

# Alnwick Borderlands Place Programme Board

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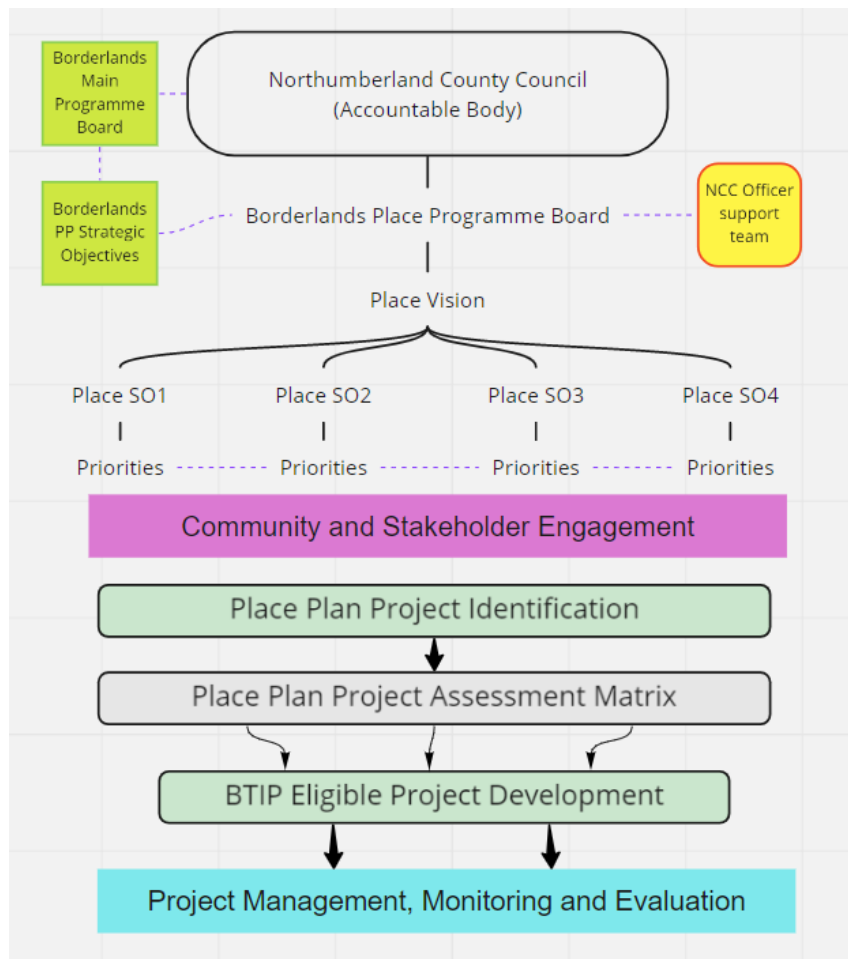
### 1. Background

The Borderlands Place Programme Board has been established to oversee the development of the Borderlands Place Plan and Borderlands Town Investment Plan for Alnwick. This paper is intended to reflect the **Governance** requirements and to act as **Terms of Reference** for the board. This document should be read alongside the Place Programme Board **Code of Conduct**.

The Place Programme Board will be the vehicle through which the vision and strategy for the town is defined and delivered. It will produce both a Borderlands Place Plan and a Borderlands Town Investment Plan.

This document will be reviewed, refreshed and signed off annually by the Board, or more frequently, if necessary, to respond to relevant government funding guidance. The governance policy will be updated within one calendar month of a change being required.

The Borderlands Place Programme Organogram is shown below



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### 1.1 Board Responsibilities

- *Upholding the Seven Principles of Public Life ([the Nolan Principles](#))*
- *Developing and agreeing an evidence-based Place Plan*
- *Developing and agreeing a Borderlands Town Investment Plan*
- *Establishing a clear programme of interventions*
- *Embedding arrangements in local plans (where appropriate) and undertaking Environmental Impact Assessments and fulfilling duties on public authorities under the Equalities Act, in particular, and the public sector equality duty.*
- *Coordinating resources and engaging stakeholders*
- *Ensuring communities' voices are involved in shaping design and decision making at each phase of development*
- *Ensuring diversity in its engagement with local communities and businesses*
- *Helping develop detailed business cases*
- *Overseeing each step of agreeing both a Place Plan and a Town Investment Plan and overseeing compliance with the Heads of Terms Agreement with the Borderlands Board.*

