from the programme and making recommendations to Pendle Borough Council.

- 2.8 Monitor delivery of the Investment Plan projects, considering adjustments and changes where these may arise.
- 2.9 Identifying other sources of funding to deliver the vision and transformation of Nelson.
- 2.10 Consider matters deemed to impact on the economic growth of Nelson which may be identified from time to time.
- 2.11 Approve end project reports and reviews including lessons learned.
- 2.12 Responsible for overseeing the post-contract conditions for the programme with DLUHC.

3. THE BOARD

Members of the Nelson Long Term Plan for Towns Board will have, or be seeking to develop, strategic leadership. They will have a passion for improving Nelson, the quality of life of its residents and the economic success of its businesses. They will have confidence and enthusiasm, with a willingness to bring their voice to the table to help shape the future of Nelson. They will be a resident or own/work for a business or organisation in Nelson.

Knowledge and Experience:

- 3.1 Knowledge of the challenges for Nelson and its people, communities, businesses, organisations, and infrastructure.
- 3.2 Relevant experience of operating in Nelson in the chosen sector i.e. business community, voluntary/community sector, health, leisure, political role etc.
- 3.3 An understanding of the underlying social and economic issues facing Nelson and the wider Pendle area.
- 3.4 Enthusiasm for the regeneration of Nelson, able to give examples of relevant contributions to support the development of the area and/or its communities.
- 3.5 The ability to articulate how funding can be used strategically to make a positive difference to the town.
- 3.6 Proven experience and success in engaging with people from a range of backgrounds.
- 3.7 Confidence to speak publicly and chair meetings where necessary, preferably with some previous experience of working as group, on a board or committee.
- 3.8 Able to show success in influencing decision making and developing ideas into high quality thinking.
- 3.9 Working effectively with a wide range of people to win support, develop ideas, and build partnerships that add value.

Skills and Abilities:

- 3.10 Excellent communication and people skills.
- 3.11 Able to represent the Nelson Long Term Town Plan Board with credibility in its dealings with Pendle Borough Council and Government.
- 3.12 Ability to network and harness the commitment of a wide range of partners.
- 3.13 Able to operate with integrity, confidence, and positivity.
- 3.14 Respectful of others with commitment to the promotion of diversity, equality, and inclusive growth.

Chair of the Town Plan Board

In line with Board Members the Chair will have the experience, knowledge skills and expertise as described above. It is essential the Chair can demonstrate complete understanding of Nelson as a place to live, work and learn. The Chair should be a Nelson resident, or a person representing a business or organisation based/with a presence in Nelson or its immediate hinterland.

In addition to the Board Member role the Chair will ideally have:

- 3.15 Experience at a board level as Chair or non-executive director of an organisation which preferably has a community development and/or place shaping focus.
- 3.16 Leadership experience in their given field ideally including some of the following expertise: the built environment; regeneration and development; town centre management; community engagement and development; knowledge of architecture; urban design; planning and construction issues.
- 3.17 Strong strategic leadership experience, along with notable financial and risk management acumen.
- 3.18 Experience of stakeholder engagement in public facing positions, with proven influencing and networking abilities with diverse and high-profile key decision makers.

Membership

- 3.19 The current membership of the Board is included in Appendix 1.
- 3.20 In the absence of the Chair and Deputy Chair, the Board may nominate an acting Chair from the other board members.
- 3.20 The roles are unremunerated and whilst Board Members including the Chair may be appointed in an interim position, it is envisaged that the term will be for will be appointed initially for a three-year term but at the end of this first

appointment period, they shall be eligible for reappointment for a further period of three years with a maximum of two terms being served.

- 3.21 Membership may be reviewed in order to respond to the development of programmes/projects. Decisions on Board membership will be taken by the Board itself by a majority vote.
- 3.22 Any requests to widen the focus of the Board's work will need to be proposed by the Chair and agreed by board members.
- 3.23 The Board will make its recommendations through a consensus of those present. Where this is not possible, decisions will be made by a simple majority, with the Chair holding the casting vote.
- 3.24 Whilst there are no limits set on the number of Board Members, it is envisaged that this will not exceed 15 Members. The Board will be quorate when five Members are present.
- 3.25 Advisors from the organisations listed in the Terms of Reference will be invited to attend all meetings.
- 3.26 Other advisors will be invited as required. Advisors do not have a vote.

Subgroups

- 3.27 The Board may decide to set up sub-groups for particular areas of work. The Board will agree the remit of these sub-groups and whether they are time limited.

4. BOARD MEMBER OBLIGATIONS

Frequency of Meetings:

- 4.1 The Board is expected to meet quarterly but initially may require more frequent meetings while new Board members are embedded, the programme is established, and a new vision is agreed. It is expected this will be no more than 12 meetings a year. The precise nature and timing of this commitment will be determined once the new Board is in place.
- 4.2 It is expected meetings last for a maximum of three hours and may be held at varying locations around Nelson or via online methods. Board members will also be encouraged to participate in activities between Board meetings which could involve chairing a subgroup and/or representing the Nelson Long Term Plan for Towns Board at consultation events.

