



IPSWICH TOWN DEAL

BOARD AGENDA

8.30 to 10.00am

21st May 2021

Agenda Item Number	Topic	Paper Reference	Lead	Anticipated Time (minutes)
1	Welcome, Introductions and Apologies for Absence (including 'substitute information')		Terry Hunt (Chair)	5
2	Minutes of the Last Meeting	Paper 1	Terry Hunt	2.5
3	Matters Arising from the Last Meeting		Terry Hunt	2.5
4	Declarations of Interest (including from attending Substitutes)		Terry Hunt	5
5	Governance etc Updates:	Paper 2		30
	(i) Revised Terms of Reference			
	(ii) Board Membership			
	(iii) Recruitment of New Board Chair			
	(iv) Role of the Operations Group			
	(v) Task Forces (3 Projects: Digital Town Centre, Ipswich Oasis and Local Shopping Parades)			
	(vi) Stakeholder Engagement Plans (3 Projects: Pauls Silo, Public Realm and Town Centre Regeneration)			
6	Business Case Development	Paper 3	David Ellesmere	15
7	Levelling Up Fund		Paul West / David Ellesmere	10
8	Communications Proposals Following Board		Terry Hunt	5
9	Dates of Future Meetings		Terry Hunt	2.5
	(i) 16 th July			
	(ii) 1 st October			
	(iii) 10 th December			
10	Any Other Business		Terry Hunt	2.5



IPSWICH TOWN DEAL
BOARD MINUTES
DRAFT

12th March 2021

Attendees (Board members): Terry Hunt (Chair), Terry Baxter, James Davey, Dr Dean Dorsett, David Ellesmere, Becca Jackaman, Sarah Holmes, Tom Hunt MP, Catherine Johnson, Professor Helen Langton, Professor Dave Muller, Angela Stroud, Paul West.

Attendees (Substitutes): Stephen Britt (for Dr Daniel Poulter MP), Chris Starkie (for C-J Green)

Attendees (Non-Board members): Russell Williams (minute taker)

Apologies: C-J Green and Dr Daniel Poulter MP.

Item	Description	Action
1	Welcome / Introductions / Apologies Apologies from CG and DP were noted.	
2	Minutes of the Last Meeting (22nd January 2021) Agreed	
3	Matters Arising from the Last Meeting None	
4	Declarations of Interest None to add to those already publicly available.	

<p>5</p>	<p>Feedback from Government on Bid</p> <p>TerryH welcomed the news that Ipswich has secured up to £25m from the Town Deal. He noted that this was right at the top end of the Board’s hopes when it submitted the bid in December. He also noted that it was the joint 4th highest of the 45 awards announced as part of the Budget announcement on 3rd March 2021.</p> <p>It was agreed that it was disappointing that one of the submitted projects wasn’t supported and especially as that had been the one that most obviously supported the cultural sector. Feedback as to the reasons that that project (Project 14) was not successful have been sought and will be provided to the Board when available. It was noted that ‘cultural investment’ is one of the three investment themes identified within the Government’s new ‘Levelling Up Fund Prospectus’ for ‘first round funding’ and therefore it is possible that an Ipswich bid to this Fund will focus on this area.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> (1) Ensure that the business cases for all relevant projects (e.g. Projects 6, 9, 11 and 21) should address how they can take forward and support the local cultural economy; and (2) Note thanks to the team at Ipswich Borough Council for their work in pulling together / writing the bid documentation. 	
<p>6</p>	<p>Prioritisation of Projects</p> <p>In addition to the published Paper 2, the Board considered the Confidential Paper 2A from the Operations Group that provided three options for ensuring that the allocated £25m was spread appropriately across the 11 remaining projects.</p> <p>The Board unanimously agreed that:</p> <ul style="list-style-type: none"> (i) All 11 projects should be funded from within the £25m (i.e. the Board did not wish to delete any projects in their entirety); (ii) A suggestion – by the Borough Council - to reduce the ask for Project 7: Re-using the Old Post Office (on the Cornhill) by a £1m (i.e. down to £0.25m be agreed (see below for the rational for this); and (iii) All projects are either ‘scalable’ within the amounts suggested and / or likely to be able to cover any funding gap from other sources. <p>In resolving the above, the Board noted:</p>	

(1) Last summer, the Borough Council bid for and were awarded by Government £1m from an Accelerated Town Deal programme. In doing so the Borough had to commit to spending the money on a specific project by a specific time. The Council bid to use the funding to part fund efforts to buy a building. It has become clear that that will now not take place in the timescale needed under the programme rules – so the Borough is minded to use that funding to part fund the Old Post Office project (which was Plan B within the original funding bid).

(2) The view about scalability was taken (a) having regard to the extent of possible reductions within the three options set out in Confidential Paper 2A (noting that that view may well have been different if reductions being considered were higher in some cases); (b) having regard to the view of the Operations Group that all projects should be able to be delivered with the reduced funding suggested with minimal reductions in potential outcomes; and, (c) that the Operations Group had concluded that it is not considered likely that there is any real possibility that any project would not take place as a direct consequence of the choice of any of the 3 options discussed.

This meant that the Board were tasked with reducing the amounts allocated to the 11 projects by a total of £1.7m.