### 1.2 Board Functions

In carrying out its responsibilities Board members will have due regard to the following:

- Acting solely in the public interest in line with the Nolan principles; making decisions purely on merit, in accordance with agreed processes and acting with regularity and propriety when managing public money;
- Keeping records which demonstrate that the Board meets all legal obligations and compliance requirements placed on it ensuring these are published on the Lead Council's website
- Actively cooperating with stakeholders. This involves engaging deliberately and constructively with the private sector and public sector including national and local partners such as: Government Departments, third sector representatives, community interest groups, education institutions in order to develop a Place Plan and subsequent Town Investment Plan.
- The Board will oversee the publication, on the Lead Authority's website, of key documentation and communication source making sure that it is:
  - Prominent, accessible and easy to navigate
  - Updated regularly to ensure that information remains current.
  - Repository of information on the Place Programme Board meetings (including agendas, papers and minutes) policies, projects and decisions and
  - An interface that caters to the public, interested parties
- The Board will be responsible for making recommendations to the Lead Authority with respect to the Place and Town Investment Plans, projects, programmes and allocation of funding.
- Procure support and delivery services in line with the Lead Council's procurement procedures.

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### 1.3 Place Programme Geographical Area

See proposed area map in Appendix 1. Map will be used as a guide. Projects for progression through the Borderlands Place Programme must have a significant and transformational impact in this area.

## 2. Northumberland County Council (the Lead Authority)

### 2.1 Role of Northumberland County Council

The Place Programme Board will act in an advisory capacity to the Lead Council (Northumberland County Council)

### 2.2 Responsibilities of the Lead Council

- *Upholding the Seven Principles of Public Life (the Nolan Principles)*
- *Developing a delivery team, delivery arrangements and agreements*
- *Ensuring that decisions are made by the board in accordance with good governance principles*
- *Ensuring transparency requirements are met – through publication of information on their website*
- *Developing agreed projects in detail and undertaking any necessary feasibility studies*
- *Undertaking any required Health Impact Assessments, Carbon Impact Assessments or Public Sector Equalities Duties*
- *Helping develop detailed business cases*
- *Liaising with potential private investors in identified local projects and schemes*
- *Signing the Contractual Agreements with the Borderlands Main Board*
- *Monitoring and evaluating the delivery of individual Place Plan projects*
- *Submitting regular monitoring reports to Borderlands Main Board as required*
- *Receiving and accounting for the Place Programme funding allocation*

### 2.3 Northumberland County Council Policy Alignment

The Place Programme Board will be convened by NCC as the lead council, who will make this governance structure and decision-making structures public online on its website. It will be aligned with the governance standards and policies of Northumberland County Council including those around whistle blowing, conflicts of interest, complaints and compliance with the General Data Protection Regulation (GDPR).

- *Complaints Policy*

Complaints received from stakeholders and members of the public will be considered and responded to, in line with the Northumberland County Council's complaints procedure.

- *Whistleblowing*

Where it is alleged that the Board is acting in breach of the law or failing to safeguard public funds the whistleblowing procedure of Northumberland County Council will be applied.

- *Data Protection*

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To ensure the highest standards when collecting and using personal information the General Data Protection Regulation (GDPR) policy and procedure of Northumberland County Council will be applied in all cases.

- *Equality, Diversity and Inclusion*

The Board is fully committed to equality, diversity and inclusion in all aspects of its work. Equality Impact Assessments will be carried out, as appropriate, when developing plans, policies and projects.

- *Freedom of Information (FOI)*

All Freedom of Information requests will be dealt with in accordance with the Lead Council's policy and procedure.

- *Gifts and hospitality*

A register of gifts and/or hospitality provided to individual Place Programme Board members, or the Place Programme Board must be maintained by the Lead Council. Board members have a responsibility for reporting gifts or hospitality received whilst delivering their role so that they can be recorded on the register held by the council.

### 2.4 Advisory Working Group

The Board will have an officer working group (Appendix 3) who will attend from Northumberland County Council who provide the capacity to develop the Place Programme process.

### 2.5 Support and admin arrangements

Support will be provided to The Place Programme Board by the Lead Authority, Northumberland County Council.

As the Accountable Body, it will provide a secretariat function which will involve organising meetings, preparing and circulating agendas and producing minutes.

Agendas and accompanying reports shall be published at least 5 clear working days in advance of a meeting and sent to all members of the Board.