5. SECRETARIAT

- 5.1 Pendle Borough Council, as Lead Council, will provide a secretariat function which will involve organising meetings, preparing and circulating agendas and producing minutes.

- 5.2 Board meetings will be scheduled ahead of time and appropriate notice will be given.
- 5.3 Agendas and accompanying reports shall be published 5 days in advance of a meeting and sent to all members of the Board.
- 5.4 Agendas and reports will be published on Pendle Council's website unless it is agreed by the Chair that these items are of a confidential nature and need to be dealt with as a 'Part 2 Item' with press and public excluded. Wherever possible, reports will be public unless there are over-riding reasons for them to be kept confidential.
- 5.5 Minutes of all meetings (including Part 2 Items) will be public documents.
- 5.6 Draft minutes of meetings will be published on the Pendle Council's website within 10 days following the meeting.
- 5.7 Final minutes will be published on Pendle Council's website, within 10 working days of approval by the Chair.
- 5.8 Any conflicts of interest will be formally noted within the published minutes.

6. VOTING

- 6.1 Where a decision is required the Board shall try to reach a consensus view.
- 6.2 Where this is not possible there will be a vote.
- 6.3 Each Member shall have one vote.
- 6.4 Voting shall be by a show of hands of Board members and shall be by simple majority.
- 6.5 In the case of equality of voting, the Chair shall have a second or casting vote.

7. CODE OF CONDUCT

- 7.1 Aligning with DLUHC requirements, all members of the Board are expected to adhere to the Nolan Principles: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; and Leadership as per the Long Term Plan for Towns Code of Conduct.
- 7.2 The Board will align itself with the governance standards and policies of Pendle Borough Council as Lead Council, including those policies on whistle blowing, complaints, compliance with the General Data Protection Regulations (GDPR) and declaring gifts and/or hospitality.
- 7.3 Business will be conducted in accordance with UK law and funding criteria.

- 7.4 Profiles of all the Board Members will be published on Pendle Borough Council's Website.

8. DECLARATIONS OF INTEREST

It is a DLUHC requirement and essential the business of the Board is conducted in an open and transparent manner. Board Members must therefore sign a Declaration of Interest form prior to taking up their position on the Board and declare a personal interest in any item on any agenda.

The following interests must be entered by each Member in the register of personal interests and declared each time an item comes up for discussion at a meeting of the Board:

- 8.1 Ownership or any other interest in any property within the area covered by the new Long Term Plan for Towns Fund.
- 8.2 Directorship of, ownership of or employment by any company or partnership owning or occupying any property within the area of the new Town Fund Plan or carrying out work within that area.

Declaration involves stating the interest and the nature of the interest. Once the interest is declared, then a Board Member may speak on the item but must not vote on it.

Elected Members of Pendle Borough Council are bound by both the Council's Code of Conduct and the Long Term Plans for Towns code of conduct while at meetings of the Board.

9. CONFIDENTIALITY

- 9.1 All papers marked as confidential and all discussions at meetings in relation to confidential items shall not be disclosed outside the Board.
- 9.2 As a public body the press and public may be invited to meetings but will be asked to be excluded as per Part 2 (See 5.3).

10. APPOINTMENT OF OFFICERS AND LEAD AUTHORITY FOR ACCOUNTABLE BODY STATUS

- 10.1 The Board will appoint Pendle Borough Council as lead organisation to carry out the role of Accountable Body for the Long Term Plan for Towns and to approve funding proposals.

- 10.2 The Chief Executive of Pendle Borough Council or other person appointed by

him/her shall act as Secretary of the Board. The Chief Executive shall also act as principle adviser to the Board but will normally do this through other Council Officers as appropriate.

11. CHANGES TO THE TERMS OF REFERENCE

- 11.1 The Terms of Reference of the Board may be amended by the Board at any meeting subject to a majority vote. 14 days' notice must be given of any proposed changes to the Terms.
- 11.2 The Terms of Reference will be reviewed annually.

APPENDIX 1

MEMBERSHIP OF THE BOARD

Position	Representative
1. Board Member	Rose Rouse Chief Executive Pendle Borough Council
2. Pendle Borough Council Elected Member Executive Member	Cllr Asjad Mahmood
3. LCC Elected Member	Cllr Ashley Sutcliffe
4. Pendle MP-	Andrew Stephenson MP
5. Police rep	Chief Inspector Richard Ogden Stand In Inspector James Hesketh
6. Nelson Town Council	Cllr Zafar Ali
7. Vol/comm reps 1	Claire Bennett, Positive Action in the Community
8. Vol/comm rep 2	Rauf Bashir Building Bridges
9. Vol/comm rep 3	Christine Blythe BPRCVS
10. Business Rep 1	Vacant
11. Business Rep 2	Sajid Butt 3B Systems
12. Health Rep	Dr Ifran Chaudhary
13. Religious Rep 1	Imam Afaq Khan Nelson Community Masjid
14. Education	Lisa O'Loughlin Nelson and Colne College
15. Shopping Centre Developer	Mike Nuttall Brookhouse Group

Appendix 2

