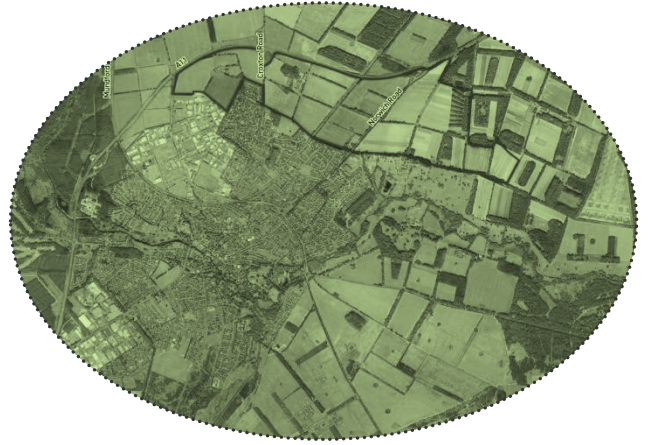


AGENDA



Greater Thetford Development Partnership Board

15th February 2016 10.00am- 12.00pm

Charles Burrell Centre

Staniforth Road

Thetford

Norfolk

IP24 3LH.

AGENDA

	Item	Lead
1	Apologies - Will Van Cutsem - Adam Broadway - Terry Jermy	
2	Approval of Minutes (04/12/15)	Anna Graves
3	Approval of Terms of Reference for the GTDP Board	Anna Graves
4	Communications Update - Sign off of Communications Protocol - Other Activities – e.g. Town Council Business Forum	Sarah Barsby
5	Independent Chair (Progress)	Julie Kennealy
6	Growth and Education	Chris Hey
7	Community Sub Group (Progress)	Rob Walker
8	Planning and Projects Sub Group (Progress)	Fiona McDiarmid
9	Inward Investment Sub Group (Progress)	Julie Kennealy
10	Public Health	Rob Walker
11	Next Steps	Anna Graves to summarise
12	AOB - Development Session - Traffic Study	All
13	Date of Next Meeting and Future Meetings	Anna Graves

Greater Thetford Development Partnership Board

TERMS OF REFERENCE

The Role of the Board

- To bring together key influential voices from the broad collective of organisations whose decision making and actions can and does affect the places and communities within the Greater Thetford. (Defined as communities in and around the parishes of Thetford, Croxton, Brettenham and Kilverstone)
- To provide a means of coordinating and prioritising those organisations' development projects within a wider Greater Thetford place-based vision.
- To ensure delivery of important strategic projects and investments across the Greater Thetford area.
- To develop, publish and seek support for the delivery of, a place-based strategy for the Greater Thetford area.

Proposed Initial Membership

Broadway, Adam – Flagship Social Housing Group

Brown, Mike – Thetford Business Forum

Crawford, Denis – Norfolk County Council

Graves, Anna - Breckland Council (interim chair)

Jermy, Terry – Thetford Town Council

Jolly, Ellen – Breckland Council

Kennealy, Julie – Chief Financial Officer /Executive Director Breckland

King, Bob – Croxton Parish Council

McDiarmid, Fiona – Assistant Director Economic Development & Strategy Norfolk County Council

Poulter, Tony – Brettenham & Kilverstone Parish Council

Van Cutsem, Will – The Crown Estate and Pigeon Investment Management

Wheatley, Paul – Norfolk Constabulary

Chair of the Inward Investment Sub-Group *

Chair of the Planning and Projects Sub-Group*

Chair of the Community Sub-Group*

*In order to maintain the proportionate membership agreed these positions will be non-voting on the main board.

Notes:

- a. It is the board's intentions to recruit an independent chair who will be employed on a part time basis. Breckland Council will act as the employer on behalf of the board.
- b. Individual Members will represent their respective organisation serve for a period of one year, renewable on an annual basis by the appointing organisation.
- c. The Board will review membership annually.
- d. The Chairman will be appointed for a period of 3 years.
- e. Substitute attendees will be allowed but these must be by prior agreement with the chair. Substitute members will not be entitled to vote on resolutions.
- f. Specialists from member organisations may present to the board at the board's request but will not be entitled to vote on resolutions.
- g. Breckland Council will provide secretariat services to the board.