The Board debated the three options – as to how to do this – which had been put forward by the Operations Group. The three options were:

- (1) To reduce the amounts for each project by the same percentage (approximately 6.4%);
- (2) To reduce the amounts for each project by varying amounts (from 4% to 19% based on previously submitted Board member averages); or
- (3) To spread the required reduction over three projects (projects 6, 11 and 21 (by varying amounts)) (i.e. meaning the other 8 projects would get their full bid amount).

Whilst it was noted that the Operations Group recommended Option 1, it was clear from the discussion at the Board that there were a number of different views and that there was significant support from within the Board for both Option 1 and Option 3.

During the discussion, TB confirmed that, if Option 1 was agreed, then Ipswich Central would, subject to final costs, specification and business plan (to be approved by the Ipswich Central Board via involvement with any proposed task group or similar), make up the difference for Project 25 (Ipswich Oasis: Town Centre Greening) from its own budgets (to be

capped at £40,000) in order to facilitate / maintain the full £600,000 contained within the original bid.

After a significant debate which involved contributions from most members of the Board and RW and CS answering some questions about the Operations Group views and the implications of various options for projects going forward, TerryH proposed a Board vote between Option 1 and Option 3 (i.e. dropping Option 2 as an alternative being considered). No one objected to this.

In FAVOUR of OPTION 1: BJ, CJ, DD, DM, HL, SH, TB and TerryH (8 votes)

In FAVOUR of OPTION 3: AS, DE, JD, PW, SB and TomH (6 votes)

ABSTAINING: CS (1 vote).

Therefore, the Board resolved to support Option 1 and its funding profile of:

Project Description	Project No.	Allocation (£M)
Pedestrian / Cycle Bridge (etc.) @ Waterfront	2	£1.31
Former Paul's Building Silo (@ the Waterfront)	6	£3.75
Re-using the Old Post Office (on the Cornhill)	7	£0.23
Public Realm Improvements (Arras Square etc.)	9	£1.40
Town Centre Regeneration Fund	11	£7.96
Integrated Care Academy (University of Suffolk)	18	£2.58
Tech Campus and Sustainable Construction Centre (Suffolk New College)	19	£0.94
Academy of Yacht Building (Island Site)	20	£1.12
Creating a digital town centre	21	£2.34
Local shopping parades regeneration fund	24	£2.81
Ipswich Oasis (Town Centre Greening)	25	£0.56
Total		£25.00

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What Next For the Projects?

The Board considered Paper 3 and resolved to:

(1) Note the following three tier plan for probable further stakeholder and community engagement prior to final business case sign-off and / or project delivery:

(A) Consultation via Existing Statutory Processes (e.g. planning applications):

Project 2: Pedestrian / Cycle Bridge (etc.) @ Waterfront

Project 7: Re-using the Old Post Office (on the Cornhill)

Project 18: Integrated Care Academy (University of Suffolk)

Project 19: Tech Campus and Sustainable Construction Centre

Project 20: Academy of Yacht Building (Island Site)

(B) Additional Engagement Required (in addition to Category A activities):

Stakeholder engagement plans for the 3 projects below are to be produced for the next Board meeting:

Project 6: Former Paul's Building Silo (@ the Waterfront)
(specifically around the possible future uses of the silo)

Project 9: Public Realm Improvements (Arras Square etc.)
(specifically around any designs for Arras Square and priorities for future projects)

Project 11: Town Centre Regeneration Fund

(C) Creation of Task Forces (in addition to Category A activities):

Terms of references for these Task Forces will be produced for the next Board meeting:

Project 21: Creating a Digital Town Centre

Project 24: Local Shopping Parades Regeneration Fund

Project 25: Ipswich Oasis (Town Centre Greening)

(2) Note that public sector procurement rules will need to be followed for all projects and also that the Borough Council – as accountable body – will have responsibility for ensuring that this is the case.

(3) Note that it is intended that the full business case will require Board sign off for each project prior to each such business case being submitted to the Government.

<p>8</p>	<p>Relationships with other ‘partnership groups’</p> <p>The Board considered Paper 4 and resolved to:</p> <p>(1) seek quarterly updates from the following three other ‘boards’ in relation to matters associated with the work of those boards that might be of relevance to the work of the Town Deal Board:</p> <p style="padding-left: 40px;">(a) Ipswich Vision (b) Ipswich Transportation Task Group (c) Ipswich Strategic Planning Area</p> <p>(2) Offer the three groups identified within the above recommendation a quarterly update from the Town Deal Board – and that it thereafter be provided if they indicate that they would like such an update.</p>	
<p>9</p>	<p>Review of Board Membership</p> <p>HL updated the Board on behalf the review that she had undertaken with DE and PW. She recommended that two additional positions on the Board be created with a view to recruiting younger Board members. This would then respond to the completed Diversity Audit. It was noted in proposing this that the original Board membership plan had included a young persons representative but that it hadn’t provide possible to deliver on the original plan. It was advocated that the two seats be offered to representatives of Suffolk New College and the University of Suffolk.</p> <p>The Board debated this and resolved – via two votes:</p> <p>(1) To offer two new positions on the Board (to be filled by student representatives from Suffolk New College and the University of Suffolk). This was subject to a 12-3 vote (with AS, DD and TomH, supporting an alternative proposition of a single position being made available rather than 2).</p> <p>(2) A full review of Board membership be undertaken with a paper to be presented to the next Board meeting (this was agreed unanimously).</p>	
<p>10</p>	<p>Communications Proposals Following Board</p> <p>TerryH suggested that – on this occasion - no proactive communications were required after the Board meeting and that he would respond to any queries as and when required after the publication of the minutes. This was agreed.</p>	

