

King's Lynn Town Deal Board

Terms of Reference

Version 7.6

March 2024

1. Background

The King's Lynn Town Deal Board (KLTDDB) has designed and is delivering an economic growth strategy for the town. This Board is part of the Government's programme of funding for towns and levelling up with a focus on urban regeneration, improved transport, better broadband connectivity, skills and culture.

The KLTDDB has set out a vision for the town's economic growth, coordinate resources and engage with a variety of stakeholders. The KLTDDB produced an evidence-based Town Investment Plan which secured a £25m Town Deal for King's Lynn. KLTDDB is working with central government and strategic partners to deliver against the key local priorities identified in the TIP and provide the strategic framework to secure further future investment opportunities.

The Terms of Reference set out the governance of the Board, Board Members, and the relationship with the Accountable Body, Borough Council of King's Lynn & West Norfolk (BCKLWN) and provide a basis for how the decisions of the Board will be made including the role of Board Members.

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2. Purpose

The Town Deal Board is the vehicle through which the vision and strategy for the town's economic growth is defined. The Town Investment Plan provides the strategic framework through which delivery of the six Town Deal projects will be delivered. KLTDB is also a vehicle through which additional / future investment opportunities will be considered, to provide ongoing strategic alignment and oversight.

3. The role of the Board

The aim of the KLTDB is to create an effective public-private partnership which brings together the agencies, organisations and business interests with a commitment to the physical regeneration and delivery of the Town Investment Plan for King's Lynn. The Board is responsible for the oversight of the delivery phase of the Town Deal Projects, making identified strategic decisions and approvals as set out in the Local Assurance Framework.

The KLTDB will specifically;

- Monitor achievements against the adopted evidence-based Town Investment Plan
- Provide oversight for the programme of interventions which will improve the town's economic growth.
- Ensure governance and decision making complies with the approved [Local Assurance Framework](#).
- Ensure effective engagement with local communities and local businesses forms a key part of the development and delivery of the identified projects.
- Be collaborative with the Accountable Body and be consulted and involved in key decisions¹
- Participate in discussions around project changes, review and agree formal proposals for Project Adjustment Requests with the Accountable Body and Lead Council.
- Ensure adherence to DLUHC compliance requirements and ensure any identified recommendations for action (if required) is implemented.
- Input to and approve six-monthly performance monitoring returns to DLUHC
- Ensure effective co-ordination between the activities and actions of the agencies and organisations involved during the delivery of the Town Investment Plan. To serve an advisory function to the Accountable Body (BCKLWN).
- Maintain an overview of the planning, development and delivery of development projects, providing a collective, co-ordinated response to issues, challenges and risks as appropriate.
- Oversee compliance with the Heads of Terms Agreement with government.
- Identify future funding opportunities that align with the vision and priorities set out in the Town Investment Plan and where necessary, work together to secure additional funding.
- Appoint specific members to be project 'Champion' for specific projects
- Monitor and review the progress of the programme and effectiveness of the actions.

¹ [Supplementary guidance issued by Government November 2022](#)

4. Membership

There are a number of required representatives, including government bodies and the local MP, alongside representatives from the Local Enterprise Partnership (LEP), voluntary and community sector and other partner organisations and local businesses. The membership for the KLTDB, as at March 2024 is;

Sector	Organisation	Name
Government Bodies	Borough Council Members	Cllr Alistair Beales, Cabinet Member for Business
		Cllr Simon Ring, Cabinet Member for Tourism, Events & Marketing
		Cllr Deborah Heneghan, King's Lynn Ward Member for St Margarets with St Nicholas Ward
	Borough Council Officers	Lorraine Gore, Chief Executive
	Norfolk County Council Members	Cllr Stuart Dark
	Member of Parliament for NW Norfolk	James Wild MP
Relevant Local Organisations	New Anglia LEP	Mike Dowdall, Development Adviser
	Chambers of Commerce	Nova Fairbank, Chief Executive
	Discover King's Lynn (KL BID)	Vicky Etheridge, Manager
	College of West Anglia	Kerry Heathcote, Vice-Principal
Health Sector	Queen Elizabeth Hospital	Carly West-Burnham, Director of Strategy & Innovation
Community Organisations	Community Action Norfolk	Rik Martin, Chief Executive
	Diocese of Norwich	Bishop Jane Steen, Bishop of Lynn
Local Business	Greenyard Frozen	Brendan Legrove, Commercial Director
	Hawkins Ryan Solicitors	Andrew Stevenson, Partner
	Mars Foods UK	Harrison McNaught, Maintenance Manager
	This is Fuller	Jason Fuller, Director
	The Garage	Adam Taylor, Executive Director & Chief Operating Officer

Representatives from DLUHC and Historic England may attend as Observers. Executive Directors, Assistant Directors and Managers from Local Government to attend to present to the Board as required. Representatives from other strategic partners will also be invited to attend when there is business relevant to them.