Agendas and reports will be published on the Council's website unless it is agreed by the Chair that these items are of a confidential nature and need to be dealt with away from the public domain.

### 2.6 Transparency

The Place Programme Board will operate with transparency and the lead authority will publish all papers on its web page. Commercially sensitive or personal information will be removed before publication. The following will be published on the Northumberland County Council's Town Place Programme web page in line with government guidance:

- Profiles of Board Members to be published
- All Board papers in advance of the meeting (within 5 clear working days)
- Draft minutes of meetings following the meeting (within 10 clear working days)
- Final minutes, once approved by the Board (within 10 clear working days)

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- Any conflicts of interest reported will be formally noted within the published minutes, as will actions taken as a consequence of the declaration (such as absenting the meeting and/or decision-making process)
- Publish this Place Programme Board's governance structure and ways of working including its statement for how the board will engage stakeholders and agree decisions over time (this document).

### **3. Membership**

#### **3.1 Membership of the Place Programme Board**

Membership of the Place Programme Board has been developed by the accountable body, Northumberland County Council, derived from stakeholder analyses conducted with elected members in the town. It aims to deliver a wide representation across the town.

A full list of those organisations and individuals included on the Place Programme Board are listed in Appendix 2.

Membership is by invitation only.

#### **3.2 Code of Conduct and Conflicts of Interest**

Conduct of the board shall be by the usual conventions of public authorities. All members must adhere to the Place Programme Board Code of Conduct.

Each Board Member is under an obligation to act in accordance with these governing documents. This includes each Board Member signing up to abide by the Nolan Principles of public life.

Conflicts of interest may arise where an individual's personal, family, business or organisations interests and/or loyalties conflict with those of the group or meeting that Board members are attending.

All Members will declare interests as set out in the Place Programme Board Code of Conduct.

#### **3.3 Period of Membership**

Membership of the Board will be for an initial two-year period from 12th January 2022.

Members are eligible for reappointment in subsequent terms.

All members of the Board will be appointed or re-appointed at the next meeting after two years and subsequently every two years.

#### **3.4 Amendments to Board Membership**

The accountable body may propose amendments to board membership at any time

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- to ensure that representation is maintained in line with Borderlands main board guidance throughout the scheme.
- to best support the evolving nature of the Borderlands Place Programme, provided the core membership remains in line with Borderlands' guidance.
- The decision to appoint or alter the membership of the Board rests with the Chief Executive of the Lead Council, in consultation with the Leader of the Lead Council.

### 3.5 Attendance of meetings

Only named Board Members may attend the meetings as a 'board member' unless a replacement is previously agreed in writing with the accountable body's board administrator and chair.

Board members may not attend a board meeting, nor vote on board matters unless they have first completed and submitted a declaration of interest form.

The accountable body may remove a board member who is deemed not to have declared a registrable interest.

External Advisors from Northumberland County Council, Borderlands Programme Board and elsewhere as required will be invited to meetings but will not have a vote.

## 4. Chair and Vice Chair

### 4.1 Nomination and election

The Lead authority will nominate a chair for the Place Programme Board from the lead authority, this will be ratified by the Place Programme board.

The board will nominate and elect two vice chairs from its board membership: one from the public sector and one who is not from the public sector.

### 4.2 Term of Office

All posts will be reviewed every two years or at the request of the post holder.

A post holder is eligible for re-election in subsequent terms.

### 4.3 Casting Vote

The Chair has a casting vote in the instance of a hung vote of the board.

If the Chair of the meeting has a conflict of interest in a matter to be voted on in the meeting, the vice chair(s) in attendance will take on the role of determining the casting vote.

### 4.4 Responsibilities of the Place Programme Board Chair

- *Upholding the Seven Principles of Public Life (the Nolan Principles)*



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- *Leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working*
- *Ensuring that decisions are made by the Board in accordance with good governance principles*
- *Signing the Head of Terms Agreement with Borderlands Programme Board*

### **5. Committees and Subcommittees**

The Place Programme Board may establish committees and subcommittees in the course of its work.

Each committee and subcommittee must adhere to all of the same principles as the main board, with published papers, agendas and minutes available on the Place Programme web page.

All committees and subcommittees must report in full to the main board at its next meeting.

### **6. Meetings**

#### **6.1 Frequency of meetings**

The Board shall meet at least quarterly

A forward programme of scheduled meetings will be established which will be supplemented, as necessary, with meetings convened with the agreement of the Chair of the Board.