11	Dates of Future Meetings They were noted as: (i) 23 rd April (ii) 16 th July (iii) 1 st October (iv) 10 th December	
12	Any other business None	

Ipswich Town Deal Board: 21st May 2021

Agenda Item 5: Governance etc Updates:

Author of Paper: Russell Williams, Chief Executive, Ipswich Borough Council

Note: This paper will be published on the Borough Council's website alongside the meeting agenda.

1. Background

Minute 9(2) of the Board meeting on 12th March 2021 states:

“A full review of Board membership be undertaken with a paper to be presented to the next Board meeting (this was agreed unanimously).”

There are four main elements of context to this review:

1. Since that meeting the Chair of the Board (Terry Hunt) has announced that he will be standing down as Chair and that he hopes a new chair will be in place for the July Board meeting;
2. There are other funding opportunities available where it may well be appropriate for the Town Deal Board to take on some of the partnership engagement work that is often required (e.g. the Levelling Up Fund announced by the Chancellor as part of the budget in March 2021);
3. Opportunities to better align the work of the Town Deal Board with the work of related partnership groups;
4. The fact that the initial phase of the Town Deal work has been successfully completed (i.e. the submission of the Town Investment Plan and the announcement of up to £25m to deliver 11 projects) and that the next year of work will focus on the production and completion of project business plans – including associated engagement with local communities and then – after submission - discussions with the Government.

The last Board meeting also agreed to receive a Paper at this meeting that covers:

- (i) Stakeholder engagement plans for the 3 projects below:
 - Project 6: Former Paul's Building Silo (@ the Waterfront) (specifically around the possible future uses of the silo)
 - Project 9: Public Realm Improvements (Arras Square etc.) (specifically around any designs for Arras Square and priorities for future projects)
 - Project 11: Town Centre Regeneration Fund

and the:

- (ii) Creation of Task Forces for three projects below:
 - Project 21: Creating a Digital Town Centre
 - Project 24: Local Shopping Parades Regeneration Fund
 - Project 25: Ipswich Oasis (Town Centre Greening)

2. Existing Position

The agreed Terms of Reference for the Board are set out at Appendix 1.

Clearly the Terms of Reference primarily focus on preparing and submitting the Town Investment Plan. The Terms of Reference could do with updating to ensure the Board are focussed on delivering the next phase of needed work.

They also need to reflect the Board's decisions to set up task forces.

This is all addressed within this paper – along with the agreed review of Board membership. Relevant proposals are set out below.

3. Proposed Revised Terms of Reference

New terms of reference are included at Appendix 2.

The main changes are:

1. To focus on the next phase of Town Deal work (i.e. business cases and projects rather than production of the Town Investment Plan);
2. To involve the Board in discussions on other funding opportunities;
3. The flexibility to introduce 'task forces' to take work forward.

Recommendation 1 advocates that these new Terms of Reference be adopted by the Board.

4. Board Membership

There are currently 15 Board members as out in Appendix 1.

At the last Board meeting it was agreed to add two new members to the Board. The draft minute states:

“To offer two new positions on the Board (to be filled by student representatives from Suffolk New College and the University of Suffolk).”

In addition, that Board agreed a full review of membership – as quoted at the start of this paper.

Appendix 3 sets out the Government guidance on Board membership.

Practically it has not been possible to undertake a full review prior to this meeting.

It is recommended that the review is led by the Borough Council (as accountable body) and that the Borough reports back on the review at the July Board meeting. In undertaking the review, discussions will be held with all the current Board members.

It is possible that the review might lead to some changes to the Board – and these are likely to be introduced for the October Board meeting. In the light of that position – and having regard to the ‘academic year’ – the introduction of new Board members – as set out above (i.e. students from the College and the University) has been delayed till then.

5. Appointment of a new Board Chair

Following Terry Hunt’s announcement that he is standing down as Chair it is proposed that a new Chair is sought via the following process (which is to be led by the Borough Council (as accountable body for Town Deal)):

- Role to be advertised
- Two year term to summer 2023
- Must be an independent figure – working to the attached (Appendix 4) role characteristics
- Estimated time commitment – 10 to 15 hours per month
- Small remuneration of £4,953.18 per annum (plus any Local Government Pay Award) (to be funded by Ipswich Borough Council)
- Appointment Panel from Board – IBC – SCC – Tom Hunt MP and LEP – to recommend an individual to the next Board meeting.

Recommendation 2 advocates that this process be supported and the notes that the Borough Council will start the recruitment process with a view to a new Chair being formally agreed at the next Board meeting.