The Board shall appoint a Chair and Vice Chair who will serve for a period of 24 months before re-election. The Chair and Vice-Chair must be a business representative. Two Members of the Town Deal Board will be nominated as Chair and Vice Chair. In the absence of the Chair, the Vice Chair will assume the responsibilities of the Chair. In the event no Chair or Vice-Chair is present, a Chair for the meeting will be appointed from the business representatives of the Board present.

A Board Member shall cease to be a member of the KLTDB in the following circumstances:

- Such Board Member gives written notice to the Chair of their notice of resignation.
- Their removal/replacement by the appointing authority/organisation/relevant nominated body.
- Such Board Member's bankruptcy making of any arrangement or composition with their creditors, or liquidation, or in the case of an organisation, winding up, liquidation, dissolution or administration or anything analogous to any of the foregoing occurring in relation to a Member in any jurisdiction.
- Such Board Member breaches the KLTDB Code of Conduct and the Board resolves that the appropriate sanction should be removal as a Board Member.
- Such Board Member is removed from membership by a resolution of the Board that it is in the best interests of the Board that the membership is terminated.

Appointment of Board Members

Appointment of Replacement Board Members

If the appointment of a current Board Member ceases, replacement(s) from the relevant organisation (save in respect of the Health Sector, which may be a replacement from any relevant organisation within the Health Sector) may be proposed at a Board Meeting and appointed by way of a majority vote.

Appointment of New Board Members

- Any Board Member may add to the agenda of a Board meeting a recommendation to recruit one or more new Board Members.
- If the decision of the Board is to agree the recommendation, the Accountable Body will prepare an advert with a deadline for receiving applications to become a Board Member. The advert shall be published in accordance with the Communications Protocol.
- If the number of applications does not exceed the number of roles advertised, the Accountable Body shall report to the next meeting of the Board and the Board shall determine whether to appoint a new Board Member. There is no obligation on the Board to accept any application made.
- If the number of applications exceeds the number of roles advertised, the Chair, Vice-Chair of the Board and the Chief Executive of the Accountable Body shall meet to determine a short list of applicants who will be invited to interview with them. The Accountable Body shall arrange the interview process.
- Upon conclusion of the interview process, the Accountable Body will report to the next meeting of the Board the recommendations from the interview panel on who to appoint and the Board shall determine whether to appoint a new Board Member. There is no obligation on the Board to accept the recommendations made.
- Upon the decision of the Board to appoint a new Board Member, this decision shall be communicated to the successful applicant(s) and on their acceptance of the role, they shall be deemed a Town Board Member.
- Decisions shall be taken in accordance with the Nolan principles.

4. Roles and Responsibilities

The role of the **Borough Council of King's Lynn & West Norfolk** is to:

- Be the Accountable Body for the Towns Fund
- Be the main point of contact and liaison with DLUHC in managing the delivery of the Town Deal
- Work in partnership with other government bodies to ensure the Town Investment Plan aligns with county and regional strategic plans
- Identify and engage the Board in other funding opportunities that would help to deliver the aims and objectives of the Town Investment Plan
- Define the area the Town Deal Board will represent on a map (Appendix 1).
- Uphold the Seven Principles of Public Life (the Nolan Principles)
- Convene the Town Deal Board ensuring that decisions are made by the board in accordance with the Local Assurance Framework
- Publish the Town Deal Local Assurance Framework, which includes the Board's governance structure and ways of working
- Support the Board in running business and wider community engagement events
- Ensuring the Board continue to advocate for the Town Investment Plan
- Providing technical expertise for project delivery
- Developing and delivering agreed projects in conjunction with other
- Helping to ensure adherence to approved business cases
- Providing delivery teams, delivery arrangements and agreements
- Liaising with potential private investors in identified local projects and schemes
- Compliance with the Heads of Terms Agreement with government
- Monitoring and evaluating the delivery of individual Town Deal projects;
- Submitting regular monitoring reports to DLUHC
- Receiving and accounting for the Town's funding allocation. BCKLWN remains the Accountable Body for all monies received through the Towns Fund and will set out how this money is spent.