An extraordinary meeting can be called at no less than 14 days' notice if a minimum of five members wish to do so.

#### **6.2 Non-member attendance of meetings**

In consultation with the chair, members of the Board may nominate substitutes if they are not able to attend a meeting.

Board members may invite colleagues to Board meetings to observe and provide technical support, as required. Colleagues and observers will not have voting rights.

Officers, representatives and external consultants may be required to attend to provide updates on projects but will not have a vote.

#### **6.3 Meeting Papers**

All agendas, minutes, and supporting documentation will be circulated, electronically, to Board members 5 days before a meeting.

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### **6.4 Quorum**

The quorum for any meeting of the Board shall be 25% of its membership or five members, whichever is the greatest, including the Chair.

The quorum must include at least one board member representative from the accountable body.

### **6.5 Chairing the Meeting**

Meetings will be chaired by the accountable body nominated Chair.

In the absence of the Chair, the meeting will be chaired by one of the two Vice Chairs, on rotation.

In the absence of a Vice Chair, members of the meeting will elect a meeting chair from their number.

### **6.6 Decision Making**

The Place Programme Board acts in an advisory capacity to Northumberland County Council which is the accountable body for the Borderlands Place Programme.

Within the context of determining this advice to the Accountable Body (NCC), the Board members may from time to time be called upon to make decisions.

Decisions may be made by consensus.

Where a consensus view cannot be reached, decisions will be made on a 'one member, one vote' premise. Voting shall be by a show of hands of Board members and shall be by simple majority.

All board members will be required to adhere to the Code of Conduct Policy including its Conflict-of-Interest clauses whilst voting.

All decisions, whether consensus or voted, will be minuted and all minutes will be published on the Northumberland County Council's Place Programme web page.

If a member is unable to attend the meeting, they may send a named representative by prior agreement with the chair, who may vote in their stead.

In the situation of a hung vote, the chair of the meeting will have a casting vote.

If the chair has a declared interest in the vote, then the vice chair(s) in attendance will take on the role of determining the casting vote.

The Board may take decisions offline as appropriate, as agreed by the chair of the Board.

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The rulings of the Chair shall be final.

### **7. Engagement with the Community**

It is intended that the broad membership of the Place Programme Board will affect strong engagement with the business, community and public sectors of the town and its wider stakeholders.

Several successful pre-existing and emerging partnerships exist in the town. It is intended that the Place Programme Board will work in close partnership with existing networks through its diverse board membership.

However, it will be required on occasion to consult or engage more widely with the community. This will be delivered by the officer working group (Appendix 3) supporting the Place Programme Board.

The Place Programme Board, where appropriate, will also engage with the stakeholders identified in the stakeholder mapping exercise, including but not exclusively, the following:

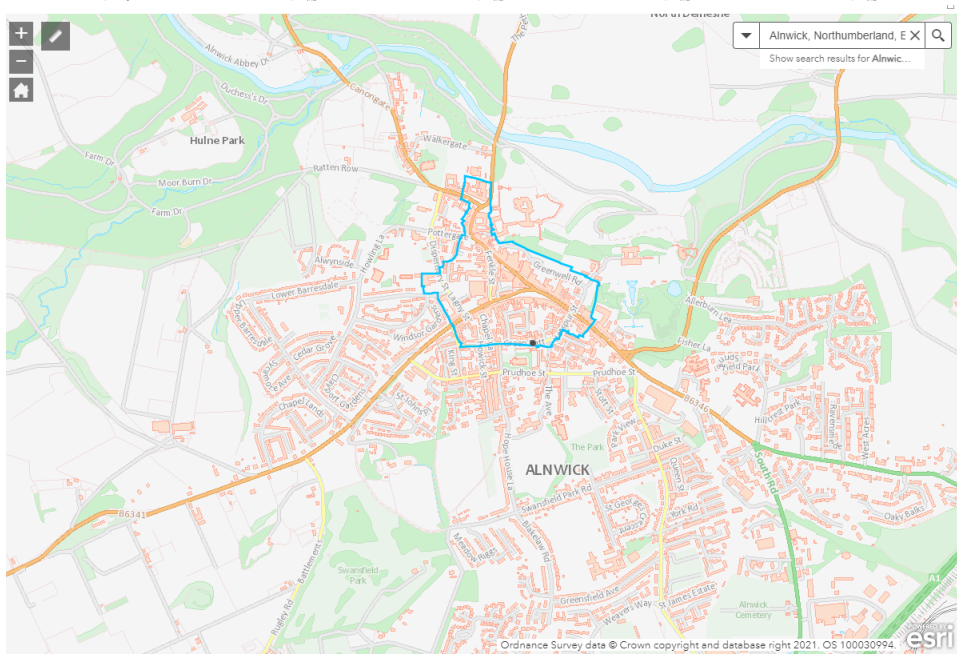
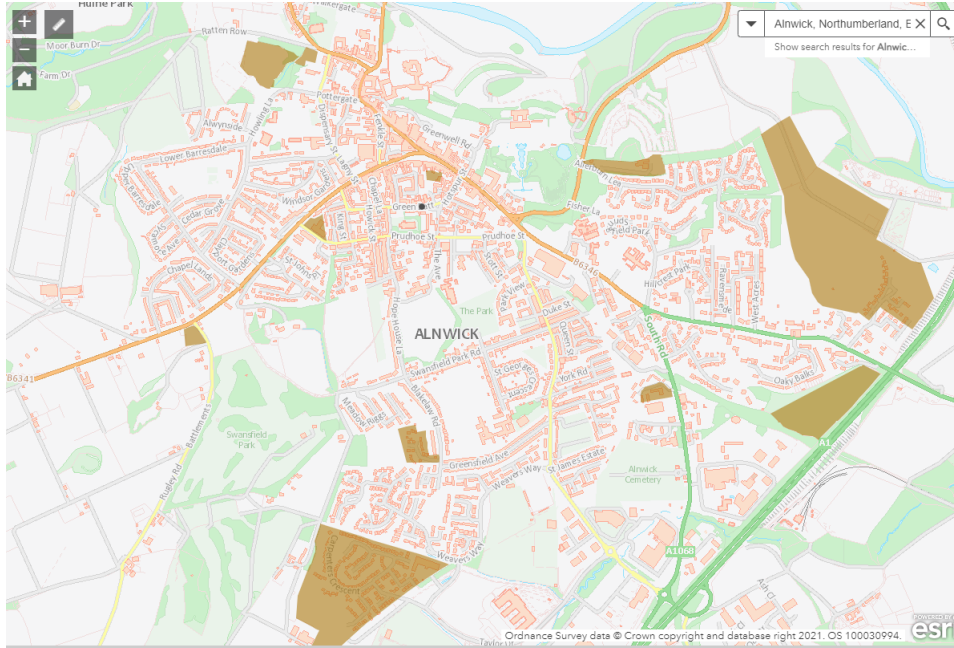
- Local sports teams
- Housing sector including housing developers and housing associations
- Arms-length bodies and other non-departmental government agencies: Such as Homes England, the Environment Agency, and Historic England who have expertise in delivering interventions, and existing place-based 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 will be engaged early to understand their requirements for investment and identify the best use of public and private funding.

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### Appendix 1 - Boundary Map

The board will work with the residents of Alnwick as demonstrated in map one below. Primary area of benefit should be the town centre as identified in map two below.



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### Appendix 2 - Summary of Board Membership

	Representatives from
1	NCC
2	NCC
3	NCC
4	ATC
5	ATC
6	Northumberland Estates
7	Chamber of Trade
8	Alnwick Garden
9	Karbon Homes
10	Civic Society
11	Baliffgate
12	Gallery Youth
13	MSP

The stakeholder mapping held 17<sup>th</sup> November 2021 identified many potential stakeholder groups in the town, all of whom will be consulted as the programme develops. This is a snapshot in time and the list will be reviewed regularly. A summary of the stakeholders can be seen below.

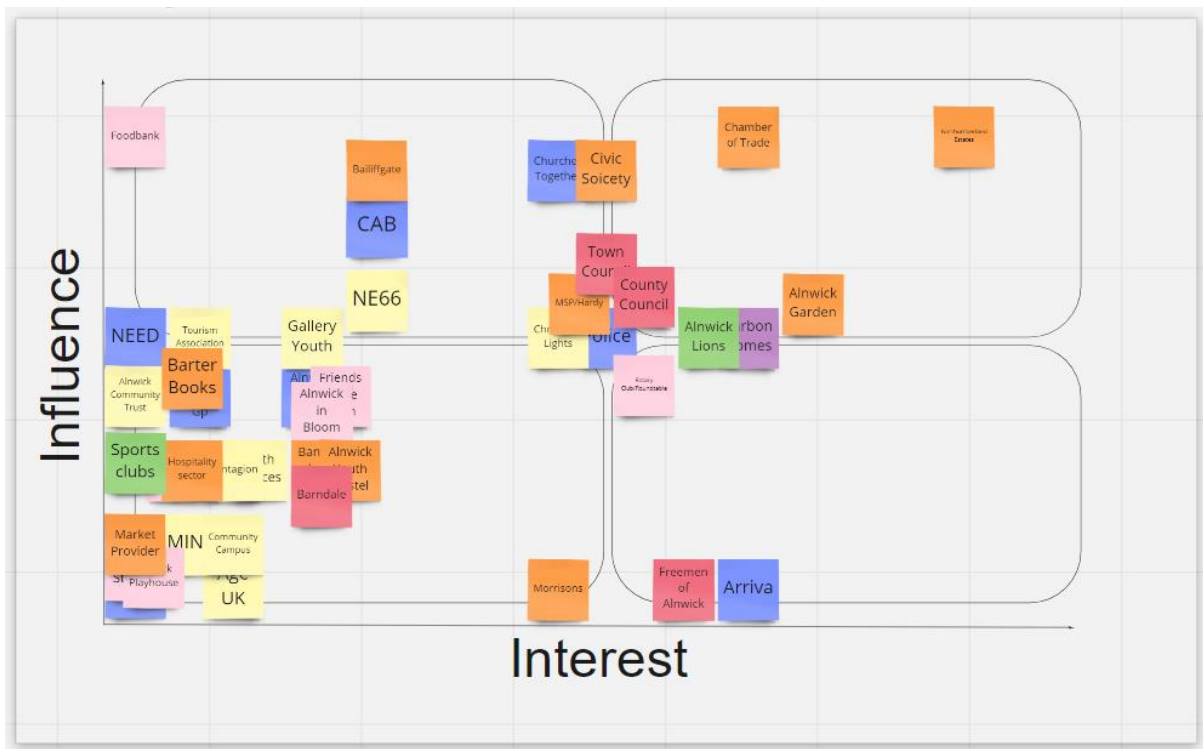
Full Stakeholder List	
Northumberland Estates	Arriva
Chamber of Trade	Barter Books
Town Council	Alnwick High School
County Council	Community Campus
Alnwick Garden	Hospitality sector
Christmas lights	Freemen of Alnwick
Karbon	Investing in Alnwick
Civic Society	MIND
Alnwick Lions	Alnwick Medical Group
Baliffgate	Morrison's
Churches Together	NEED
Rotary Club & Roundtable	Alnwick Community Trust
Police	Foodbank
NE66	Age UK
Citizen's Advice Bureau	Sports clubs
Friends of the Earth	Market provider
Alnwick in bloom	Emergency Services
Major Employers (MSP/Hardy's etc)	Residential Care
Gallery Youth	Alnwick Station

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Banks & legal reps	Alnwick Playhouse
Alnwick Youth Hostel	
Tourism Association	
Youth Services	
Contagion	
Barndale school	

The Stakeholders were mapped by level of interest and influence in the town and their average position is shown below.



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### Appendix 3 – Borderlands Place Programme Working Group

Anne Lawson	Senior Programme Officer (Town Regeneration)	<a href="mailto:anne.lawson@northumberland.gov.uk">anne.lawson@northumberland.gov.uk</a>
Chris Walker	Community Regeneration Officer	<a href="mailto:Chris.walker@northumberland.gov.uk">Chris.walker@northumberland.gov.uk</a>
Iain Hedley	Community Regeneration Officer	<a href="mailto:Iain.hedley@northumberland.gov.uk">Iain.hedley@northumberland.gov.uk</a>
Helyn Douglas	Project Officer	<a href="mailto:Helyn.douglas@northumberland.gov.uk">Helyn.douglas@northumberland.gov.uk</a>

<b>Draft</b>	<b>Date</b>	<b>Reason</b>	<b>Author</b>
1	30th September 2021	First draft for team input	AL
2	6 <sup>th</sup> October 2021	Updated with Team input	AL
3	2 <sup>nd</sup> December 2021	Alnwick data input	AL
4	19 <sup>th</sup> January 2022	Update list of board members	AL