6. The Role of Operations Group

It is considered that it would be helpful to formalise the role of the Board’s Operations Group. The plan is that this will – from now on be:

1. Chaired by the Chief Executive of the Local Enterprise Partnership
2. Administered by Ipswich Borough Council
3. Attended by the Town Deal Chair to attend
4. To meet approximately 2 weeks prior to each Board meeting to finalise the papers and recommendations to the Board
5. Papers for each Operations Group will be circulated at least 7 days prior to the Operations Group meeting
6. To make recommendations to the Board as to the way forward on relevant issues
7. Membership to be open to someone to represent each Board Member – but, at minimum the membership will be a representative from the LEP, the two councils, the two MPs and the BiD.

Note – of the above 6 points – the changes are around introducing more rigidity to working practices as required by points 4 and 5 – which will then allow participants to take more soundings from Board members in advance of Operations Group meetings.

Recommendation 3 notes the plans with respect to the Operations Group.

7. Task Forces

It is recommended that each Task Force have the same common structure:

- (1) A Chair to be appointed by the Board;
- (2) For a lead Board organisation to be identified for each Project (and for them to provide project administration support)
- (3) Up to 5 of the Board organisations to be represented (see lists below);
- (4) Up to 9 other people to be on each Task Force (with proposed members reported to the July Board meeting for ratification – including an explanation for the choice of members and a diversity audit summary;

In relation to the three Task Forces, the Board representation is suggested to be:

Ipswich Oasis	Digital Town Centre	Local Shopping Parades
Tom Hunt MP Ipswich Borough Council Suffolk County Council (Lead) University of Suffolk Ipswich Central	Tom Hunt MP Ipswich Borough Council Suffolk County Council University of Suffolk Ipswich Central (Lead)	Tom Hunt MP Ipswich Borough Council (Lead) Suffolk County Council Dan Poulter MP Progression Sessions

There should be consistency as to whether the representative is the Board Member or someone the Board member nominates to represent them.

Recommendation 4 relates to the above proposal.

Each Task Forces detailed Terms of Reference should be submitted – by the lead organisation (in collaboration with the Chair – when and where possible) - to the July Town Deal Board meeting for agreement at that meeting - but that all three should be based on the following elements:

- (1) To support the Lead Organisation in the development of the Business Case – for submission to the Board – and thereafter Government;
- (2) To secure match funding to support project delivery;
- (3) To develop and deliver a community engagement plan i.e. as the Business Case is prepared;
- (4) To work with the Borough Council – as accountable body – on proposals for the procurement of the project delivery phase(s);
- (5) To lead on public and media communications as it relates to the project.

Recommendation 5 relates to the above proposal.

It is recommended to the Board that the three Task Force Chairs are appointed on a considered basis from 1 of the 4 options below:

Option 1: Selected by the Board from within the existing Board membership

Option 2: Selected by the Board from outside the existing Board membership

Option 3: Selected by the lead Board organisation for each project

Option 4: Selected by the Board (at its next meeting) following an ‘open recruitment process’.

Recommendation 6 relates to the selection of the chairs of the Task Forces.

An example of a possible terms of reference and a format to select members has been worked up in more detail (for the Ipswich Oasis Project) and is attached as Appendix 5 – and assumes the Chair appointment is done via an ‘Option 2’ process)

Note: It is unlikely that it would be appropriate to be involved in a Task Force if the individual (or any of the companies they might own or work for) would potentially wish to bid for any work associated with the relevant Town Deal project.

Note: It is anticipated that the Task Force Chairs will be invited to present the draft Business Case to a future Town Deal Board – in either October or December 2021.

8. Stakeholder Engagement Plans

The three plans will be different but based around the following initial thoughts:

- Project 6: Former Paul’s Building Silo (@ the Waterfront) (specifically around the possible future uses of the silo)

Three separate focus groups prior to formal consultation via planning / highways processes:

- (i) With cultural organisations in relation to possible short term uses of the silo;
 - (ii) With people interested in open space about the design of the proposed park area;
 - (iii) With a range of interests following the consultation led by Suffolk County Council on the Bridge Street slip-road.
- Project 9: Public Realm Improvements (Arras Square etc.) (specifically around any designs for Arras Square and priorities for future projects)

A public consultation event will be held in summer 2021 – over a two day period – in St Stephen’s Church on initial idea for Arras Square. A formal consultation will then follow. If this form of engagement works then it would be used as the model for future schemes.

- Project 11: Town Centre Regeneration Fund

An online survey to generate ideas at three levels:

- (i) Whether to invest in ‘one or two’ schemes at one time or a far larger number;
- (ii) Which buildings or sites should be considered for purchase / regeneration; and,
- (iii) Generating ideas for new uses of town centre buildings and sites.

These will then be assessed and – where potentially viable – business cases produced with relevant partners that would establish viability and also site / building characteristics.

It is not anticipated that the outcome of the public consultation will be made public – due to the possibility that to do so might skew the market.

The outcome of the engagement phases for each project will be reported to the relevant Board meeting.

Recommendation 7 relates to the above proposals

Recommendations to the Board

Recommendation 1: That the Board agrees to adopt the new Terms of Reference as set out in Appendix 2.

Recommendation 2: That the Board support the Chair recruitment process that is set out in section 5 of the Paper and the characteristics that are needed by the next Chair (as set out in Appendix 4).

Recommendation 3: That the Board notes the plans with respect to the role and organisation of the Operations Group (section 6 of the Paper).