BCKLWN will be represented on the Board by Cabinet Members and the Chief Executive of the Council who will be the link between the two bodies in the development of outcomes under those functions set out in section 3. BCKLWN Cabinet, Regeneration & Development Panel, and other Panels and Committees (as deemed appropriate) will receive reports on the progress of activities in line with the Council's Constitution.

The role of the **Chair** is to lead the Town Deal Board in shaping the vision for the town as well as defining the strategy and steps that need to be taken to achieve that vision. The key responsibilities of the post are to:

- Provide strategic and dynamic leadership for the Board
- Lead the Board in implementing the Town Investment Plan
- Ensure that all sectors on the Board are actively engaged
- Run meetings effectively and fairly ensuring the Board adheres at all times to high standards of ethics and governance
- Exert a casting vote in Board Decisions if circumstances so require
- Ensure the Upholding of the Seven Principles of Public Life (the Nolan Principles)

- Ensure compliance with the Heads of Terms Agreement with government
- Sign and agree compliance and assurance returns as required.

The role of the **Board Members** is to support the Chair in shaping the vision of the town and ensuring the correct steps are taken to make that vision a reality. The responsibility of Board Members includes:

- Attending TDB meetings and active participation in the work of the Board
- Reflecting the agreed view of the Board in discussions with partners, stakeholders and other external third parties
- Taking account of views of other stakeholders and being mindful of different views and requirements
- Contributing to the implementation of the Town Investment Plan and other funding opportunities that may arise for projects aligned with the vision and priorities
- Being ambassadors for the Town Deal Board and King's Lynn.

The **Project Champions** will be an advocate for the project concerned, with slightly more detailed focus and understanding of the project than other TDB members. The Champion will play a role in meeting the collective responsibilities of the KLTDB by

- Having professional or personal enthusiasm in the project or project area
- Being motivated to see the 'vision' of the project or theme realised, whilst not necessarily needing knowledge or skill set relating the specific project
- Being invited to attend Project Boards overseeing the delivery of the approved Town Deal project
- Acting as a sounding board / critical friend to Project Teams/Project Boards where required
- Being able to talk to Project Highlight reports at the TDB meetings, with commentary to support the Boards' understanding
- Engaging with the Project Manager and/or Project Sponsor to help with Board to assess project progress, including risks
- Offering opinions and judgements within their project or theme
- Promoting interactions between Champions to share learnings and opportunities for project synergies to improve and broaden outcomes
- Utilising networks to help raise the profile of projects / themes where appropriate.

Project Champions do not have decision making responsibilities. Strategic decisions will be determined collectively by the Town Deal Board. Champions are in a good position to recommend and/or support such decisions around any project or theme through having some additional insights into their subject, project or theme.

A summary, outlining the overall governance structure for the Town Deal Board and its relationship with the Accountable Body, Strategic Delivery partners, project Boards and Sub-Groups is shown at Appendix 2.

6. Conflicts of Interest

Any conflicts of interest should be declared to the Accountable Body's Monitoring Officer before officially joining the Board. BCKLWN will maintain a register of Board Member interests which will be published on the Vision King's Lynn's website.

Board Members must keep the entries in their Register of Interests Form up to date by notifying BCKLWN's Monitoring Officer of any changes within 28 days of the change occurring.

The following provisions shall apply to all Board Members should they be faced with conflicts of interest.

- Should a Board Member be faced with a pecuniary conflict of interest the Board Member shall immediately declare the nature of the conflict/potential conflict and may be asked to must withdraw from any business where the conflict would be relevant. That Board Member will not be:
 - Entitled to remain present at any meeting or included in any email correspondence during discussions of the matter in which the conflict of interest is engaged
 - Counted in the quorum in relation to the matter.
 - Entitled to vote on the matter.
- Whenever a Board Member has a conflict interest in a matter other than a pecuniary interest to be discussed at a meeting the person may not be, or during other Board business, the Board Member shall immediately declare the nature of the conflict/potential conflict. If the Board Member considers themselves conflicted, they should leave the meeting or remove themselves from the Board's business. If they do not consider themselves conflicted but the 'reasonable person' might, the Board may authorise the person Board Member to remain in the meeting however the Board Member shall not be entitled to vote on the matter under consideration.