Responsibilities

1. To hold bi-monthly board meetings, which will include a public session as part of the meeting. Commercially sensitive items will be discussed in closed session not open to the public.
2. To publish agendas and public minutes for each board meeting together with any supporting background papers which the board agrees may be released into the public domain.
3. To hold bi-annual public question and answer sessions which both inform the public about the work of the board and allow the public to raise issues concerning the development of the Greater Thetford area.
4. To establish and maintain a communications plan which allows the board to communicate its work through a variety of means including a website presence and press releases.
5. To publish a place-based strategy for Greater Thetford.
6. To publish a Delivery Local Investment Plan which sets out the long-term delivery plan developed within the partnership board.

Ways of working

The composition of the board is designed to bring together those major stakeholders who shape the economic and social development of the Greater Thetford area. In recognising that those stakeholders will individually work across different geographies and socio-economic elements, with their own individual priorities; bringing them together within a partnership focused on the Greater Thetford area, ensures the opportunity to influence and coordinate partner programmes for the benefit of the Greater Thetford communities.

The board will discuss, formulate and publish a place-based strategy for Greater Thetford and within that strategy identify projects which can deliver the strategy's aims.

In addition to influencing existing partner delivery projects, the board will seek to propose and raise funding for additional delivery projects where these are necessary to meet the agreed place-based strategy. As there is no plan for the board to become a legal entity, the delivery of these additional projects and legal accountability for funding would rest with member organisations within the partnership or other third party organisations as agreed by the board.

In order to assist in this endeavour, the board will be able to direct the activities of three sub-groups;

Community Sub-Group: ensuring effective community engagement so that the needs of the parishes in and around Thetford, Croxton, Brettenham and Kilverstone are understood and communicated to the main board.

Inward Investment Sub-Group: develops proposals and funding streams which reflect identified community needs and contribute to the vibrancy, attractiveness and economic development of the Greater Thetford area.

Planning and Projects Sub-Group: through consultation with key stakeholders, achieves the planned growth and development delivery rates across the Greater Thetford area.

Each Sub-Group will report back to the main board formally as part of each board meeting's agenda and informally to board members as needed to aid the work of the main board. Each Sub-Group will have its own Terms of Reference agreed by the main board. Each Sub-Group Chair will have a seat on the main board to aid this reporting and communication. This Board position will be non-voting.

Internal and external communication

The board will create and operate a communications plan so that;

- Its engagement with the communities it seeks to benefit is as effective as possible.
- The board provides a regular, accurate and transparent statement of its activities whilst protecting necessary confidentiality of commercially sensitive matters.
- They have an effective communications and lobbying tool when seeking to raise funding for new projects.

Meetings

Board meetings to be held six times a year, at locations accessible to the communities within Greater Thetford. Dates to be agreed sufficiently in advance to allow good attendance by the board members and the public. Each meeting will have an open to the public session followed by a closed session for those items which have commercial sensitivity.

Full minutes of each meeting to be recorded and circulated to board members within an agreed timescale and comments/amendments will be received from board members by e-mail. The Chair will then accept/decline the amendments and approve the minutes so that they can be shared and officially approved at the next meeting. A version of the minutes, excluding any commercially sensitive matters, to be produced and made available to the public via the website.

Bi-annual question and answer sessions to be held which both inform the public about the work of the board and allow the public to raise issues concerning the development of the Greater Thetford area.

Confidentiality and Conflicts of Interest

Members of the board agree to keep such matters confidential as is necessary to allow the group to perform its function. Each member is representing their organisation and as such the highest standards of confidentiality will be expected.

Board members shall declare potential conflicts of interest when they arise. The board shall decide how to proceed when a potential conflict of interest is declared and in all cases these shall be noted in the minutes of the meeting.

Review

These Terms of Reference shall be reviewed on an annual basis by the board.

Advisers

The board may co-opt specialist advisers for specific pieces of work, either directly or through a request to one of the three sub-groups.

Terms

GTDP : Greater Thetford Development Partnership

LEPs : Local Enterprise Partnerships

NALEP : New Anglia Local Enterprise Partnership

GCGP LEP : Greater Cambridge Greater Peterborough Local Enterprise Partnership

Version	1.1
Date	25 January 2016
Authorised	

GTDP – 15 February 2016

Attending

Board Members

Brown, Mike – Thetford Business Forum

Crawford, Denis – Norfolk County Council

Graves, Anna - Breckland Council (interim chair)

Jolly, Ellen – Breckland Council

Kennealy, Julie – Chief Financial Officer /Executive Director Breckland

King, Bob – Croxton Parish Council

McDiarmid, Fiona – Assistant Director Economic Development & Strategy Norfolk County Council

Poulter, Tony – Brettenham & Kilverstone Parish Council

Substitute

David Armstrong, Exec Director Finance - Flagship Social Housing Group (On behalf of Adam Broadway)

John Newton, Thetford Town Council (On behalf of Terry Jermy)

Officers

Sarah Barsby – Breckland Council

Robert Walker – Breckland Council

Chris Hey – Norfolk County Council

Apologies

Board Members

Broadway, Adam – Flagship Social Housing Group

Van Cutsem, Will – The Crown Estate and Pigeon Investment Management

Paul Wheatley – No Response

Jermy, Terry – Thetford Town Council

Officers

GTDP Board Meeting Dates 2016

- 15th February 2016 – 10am – 12pm
- 14th April 2016 – 10am – 12pm
- 24th June 2016 – 10am - 12pm – (Open Forum – 12.30 till 1.30pm)
- 19th August 2016 – 10am - 12pm
- 21st October 2016 – 10am - 12pm
- 16th December 2016 – 10am - 12pm - (Open Forum – 12.30 till 1.30pm)

*Venue to be booked once meeting dates have been agreed.

Draft Communications Plan & Protocol (v2)

Aim

The aim of this strategy is to set out clear communications objectives and protocols that will ensure the promotion of the partnership's work is co-ordinated. Clear, relevant, timely and coordinated communications will be critical in achieving this.

Objectives

External Media Relations

- To promote partnership successes and demonstrate actions, results, achievements and improvements
- To keep local people informed
- To ensure that the public are aware of how, why and by whom recommendations/decisions are made
- To promote public, private, voluntary and community sector partners with one voice
- To promote community cohesion and a sense of pride in the greater Thetford area
- To ensure equal access to information

'Internal' Communication

- To establish a framework for listening to partners and the community
- To foster partnership branding to engender a sense of purpose and belonging
- To keep partners informed
- To make partners aware of their importance as ambassadors
- To motivate partners to ensure they feel part of the communications aims
- To utilise the knowledge and expertise of staff within all partner organisations

Key messages

'Working together to achieve more for the greater Thetford area and its residents.'

By working with partners, we can:

- **Achieve more:** through collaboration and coordination, to make life better for people in the greater Thetford area.
- **Speak with one voice:** to influence and shape key developments, benefitting residents and businesses – now and in the future.
- **Encourage growth:** by demonstrating our joint commitment to supporting the development of the greater Thetford area as a great place to live, work and do business.
- **Attract investment** – by accessing grants and funding only available to partnerships, attracting inward investment to build the area into an East Anglian hub.

By involving the community, we can:

- **Understand better** – what really matters to local people and reflect this in our plans and recommendations.

Audiences

Including, but not exclusive to, the following:

- Public
- Organisations that form Greater Thetford Development Partnership
- Thematic Partnerships within Greater Thetford Development Partnership
- Relevant staff in Greater Thetford Development Partnership organisations
- Media
- Community leaders
- Local MP / County Councillors / Ward Councillors / Parish Councillors / Police / Education Health / businesses

Communications support

Breckland Council has offered to lead the Partnership's communications, subject to approval and an agreed Communications protocol (see below).

General communications protocols

To ensure that the above happens in a coordinated way, the Partnership Board needs to review/agree the following protocols.

1. **Louisa Clare**, Executive Assistant at Breckland Council, will provide a central point of contact for the flow of **business information** between partners & stakeholders. This to include meeting dates, minutes, agendas and report papers.

Contact details:

louisa.clare@breckland-sholland.gov.uk

2. **Matt Barnard**, Communications Officer at Breckland Council, will provide a central point of contact for the flow of **public/media information** for dissemination to stakeholders through established channels, including the Partnership website: www.gtdp.org.uk This to include: press releases, holding/reactive public statements, key messages and briefing notes, where needed.

Contact details:

matthew.barnard@breckland.gov.uk

3. Members of the Partnership Board are responsible for the dissemination of information within their own organisations. It will be their responsibility to ensure their own communications teams, where these exist, are aware of planned or published communications.

4. Information will be produced in plain English.

5. GTDP logo to be used at all times. The logo of the agency leading any particular project may also be used with the strap-line "this project is led by [organisation] on behalf of the Greater Thetford Development Partnership", which will help provide clarity and accountability.

Media protocols

These protocols have been developed to cover both proactive and reactive media relations and general communications between and within partner organisations.

Proactive media relations

1. With input from The Greater Thetford Development Partnership, Breckland Council's Communications Team will help identify news stories. These will be captured in a forward plan and reviewed at each Board meeting.
2. A lead organisation will be identified for each story; this will be the organisation that coordinates the preparation and release of the story.
3. A press release will be drafted by the lead organisation using an agreed GTDP template to ensure consistency of formatting and branding and that appropriate key messages are included.
4. A lead spokesperson for the partnership will also be identified for each story; this will be the most appropriate and knowledgeable person who will also be the partnership's spokesperson for the story.
5. Prior to issuing, the press release will be signed-off by the Chair of the Board and the lead spokesperson.
6. The draft press release will also be issued to all Board Members for information and comment, unless there are **exceptional circumstances** which make this impossible. It is the responsibility of Board Members to share the draft with their own communications teams, if they have one, ahead of publication and have the opportunity to feedback changes/suggestions/approval.
7. Sign-off implicitly indicates that the spokesperson and Chair can speak on the subject on behalf of the partnership if approached by the media for further comment.
8. The press release will be issued, after Board approval, to agreed media contacts by the lead organisation.
9. A copy of the final release will be sent to Breckland Council Communications Team (Contact: Matt Barnard) for publication on partnership web pages. The Communications Team will send an email link to the Partnership Board to notify them to this fact.

Reactive media relations

On receipt of an enquiry by any member of staff working on a partnership project:

1. Details of the enquiry will be taken and passed to the organisation leading on the story/press release, or to Breckland Council Communications Team **where no lead has been identified**.
2. Breckland Communications Team/the lead organisation will liaise with the Board to identify the appropriate media spokesperson and develop a partnership response – the relevant parties/ organisations will be identified and representatives convened or consulted as appropriate.
3. Breckland Council Communications Team/the lead organisation and the media spokesperson will provide the agreed response to the media.
4. Breckland Council/the lead organisation will send a summary of the response to other members of the Board, including the person who received the original enquiry.



DATE

Headline

Ggggggg

ENDS

Media contact:

<Name>

<Title>

<Organisation>

<Telephone>

Editors' notes:

Represented by Breckland Council, Thetford Town Council, Croxton and Brettenham & Kilverstone Parish Councils, local businesses and county representatives from health, highways and education, the Greater Thetford Development Partnership Board's key aim is to work with partners to:

- **Achieve more:** through collaboration and coordination, to make life better for people living in the greater Thetford area.
- **Speak with one voice:** to influence and shape key developments, benefitting residents and businesses – now and in the future.
- **Encourage growth:** by demonstrating our joint commitment to supporting the development of the greater Thetford area as a great place to live, work and do business.
- **Attract investment:** by accessing grants and funding only available to partnerships, attracting inward investment to build the area into an East Anglian hub.

Find out more about the Greater Thetford Development Board at www.gtdp.org.uk