Recommendation 4: That the Board notes the role of the Board in the three Task Forces and confirms (having regard to the proposals in section 7 of the Paper):

- (1) the 5 Board organisations to be represented on each Task Force;
- (2) the lead Board organisation for each Task Force; and
- (3) Whether the Board representative should be the Board member themselves – or a representative of the Board member

Recommendation 5: That the Board notes that the formal Terms of Reference for each Task Force will be agreed at its next meeting – but that they should all contain the same 5 common elements as set out in section 7 of this Paper.

Recommendation 6: That the Board confirms which of the 4 Options set out in section 7 of this Paper that it wishes to use to identify the Chair for each Task Force – and, in the event that either Option 1 or Option 2 is chosen – then the Board should confirm the identity of the three individuals.

Recommendation 7: That the progress on the three Stakeholder Engagement Plans is noted.

Ipswich Town Deal Board

Terms of Reference

Purpose:

To help drive forward long term, inclusive economic and productivity growth in Ipswich via the development of a Town Deal Investment Plan.

Once the Investment Plan is formally agreed with HM Government, ensure progress in delivering the Plan is monitored and communicated as well as co-ordinated with the activities of other key economic stakeholders and groups in Ipswich.

Responsibilities:

- Contribute to the development of the Town Investment Plan - with a view to submission to HM Government by 30th October 2020.
- Identify evidence requirements and draw on existing evidence as appropriate to support the development of a Town Investment Plan.
- Advise on the recommended actions or interventions to be taken to address priorities within the Town Investment Plan.
- Advise on other strategic economic interventions across Ipswich to ensure coordinated and effective delivery, and to identify gaps and opportunities and to drive forward new initiatives.
- Influence stakeholders to ensure there is sufficient resources and co-investment to deliver the Town Investment Plan.
- Champion the potential Ipswich has to significantly contribute to New Anglia Local Industrial Strategy and Economic Strategy growth targets.
- To adhere to The Seven Principles of Public Life (I.e. the 'Nolan Principles').

Membership:

The Board will include:

Terry Hunt, *Independent Chair*

Terry Baxter, *Ipswich Central (Business Improvement District)*

James Davey, *Ipswich and Suffolk Small Business Association*

Dr Dean Dorsett GP, *Burlington Road Surgery and Clinical Commissioning Group Board Member*

Cllr David Ellesmere, *Ipswich Borough Council*

C-J Green, *New Anglia Local Enterprise Partnership*

Becca Jackaman, *Progression Sessions*

Professor Helen Langton, *University of Suffolk*

Sarah Holmes, *New Wolsey Theatre*

Tom Hunt, *MP for Ipswich*
Catherine Johnson, *Suffolk Chamber of Commerce*
Professor Dave Muller, *All About Ipswich (Destination Marketing Organisation)*
Dr Daniel Poulter, *MP for Central Suffolk and North Ipswich*
Angela Stroud, *Castle Hill Community Centre*
Cllr Paul West, *Suffolk County Council*

In addition, a further place has been offered to an individual to ensure better 'young person' representation on the Board – they are yet to confirm their agreement to join the Board (hence they are not (yet) included in the above list).

It may be desirable to add additional members to the Board or to co-opt individuals who have specific expertise to offer from time to time.

As such, this may be discussed when necessary by the Board and names put forward by the Chair to the Board for approval.

Meeting Frequency

The meetings will be monthly during 2020 but may then move to quarterly if the Board decide this is more appropriate.

Decision Making

The Board is not a legal entity in its own right. However, its views are important and will be documented within published minutes. Ipswich Borough Council is the accountable body and will formally submit the Town Investment Plan (TIP) – when making any formal decision to submit the TIP or subsequent information to Government it will ensure that the views of the Board are clearly set out.

Chair: Term and responsibilities

The Chair has the casting vote on any matters voted upon (in addition to their normal vote as a Board Member). The Chair will agree the Agenda of each meeting – and the draft minutes of each meeting – with the Borough Council prior to publication.

The Chair's term of office will expire on 31st March 2022. In the event that the Chair is absent – for whatever reason – the Vice Chancellor of the University will Chair the meeting / item (as Vice-Chair of the Board) and if they are also absent then those in attendance will elect a temporary chair from within the private sector attendees present.

Attendance of non-members at meetings

The Board will be supported by the Chief Executive of New Anglia Local Enterprise Partnership and other officers where appropriate.

Substitutes

In the event that a Board member cannot attend the meeting then they can arrange for a (previously named) substitute (with voting rights) to attend in their place. Alternatively – if practicable – Board members could inform the Chair of their views on the published papers in advance of the meeting.

Accountable Body and Board Administration

Ipswich Borough Council is 'lead council' and 'accountable body' for the Town Deal process / funding will organise and administer the meetings.

Public Access

Board papers and minutes will be publicly available (unless there is a reason for them to be kept confidential – with the Borough Council determining this in accordance with its normal 'Committee paper' rules). Information about Board Members and their interests will be publicly accessible via the Borough Council web-site.

Note: the geographic extent of Ipswich for the purposes of the Town Deal proposal matches exactly the boundary of Ipswich Borough Council.