For the avoidance of doubt, the above provisions do not prevent a Board Member declaring an interest to be noted for the record where they consider no conflict of interest arises. In such circumstances, no further action is required.

7. Board Member Conduct

All members of the King's Lynn Town Deal Board shall observe the "Seven Principles of Public Life" (as detailed in the KLTDDB Code of Conduct) and will be bound by their own authority's/organisations code of conduct in their work on the Town Deal Board. This includes each Board Member signing up to abide by the Nolan Principles of public life:

1. **Selflessness** Board Members should act solely in terms of the public interest.
2. **Integrity** Board Members must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** Board Members must act and take decisions impartially, fairly and on merit, using the best evidence and without any form of discrimination or bias.

4. **Accountability** Board Members are accountable to the best interests of BCKLWN and the principle objectives of the Board.
5. **Openness** The Board must act and take decisions in an open and transparent manner.
6. **Honesty** Board Members should act with honesty, objectivity and integrity.
7. **Leadership** Board Members should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Members of the Board shall abide by the Code of Conduct. Members of the Board are required to keep their Register of Interests up to date and in any event review their Register of Interests on an annual basis.

The Board shall give due consideration to all laws and regulations as appropriate.

8. Quorum and Decision Making

The general rule is that decisions are taken at meetings of the Board. Any decision of the Board must be a majority decision.

A quorum shall be eight Board Members present in person (or present remotely), including 1 Board Member from the Accountable Body, and at least three should be from the private sector.

Each member of the Board shall have one vote which may be cast on matters considered at the meeting (or virtually).

The Chair and Vice Chair must be a private sector representative and will be appointed by Borough Council of King's Lynn & West Norfolk.

The Chair will have the casting vote (this refers to whoever is present and discharging the function of Chair for the purpose of the meeting).

In the absence of the Chair at a formal meeting of the KLTDDB, the Vice Chair will be appointed Chair for that meeting only.

In the absence of the Chair and Vice Chair, another Member of the Board will be appointed as Chair for that meeting only and should be from the private sector; this does not include BCKLWN, NCC, the Member of Parliament for North West Norfolk, NHS or NALEP.

The Board shall delegate to the Chair of the Board the authority to make urgent decisions, having consulted by way of email with Board members, where a Board cannot be convened in a timely manner to consider a matter. The decision shall be published as soon as practically possible once taken.

The Council's Chief Executive will consult the Chair from time to time on progress of the work of the Town Deal Board.

The Chair may convene an informal meeting of all or some of the Board Members to inform progress of the work of the Town Deal Board.

The Chair may meet third parties and attend events on any matter pertaining to the Town Deal projects.

Informal meetings and engagement with third parties will be reported back to the KLTDB.

9. The Board's Relationship with the Borough Council of King's Lynn & West Norfolk

The Board is not an incorporated body and BCKLWN will remain the Accountable Body for the Towns Fund and Capacity Funding that has been received and any future funding that may be received by way of further Capacity Funding, grants or contribution to feasibility studies that the Board may wish to commission.

The King's Lynn Town Deal Board may make recommendations to the Council's Cabinet from time to time during the development and implementation of the projects delivering interventions relating to the King's Lynn Town Investment Plan.

10. Meetings

The Board will meet monthly. The timings of these meetings will be agreed through the Board members. The Board may meet at other times during the year as agreed between the members of the Board and may approve recommendations via written procedure.

Board meetings will not be open to the public due to the commercial and financial nature of the meetings.

Meetings may be taken in person or virtually where required.

Informal Board Meetings may take place from time to time. These will be in private and not open to the public. Other persons and external advisers may be invited to attend all or part of any meeting as and when appropriate as observers and shall be entitled to speak at the meeting with the prior permission of the Chair but shall not be entitled to vote.

With the prior agreement of the Chair, any Board Member may participate in a meeting by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can communicate with each other and participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and shall be entitled to vote and be counted in a quorum accordingly.

11. Communication and Reporting arrangements

In line with the principles of public life, it is important that there is transparency around the operation of the Board.

Meetings of the Board shall be called by the Secretariat at the request of the Chair of the Board. The agenda and papers for meetings shall be approved by the Chair.

Wherever possible, unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than five clear working days before the date of the meeting. Any supporting reports and/or papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time.

Agendas and papers for each meeting shall also be published on the BCKLWN and Vision KL website in advance of the meeting, within 5 clear working days, unless they are 'exempt' in accordance with the explanation below.

The default position is that all papers are open to the public. However, papers which contain 'exempt' information shall be marked as such and shall not be published publicly until the reason for the exemption has lapsed. Exempt information is classed as follows:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any person (including the Authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultation or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes: a. To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or b. To make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation, or prosecuting of crime.

AND that in all the circumstances of the case, the Board considers at the meeting that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Board Members are required to keep exempt papers confidential.

Reviews shall be undertaken quarterly for papers which can be published due to any exemption applied at the time, lapsing.

The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by the Secretariat of the Board.

Draft minutes of each meeting will be circulated promptly to all Members of the Board. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to the Board. Minutes shall remain in draft until approved by the Board, at which point they will be published onto the BCKLWN and Vision KL website.

KLTDDB members should refer to the Communication Protocol.

12. Community & Stakeholder Engagement

The Town Deal Board will engage with the community and stakeholders in line with the King's Lynn Town Deal Communication & Engagement Plan.

Our guiding principles will underpin how we communicate and engage to ensure that the process of developing and delivering the interventions identified to help implement the Town Investment Plan is truly collaborative and overcomes barriers to involvement. We will:

- **Make it safe**
We want people to feel 'safe' to engage with us and to feel confident to have a voice by the type of activities, language, content, and capacity building we provide.
- **Make it easy**
We need to make it as easy as possible for people to engage by using varied channels, 'piggy backing' on existing opportunities and connections, and taking communications and engagement opportunities to people.
- **Make it accessible**
We want to remove barriers to engaging and will do this by being clear in our communications, and by identifying and empowering specific participants who may not easily engage.

The KLTDB will be committed to working with all local stakeholders in a consistent, collaborative, inclusive and open manner to develop and implement the Town Investment Plan for King's Lynn. This will be achieved under the **Vision King's Lynn** brand, ensuring a joined-up approach with other existing and ongoing town centre regeneration / funding activities. This brand was established in 2019 and allows the Town Deal interventions to benefit from its existing brand equity, channels and connections. The KLTDB aims to keep a wide range of stakeholders informed using a variety of methods and tools.

13. Respecting Confidentiality

On occasions the Board may wish to discuss matters where one or more members wish to retain confidentiality. This may include instances where the Board is to issue a press release or arrange an event. In such circumstances, and where specifically requested by one or more members of the Board, all Board members are expected to retain confidentiality in the context of the matters being considered.

Matters may require more stringent levels of confidentiality due to commercial sensitivity, allowing for ideas to be developed without being negatively influenced before external engagement and the Board may consider the requirement of using non-disclosure agreements in relation to particular discussions.

14. Review & Dissolution

The Board will be reviewed from time to time in line with guidance received from DLUHC relating to the Towns Fund.

Dissolution of the Board will be considered and agreed by the Chair, in consultation with Board members, DLUHC and The Chief executive of BCKLWN.

15. Ancillary Matters

15.1 Freedom of Information

The Board and its activities will be subject to Freedom of Information requests, in addition to the Data Protection Act 2018 and the Environmental Information Regulations (various). Requests can be made via the BCKLWN website and support will be provided by BCKLWN to manage and respond to such requests. To ensure the highest standards when collecting and using personal information the General Data Protection Regulation (GDPR) policy and procedure of BCKLWN as the Accountable Body will be applied in all cases.

It is likely that members of the public may have direct questions that relate to how the Board functions and the decisions it makes. These in the first instance will be directed to the Chief Executive to manage, and where appropriate, the Chief Executive will engage with the Chair and/or the Board.

15.2 Sub-groups

In developing and implementing the Investment Plan, thematic sub-group(s) were established, engaging people and organisations outside of the Town Deal Board to support the development and delivery of the Town Investment Plan and associated interventions. Chairs of these groups are nominated by the TDB and are

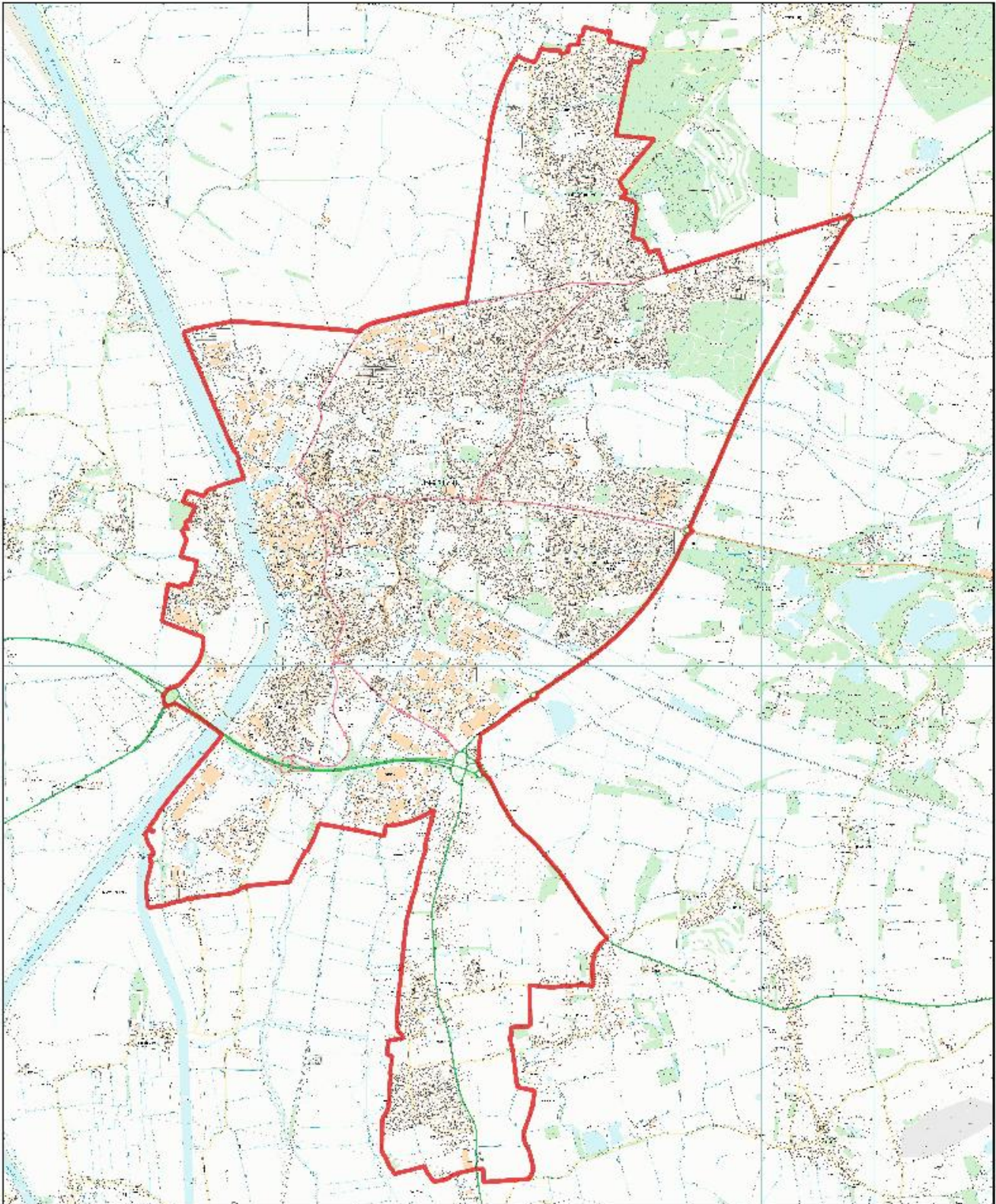
- Re-purposing & Public Realm Working Group
- Skills Group

Sub-groups have been approved by the Board and have adopted Terms of Reference, published on the Vision King's Lynn website. Members of the sub-groups will adhere to these Terms of Reference and the associated Code of Conduct. These groups allow for wider engagement outside of the Board in implementing the Town Investment Plan. The sub-groups will not require voting mechanisms and are advisory to the Board on specific thematic matters.

Information relating to the sub-groups is shown at Appendix 2.

Appendix 1: King's Lynn Town Deal Boundary

King's Lynn Town Fund Boundary



Borough Council of
**King's Lynn &
West Norfolk**
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Ordnance Survey 10002 1311

Legend

 Kings Lynn Town Fund



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17/12/2019

Appendix 2: Governance Structure