Appendix 2

Version Date (DRAFT): 13th May 2021

Ipswich Town Deal Board

Terms of Reference

[Replacing Version of 15th October 2020]

Purpose:

To help drive forward long term, inclusive economic and productivity growth in Ipswich.

Ensure successful delivery of the Town Investment Plan and the 11 Ipswich Town Deal projects.

Ensure that Town Deal progress is monitored and that Town Deal work is co-ordinated with the activities of other key economic stakeholders and groups in Ipswich (e.g. Ipswich Vision, the Ipswich Strategic Policy Area group, the Ipswich Transportation Task Force).

To lead on any partnership work required in the lead up to any other major regeneration bids to Government (e.g. 'Levelling Up Fund Bid(s)').

Responsibilities:

- Co-ordinate the development of business cases for the 11 Ipswich Town Deal projects - with a view to submission of all of them to HM Government by 31st March 2022.
- Influence stakeholders to ensure there is sufficient resources and co-investment to deliver the Town Investment Plan and the 11 projects.
- The Board can set up 'sub-groups' (such as Task Forces) to lead on any aspects of its work where it considers that appropriate.
- Advise on other strategic economic interventions across Ipswich to ensure coordinated and effective delivery, and to identify gaps and opportunities and to drive forward new initiatives.
- To decide whether to support / endorse any relevant funding bids for the Ipswich Borough area (e.g. bids to the Government's Levelling Up Fund).
- To adhere to The Seven Principles of Public Life (i.e. the 'Nolan Principles').

Meeting Frequency

The meetings will be quarterly unless the Board decide to meet more frequently.

Decision Making

The Board is not a legal entity in its own right. However, its views are important and will be documented within

published minutes. Ipswich Borough Council is the accountable body for Town Deal arrangements with the Government.

Chair: Term and responsibilities

The Chair has the casting vote on any matters voted upon (in addition to their normal vote as a Board Member). The Chair will agree the Agenda of each meeting – and the draft minutes of each meeting – with the Borough Council prior to publication.

The Chair's term of office will expire on 31st July 2023. In the event that the Chair is absent – for whatever reason – the Vice Chancellor of the University will Chair the meeting / item (as Vice-Chair of the Board) and if they are also absent then those in attendance will elect a temporary chair from within the private sector attendees present.

Attendance of non-members at meetings

The Board will be supported by the Chief Executive of Ipswich Borough Council and the Chief Executive of the Local Enterprise Partnership. Other people can attend where considered helpful to the Board.

Substitutes

In the event that a Board member cannot attend the meeting then they can arrange for a (previously named) substitute (with voting rights) to attend in their place. Alternatively – if practicable – Board members could inform the Chair of their views on the published papers in advance of the meeting.

Accountable Body and Board Administration

Ipswich Borough Council is 'lead council' and 'accountable body' for the Town Deal process / funding will organise and administer the meetings. In doing so the Borough Council will be supported by an Operations Group made up of representatives of the Core Members (and chaired by the Chief Executive of the Local Enterprise Partnership)

Public Access

Board papers and minutes will be publicly available (unless there is a reason for them to be kept confidential – with the Borough Council determining this in accordance with its normal 'Committee paper' rules).

Register of Interests

A publicly available register of interests will be maintained.

Note: the geographic extent of Ipswich for the purposes of the Town Deal proposal matches exactly the boundary of Ipswich Borough Council.

Town Deal Board Membership

The two key Government Documents are the Town Fund Prospectus (November 2019) and the Town Fund Guidance (June 2020).

In relation to the Board, they state:

{The Prospectus}

Who should be represented?

2.20 We recognise that no two towns are the same, but that successful partnerships share some characteristics. We have therefore set out the following requirements and guidelines.

2.21 Town Deal Boards must include:

- Other tiers of Local Government: We expect all tiers of local government to be a part of the Town Deal Board;
 - Town and parish councils: Town and parish councils have an important role to play in convening stakeholders and providing localised perspective, as they are closely connected to the communities they serve.
 - Upper-tier authorities: bring crucial understanding of the important role towns play within the wider regional economy – as well as strategic leadership and powers that will be of value to the partnership.
 - Mayoral Combined Authorities and Combined Authorities: provide a strategic overview of an area and many hold powers that will be critical to delivering the Towns Fund e.g. transport.
- Members of Parliament: The MP (or MPs) representing the town should be invited to engage in the process of designing and agreeing the Town Investment Plan.
- Local businesses and investors: Driving economic growth and building productivity will require entrepreneurship and investment from business. It will therefore be essential to draw on their leadership and capability to help understand challenges and develop the key proposals. Existing investors currently active in the area also have an important role to play; their experience of driving development in specific regions should be drawn on to identify the best uses of public and private funds. We expect to see representation on Town Deal Boards through large employers and SMEs.
- Local Enterprise Partnerships (LEPs): LEPs bring a strong specialism in economic development strategy, business engagement, and the local skills system – through Skills Advisory Panels – ensuring Town Investment Plans are informed by local economic strategies e.g. Strategic Economic Plans and Local Industrial Strategies.
- Communities: Each town will decide how best to involve their local community, building on the MyTown campaign. Communities should have a meaningful role

in decision-making for the future of their town, and Town Deal Boards should draw on the local knowledge and insight that communities can provide on the barriers to driving local growth and productivity. We expect this to be achieved by including community representatives from prominent local civic and faith organisations in the governance structure, such as representatives from local community forums, voluntary and community sector organisations, or Councils of the Voluntary Sector.

- Communities are more likely to work to implement solutions, and be able to take advantage of the economic opportunities resulting from government investment if they engaged early and throughout the process of designing and delivering the Town Investment Plan.
- 2.22 Town Deal Boards may also include (either in their governance structure or in their engagement activity):
- Business Improvement Districts (BIDs): where they exist, BIDs work to improve commercial areas through additional services. They have close relationships with their business members and play a strategic role in place shaping
 - Jobcentre Plus: provide information on working with people furthest from the labour market, and work closely with the voluntary and third sector to support people into work
 - Anchor institutions: have strong convening power, as well as a significant role in the local economy. They may include:
 - o The wider business community
 - o Universities and Further Education colleges
 - o Academies and Schools
 - o Hospitals
 - o Development corporations
 - o Local sports teams
 - o Cultural and creative institutions
 - o Housing sector including housing developers and housing associations
 - Arms-length bodies and other non-departmental government agencies: Such as Homes England, the Environment Agency, and the Historic England have expertise in delivering interventions, and existing place-based networks across the country, which can bring local expertise, as well as the ability to engage with issues at a regional level.
 - Other private investors and developers: national or international private investors and developers should be engaged early to understand their requirements for investment and identify the best use of public and private funding.

{The Guidance}

- 4.8 The Town Deal Board's membership should reflect the diversity of the town and surrounding area. The Towns Fund Prospectus stated that membership of Town Deal Boards should comprise:
- o A private sector chair
 - o All tiers of local government for the geography of the town
 - o The MP(s) representing the town
 - o The Local Enterprise Partnership
 - o Local businesses and investors
 - o Community/local voluntary community sector representatives

- Other relevant local organisations, such as FE colleges or Clinical Commissioning Groups.

4.9 It will be important to ensure a balance of views are heard and to create opportunities for fresh perspectives and challenge, so membership could extend to those with other specific expertise, such as clean growth.

4.10 All Town Deals will need to have an Accountable Body which will be a council through which funding will flow. The Lead Council for the Town Deal (the Unitary Authority, Metropolitan Council, District Council or Borough Council for the town) will determine the appropriate Council to act as the Accountable Body (the Lead Council may take on this role or nominate an upper tier Authority where more suitable). Lead Councils have a seat on the board and take responsibility for ensuring that decisions are made by the Town Deal Board in accordance with good governance principles.

Characteristics of the Chair

1. Must have strong connections to Ipswich;
2. Must be able to represent the Board in dealings with the media
3. Must be independent of the main local parties on the Board (i.e. independent of political affiliation and independent of the governance structures of Ipswich Central, All About Ipswich, the Suffolk Chamber of Commerce and the University of Suffolk;
4. Must be able to quickly gain the trust and confidence of all Board members; and
5. Must have the skills and experience to act as 'convenor' of the Board.

Applications will be sought by INSERT via email to INSERT. Information to be provided is an (up to two sides of A4) CV and an explanatory letter (up to two sides of A4) setting out the reasons for the application and how the applicant will be able to deliver the above characteristics.

Ipswich Town Deal
Ipswich Oasis: Task Force

DRAFT Terms of Reference
(effective from May 2021)

Purpose of the Task Force

The Purpose of this Task Force is to provide strategic direction and leadership to ensure successful delivery of the Ipswich Oasis Project which forms part of the Ipswich Town Deal.

The Task Force has been set up by the Ipswich Town Deal Board to achieve the following activities:

1. Support the Lead Organisation (SCC) in the development of the Business Case – for submission to the Ipswich Town Deal Board – and thereafter Government;
2. To help secure match funding to support project delivery;
3. To develop and deliver a community engagement plan as part of Business Case preparation;
4. To work with the Borough Council – as accountable body – on proposals for the procurement of the project delivery phase(s);
5. To lead on public and media communications as it relates to the project.

Membership of the Task Force

See Annex 1.

Term

These Terms of Reference have been agreed by the Ipswich Town Deal Board (INSERT DATE).

It is anticipated that the Task Force will be reviewed upon acceptance of the Business Case by Government with a view to revising the terms of reference and possibly membership for the delivery phase of the project.

Requirements and Expectations for Task Force Members

The membership of the Task Force will commit to:

- attending the vast majority of scheduled meetings.
- wholeheartedly championing the Ipswich Oasis Project within and outside of work areas.
- sharing all relevant communications and information about the Project with other Task Force members.
- making timely decisions and taking action so as to not hold up the project.
- notifying members of the Task Force, as soon as practical, if any matter arises which may be deemed to affect the development of the project.
- Keeping information confidential – when it is clear that it is provided on a confidential basis.

- Completing the relevant Town Deal 'Declaration of Interest' form and declaring any relevant interests at Task Force meetings.
- Identifying a nominate substitute who can represent them at Task Force meetings – and vote – subject to that individual first completing the 'Declaration of Interest Form'

Members of the Task Force will expect:

- that each member will be provided with complete, accurate and meaningful information in a timely manner.
- to be given reasonable time to make form views and make decisions
- to be alerted to potential risks and issues that could impact the project, as they arise.
- open and honest discussions, without resort to any misleading assertions.

Meetings

A meeting quorum will be 5 members of the Task Force.

Meeting agendas will be provided by INSERT, this includes: preparing agendas and supporting papers, preparing meeting notes and information. They will be agreed with the Chair prior to being issued. The papers for the meetings will not be published.

However, meeting minutes will be taken and will be published on the Borough Council web-site (ideally within one week of each Task Force meeting).

Meetings will normally be held monthly and are likely to be held virtually e.g. via MS Teams.

If required subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.

Where 'decisions' are required e.g. what to include or exclude from the Business Case – these will be taken by a simple majority vote of the attending Task Force members (with the Chair having a second and casting vote in the event of a tie).

Task Force Membership

The Task Force will be made up of up to 15 individuals, as follows:

Chair:

1. Faye Harburt (local resident and 'co-founder' of the Oasis project)

Vice- Chair:

Richard Bloomfield (local resident and 'co-founder' of the Oasis project)

Representation from Town Deal Board Organisations:

2. Ipswich Central (nominated rep: INSERT)
3. Ipswich Borough Council (nominated rep: INSERT)
4. Suffolk County Council (nominated rep: INSERT)
5. Tom Hunt MP (nominated rep: INSERT)
6. University of Suffolk (nominated rep: INSERT).

Additional Task Force Members to Be Drawn from the following sectors:

7. Major 'Ipswich Town Centre' Landowner
8. Business Representative (office)
9. Business Representative (retail, leisure or hospitality)
10. Business Representative (public relations, marketing or design)
11. Business Representative (Landscape Architect (or related profession))
12. Voluntary and Community Sector (environmental)
13. Voluntary and Community Sector (health and well-being)
14. Voluntary and Community Sector (local area)

Note: The intention would be to:

EITHER seek expressions of interest for roles 7 to 14 – during June 2021 – with a view to having the task force fully set up by July 2021. Appointments to Task Force will be determined by the Chair and the representatives from Ipswich Borough Council and Suffolk County Council.

OR seek nominations from Board members for roles 7 to 14 – during June 2021 – with a view to having the task force fully set up by July 2021. Appointments to Task Force will be determined by the Chair and the representatives from Ipswich Borough Council and Suffolk County Council.

Project Management support / resources will be provided by Ipswich Borough Council. Technical experts can also be invited to attend to present items and ideas and advise the Task Force.

Ipswich Town Deal Board: 21st May 2021

Agenda Item 6: Business Case Development

Author of Paper: Russell Williams, Chief Executive, Ipswich Borough Council

Note: This paper will be published on the Borough Council's website alongside the meeting agenda.

A thirty page document about 'Stage 2 - Business Case Template' has been produced by the Towns Fund Delivery Partners. This is then supported by additional advice and guidance on different aspects such as:

This includes an 'Optional Template' and a 'Mandatory Template'.

Relevant documentation can be accessed via: [Business Case Resources — townsfund.org.uk](https://townsfund.org.uk). The Mandatory Template is attached as Appendix 1.

Discussions are on-going with HM Government about which Template it might be appropriate to be produced for the Ipswich projects.

The Board will be update on progress at its next meeting. However it would be helpful for the Board to advise as to the extent of information it would like to see prior to the projects business cases being submitted.

Recommendation to the Board

Recommendation 1: That the Board should see a final draft of each Mandatory Template prior to submission to Government by the Accountable Body (Ipswich Borough Council).

Note: This means, by implication, that the Board will not normally see any additional information on each business case unless it specifically asks to see it – or it is thought to be essential to fully explain / justify the contents of the Mandatory Template.

SUMMARY DOCUMENT

General conditions table
TIP improvement condition <i>Set out TIP improvement conditions as agreed in Heads of Terms</i>
Evidence <i>Provide evidence of how conditions have been addressed</i>
Public Sector Equality Duty (PSED) <i>Provide a summary of programme-level PSED analysis</i>
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer

Project summary table

Project summary table					
<u>Project name</u>					
Business case appraisal <i>Provide details of how the business case has been appraised</i>					
Is this project being fast-tracked?					
Total project value (£, million)					
Towns Fund funding allocated (£, million):					
Outputs <i>Provide a list of the final projected outputs, they must be clear and quantified</i>					
Outcomes <i>Provide a list of the final projected outcomes, they must be clear and quantified</i>					
Cost-benefit projection (for example BCR or NPSV)					
Public match funding <i>Provide the total (£, million) and breakdown of sources</i>					
Private match funding <i>Provide the total (£, million) and breakdown of sources</i>					
Nominal Financial profile (£, million)					
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26

Actions taken to address project conditions

Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below

Delivery plan

Including details of:

- *partnerships*
- *timescales*
- *planning permission and other milestones*
- *interdependencies*
- *risks and mitigation measures*

Monitoring and evaluation plan*

Provide details on:

- *how spending and delivery will be monitored against expected milestones and outputs and outcomes*
- *what Key Performance Indicators will be used*
- *arrangements for sharing of data*
- *the levers that are available to address any performance issues*
- *who will be responsible for evaluating success*

Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer