

Todmorden Town Deal Board

12th November 2020

Meeting notes (edited for sensitivity)

In attendance:

Members

- Cllr Dacre (Co-Chair)
- Tim Benjamin (Co-Chair)
- Cllr Press
- Cllr Courtney (Calder Ward Councillor Substitute)
- Cllr Carrigan (Town Council Substitute)
- Mr Leigh MBE (MP Substitute)
- Tony Lawson
- Stephen Curry
- Frankie Mullen
- James Duffy
- Andrew Kim
- Barbara Jones
- Pam Warhurst
- Rebecca Greenwood (WYCA Representative)

CMBC Officers

- Karen Houghton, Programme Manager
- Sarah Richardson, Assistant Director of Customer Services
- Daisy Wilde, Neighbourhood Coordinator

In Attendance

- Cllr Scullion, CMBC Member (Deputy Leader and, Cabinet member and Portfolio holder for Regeneration and Strategy)
- Richard Thorpe (Cities and Local Growth Unit)
- Lily Hall (Towns Fund Support Organisation)

Apologies:

- Cllr Skelton
- Craig Whittaker MP
- Cllr Fenton-Glynn

Welcome:

Tim Benjamin chaired the meeting and welcomed all.

Karen introduced Councillor Courtney (Calder Ward Councillor and named substitute for Cllr Fenton-Glynn).

Karen also introduced Richard Thorpe from the Cities and Local Growth Unit and Lily Hall from the Towns Fund support organisation (Future Gov).

Lily said that she, and her colleague Margaret (Mags) from Nichols, make up the Towns Fund support.

Richard Thorpe explained that he works for Central Government in the Cities and Local Growth Unit. A joint unit between the Department for Business, Energy and Industrial Strategy (BEIS) and the Ministry of Housing, Communities and Local Government (MHCLG). The team oversee delivering the Towns Fund. Richard covers West Yorkshire, Wakefield, Calderdale and Kirklees.

Minutes of last meetings –24th September 2020

Not brought to meeting.

Measuring Projects against Framework Discussion

Karen gave an overview.

We have appointed Aspinall Verdi and Mott MacDonald to help with the TIP (Towns Investment Plan). They have been going through the various projects that the Board have already voted to ensure they fit criteria under the Towns Fund guidance.

There is a useful project prioritisation tool that has been developed by the Towns Fund support organisation. Consultants and I have looked at this and it appears to be the best way to assess projects. It is a mechanistic and formulaic way of discussing projects and makes sure it fits with funding criteria. It also asks the Towns to set their own criteria, considering the evidence and data for the Town. It will enable us to set some clear criteria from the needs and issues to how the projects meet these. We can have up to eleven individual Towns criteria.

Tim explained that item 7 will be where the Board will work on the golden thread, vision and objectives collaboratively. Karen can use this to inform that structured approach to the projects.

Cllr Dacre commented that the golden thread which will be developed under item 7 will also be useful for the consultants when they are doing all their work as well as Karen when she is doing the framework document.

Discussions with Consultants for TIP (Town Investment Plan)

Agenda items 3 and 4 discussed together.

Karen informed that the narrative of the TIP is being developed by Aspinall Verdi and Mott MacDonald.

Karen discussed whether it would be valuable to pull a small group to meet to give a flavour of the aims, vision and objectives. This would need setting up.

The consultants are going through evidence gathered by both the Board and CMBC Information Governance team. They are assessing the projects alongside the criteria and developing the TIP. There are two parts to a TIP, one is the narrative of the Town and issues, and one are the projects. There are various points at which the consultants want to bring this back to the Board. The consultants are getting to the point where we can have a check and challenge process that is offered by Lily and colleagues – working towards getting this done by the second week in December so that we have some time in January for further refinement and illustration.

Tim – In terms of a subgroup, are we looking for a subgroup to work with the consultant architects for items 3 and 4, for the TIP and for Bramsche Square – two separate subgroups?

Karen – What I should have said is that I have two sets of consultants working on this, and what I very quickly thought was that there could be too many synergies and opportunities missed. Contractually they are different, but I have pulled them together as one team. They are meeting with me every Monday to give an update about where we are at. We are seeing it as a single team that works for you, so we do not need two subgroups.

Tim – So, we need one subgroup?

Karen – You are the Board, you can decide. I feel personally that it would be better as a subgroup rather than all the Board. That is not to say that all the Board cannot see the documents as they develop, but I think trying to, certainly around the spatial dimension on the Bramsche Square and Rose Street area, work with everybody might be quite challenging, just in terms of getting people together even.

Pam – I was just going to ask about the totality of the development phase of this plan and how many subgroups we are likely to see across that development phase, because I would be very much up for helping out on the subgroup that Karen has been talking about, but I was just wondering whether we were also going to have others that that we would envisage from a governance point of view, and therefore one has to take a view about priorities. If we are not going to be inundated with subgroups and if it is of any use whatsoever, I would welcome the chance to be part of the one being discussed.

Tim – As far as I know there are no plans for another subgroup.

Cllr Press – I am a little concerned about the frequency of which we are talking about subgroups. I firmly believe that it would be preferable for the whole Board to be involved in key decisions. Personally, although I would also like to be involved in the subgroup if that is the decision of the Board, I would prefer that the all the Board have some form of contribution. I am not a fan of endless subgroups; I think it should be a Board decision.

Tim – This would not be a decision-making subgroup; it would be a collaboration. We have already voted on the functions and proposals of Bramsche Square and it would be based on that.

Karen – In terms of master planning for Rose Street and Bramsche square, the consultant architects are keen to get as many people as possible, not just Board members, involved. This would be more about a group that could provide information and support to assist me to move it forward. I take Cllr Press' point and we will go with whatever the Board decide.

Cllr Dacre – I am with you on this Tim. It is not a decision-making body; it is a body to assist the consultants and Karen really. They would not be making decisions for us; they would all have to come back to the Board. I think that the preference is that it is less unwieldy if there are fewer of us.

Tim – Do we need to take a vote on this now or do we want to ask for people that may be interested in being part of the subgroup? Only 5 people may come forward anyway.

Cllr Dacre – I would hope that we do not need a vote on it. Given what we have said about it not being decision making body, is there anyone else that has any concerns about it being a subgroup?

Tim – I cannot see any raised hands.

Cllr Dacre – I would suggest that we ask again who may be interested...

Cllr Press, Pam, Barbara, Tony and Tim all volunteered to be involved in the subgroup.

Discussions of Bramsche Sq Progress

Discussed under item 3.

Discussions of TLC Project and alternatives

Tim said that part of this agenda item is redundant now. There was a vote at Cabinet on Monday night – they have voted to authorise the asset transfer of the college building to TLC (Todmorden Learning Centre). It might be good to ask Cllr Scullion to describe the deal that has been done, but a deal has been struck and the asset transfer approved and, on that basis, we have the proposal for funding from the Towns Fund for TLC which has been held in limbo pending that decision – this no longer needs to be held in limbo. I for one am very happy to support their application now. I think the TLC is going to happen, I know there is some controversy locally about it, but I think it is a project that is going to be quite big in Todmorden, it deserves as much chance as it get of being successful, because if it is successful it will have great legacy for the Town. I am very happy to whole heartedly support their application. Is it worth highlighting some of the precise nature of the agreement that has been struck Cllr Scullion, just for people's information?

Cllr Scullion – You say a deal as though it is some enormous financial deal, the Council has an asset transfer programme, an application was made two years ago, and the Council agreed to progress at that time. There have been several due diligences from the Council which intensified over the Summer given the situation of the pandemic. I spoke to the application at Cabinet on Monday night and the Cabinet did agree to the asset transfer. As we are in a pandemic it is in some ways a bad time to be taking on a responsibility, start a business or look to do things, but at the same time, I said I thought the Council ought to try and move forward and not risk paralysis. To a degree a leap in the dark, but then any asset transfer is. The Council has now built up about 10 years of experience of asset transfers, mostly successful, some very successful, one or two have not gone the way we have wanted them to, but we have learnt a great many lessons from that. As a Council we do not just throw a building at someone and walk away, we retain, as head owners, responsibility, particularly for health and safety. Also, in terms of having strong community anchors in each of our six market Towns of wanting to make sure they do succeed. Our finance officers came to conclusion, based on the evidence they had, in terms of likely was it in the first 3 years this particular asset transfer could manage without any element of external subsidy and they agreed that there was somewhere between 25,000 and 35,000 a year over the first three years. A clause was put in, several clauses, both in terms of the heads of terms and financial agreement, that if there was fantastic, successful year or three years, fantastic revenue boost, the Council maintain the right to claw back. The calculations which were made in terms of the TLC, assumptions, based that they would get no grants at all. We also talked about why we asset transfer land and buildings, partly to free a community up to be able to seek external funding from charities, from the National Lottery, which as a public body the Council itself and indeed the Town Council do not have access to. I am happy to take any questions Chair.

Tim – Good, thank you very much for that. I think the reason why we are labouring this point very slightly is because it is a bit controversial. We must be aware of controversy. As members of the Board we are obliged to have a reasonable, evidenced belief that projects can sustain themselves once they are funded from the Towns Fund. That has been the source of the bone of contention regarding the TLC. It is very

reassuring to see that CMBC now believe that it can certainly sustain itself. I see no reason to hold it up any further from that perspective.

Barbara – Firstly, there were a couple of slanderous things that were said in that meeting that are the subject of some action now and so I would appreciate it if you do not say that there any contentious issues about TLC, because these are just not true and are unfounded riddles.

Secondly, we have already been successful in gaining £240,000 worth of funding to run training courses, some of which is revenue funding. Although we have support from the Council for TLC, we are hopeful that we will not need to draw on it. Our cash flow is very conservative and does not include for any successful fundraising at all and yet we have already been successful. We are a pretty robust group financially, and in terms of governance. We are really looking forward to opening the college for the benefit of the community.

Tim – Fantastic, I think we all are.

Tim mentioned the Code of Conduct and Reg of Interest forms that have been circulated to the Board.

Not on the agenda but was discussed here.

Cllr Dacre – I hope that Board members have not only received the Code of Conduct but have read it. I have not had anybody come back to me with any concerns. If you have a worry about something on how you should be behaving the Code of Conduct is your first port of call, and although the Code of Conduct refers specifically about coming to the Co-Chairs if you have a concern about someone else's behaviour, we are really also the first port of call in general about anything that is happening around the Board.

Tim said that the other part of item 5 on the agenda is the proposal submitted by the education provision, who are also interested in the college site. The education provision has submitted a fresh proposal, and as you know we have this press release going out saying that we are still open for proposals, you have all been sent it via email and I hope you have all had the chance to read it. It has some elements of a partnership or collaboration with TLC which will be almost next door to it, but also with the proposal we received about the Todmorden Food Hub, so it actually does cut across a few different things and it is quite an exciting project. Has anyone got any questions about it now?

Barbara – I think TLC have been named in that bid, but nothing has been discussed at board level with TLC. I think it is only fair to say that it is unlikely the whole of the college could be used to look after the students from the school because we will be running community projects. I do not want to raise too many hopes about the possibility of that happening, but we do want to support the school as much as we can as we would for any community venture.

Tim – The background to that is clearly when the school is being rebuilt the children will need to go somewhere and there are many details to be worked at, but precisely how the construction will go about and how the children will be temporarily rehoused. When their school hall was being done recently, they did use the TLC, there is an existing relationship between the two. The other thing I need to say about that application is that on the sponsors section the submitting person, Canon Richard Noakes, has listed two officers from CMBC, they are not sponsors, they are people he has to refer to.

Stephen – I was just going to ask the question which you have just answered, so it was about the officers being named on it, because that was an issue of the last application.

Barbara – Also, it mentions Incredible Edible CIC which is completely different to Incredible Edible Todmorden. I wondered if Pam could tell us what the difference is because as I understand it, Incredible Edible CIC does not actually do anything at the moment and is not what the majority of people understand as Incredible Edible.

Pam – Incredible Edible in Todmorden is an Incredible Edible group in the UK. Incredible Edible CIC is the formal body, the governance body, that has responsibility for promoting and amplifying the model that underpins Incredible Edible. It has traditionally had responsibility for, in some light touch ways, supporting 150 groups all over the UK of which Todmorden is one, and has a brief around upskilling people across the UK in respect of sustainable food production. CIC is a Board of six people from all over the country, I Chair it. That is why Tim did not say this is the Incredible Edible Food Hub, because this is a food hub that could potentially hold its own against any emerging food hubs internationally and put Todmorden on the map as a place that is taking sustainable food production, health, nutrition, skills, engagement, inclusiveness etc very seriously. It is not sponsored by the local Todmorden group, one would like to think that they are supportive, but they have their own focus and priorities and this would not be one of them in terms of the engagement to want to be on the Board or be part of a social enterprise. That is the relationship between Incredible Edible CIC and Incredible Edible Todmorden. Does that answer it Barbara?

Barbara – Yes, I think it is only fair to say that we have been in long term discussions with Incredible Edible Todmorden to do something similar in TLC. I just needed to declare that, because the idea of a food hub is one that has been discussed in Todmorden in many shapes and forms. As part of our funding bid, we asked for is to improve the kitchen facilities to run training courses and work with Incredible Edible Todmorden.

Cllr Dacre – The issues around possible overlaps or even consolidations are exactly why we need to wait until we have got the framework and draft before we start reassessing some of these projects.

Update from the Comms subgroup

Stephen shared an update.

The task that was set for the Comms subgroup was to develop a clear strategy for internal and external communications.

I think for some time Board members have been a little frustrated with internal communications and getting hold of documents, but of course there was some recent criticism of the Board and some of the decisions that we were making that we were not transparent enough. There was an urgent need to get a couple of things done, one was to improve our external communications either with some help from a professional but also in terms of getting a web presence where we can develop that into a much more wider explanation of what we are doing, what the vision is, how you can get involved. We identified who it was we needed to communicate with, what we needed to communicate and how we were going to do this. The main conclusion we came to was that we did need some help with PR and so we put forward a proposal to the Board via email which I think was approved to have a professional come and help us with PR. We also needed to get a web presence as soon as possible. We did do a press release which was about what we are doing and what the Towns Fund is about, but to also indicate that we are still accepting proposals which was one of the things we wanted to let people know as there is a short timescale for that.

Unfortunately, I do not think the press release was used in the paper this week, it did get to them on Friday which is usually a good opportunity to get ahead. We have been rushing against that deadline to get a web presence so that anybody that saw the press release would know where to go. We have a fledgling website up now, it will have the criteria on it, a little bit of an introduction and we have a little bit of time to develop that. Next steps are to populate that website with some copy. I will be coming back to some people on the Board who may be able to write something for that until we have the PR support in place. Key things we wanted to get on the website included some FAQs – if you think of any FAQs you have been asked and have the answers to them, let me know as soon as possible. We need to also get something on the website about our vision. I have been informed that we do need to have members profiles on the website, it is a condition of the government. There has been some discussion between, Karen, Daisy and I – there is an agreement to have things in one place and have the Calderdale webpage point to our own website.

In terms of internal communications, Daisy is still working hard on trying to get SharePoint so we can all see documents on there which are in a place which CMBC are happy that they are secure. She has also been discussing whether we can have a chat forum on SharePoint. That is still being investigated. It would be good to explore whether we can have a link from our own website to the SharePoint site to draw our members to our own website.

Tim – One thing to say is that you are asking for a vision to be put on the website, that is item 7 for us to work on, so hopefully there will be something you can put on the website.

Karen – Just to confirm that the IT department are working on that. It is public information that the Board are working on and whatever is decided by the Board, and we want to put information out that the ministry is creating as well. The concern is that anything hosted on Calderdale website by Calderdale, there is potential of course for those people who may be clever enough to get on to all the data that Calderdale hosts, that is why our IT people are being quite so sharp about this.

Tim – Is it possible to ask Lily, what do you see as the role of a public facing website in respect of a town that is trying to put together a TIP?

Lily – Where we see the websites working well is when they are tailored to communities. Make sure the websites meet accessibility criteria and that you get it promoted in different spaces. I would also urge you to think about non-digital means also. We have an engagement lead within the delivery partner, Ross Hyman, we could bring him in to have a conversation with you. He could have one to one conversations, look at your communication plan, and we can draw on examples from other towns as well, especially those from cohort 1 and 2 who have been communicating during the pandemic, you are obviously facing that challenge now in lockdown two.

Action: Daisy to put Stephen and Lily in direct contact

Tim – It might be worth knowing who is there, what we can draw upon and if we must pay for it and what is provided for free. Lily, what do you think?

Lily – I can give a quick overview now and perhaps send some further information across as I know you are tight for time. You do not have to pay for it, we are here to support the ministry and towns, we can tailor support to you locally, we can draw in national experts, and we are here to support and challenge. We have vision and strategy experts; I know Mags is already doing a bit of work with Karen on that. We have got business case specialists to help you with your investment plan. We have community engagement experts and a whole host of other national experts around heritage, so depending on your projects, we can draw in several expertise.

Tim – That is brilliant to know and I know certainly one or two at least of projects are feeling a little bit lost in how to shape themselves correctly, they have fantastic ideas but would like some professional help in terms of portraying those ideas. If they can be put in touch with you, I think that would be perfect.

Lily – Absolutely. We have a session with Karen next week just to go through the offer in detail and touch base with where you are up to. We can always come back and report. We are absolutely going to bring in as many people as needed to support you and get the most investment you can.

Tim – Karen knows all the projects in detail and who may need what help.

Cllr Dacre – Wondered if you wanted to ask Richard if he had anything to say or add as well.

Richard – I think Lily has covered everything from a delivery partnership perspective. From a governance perspective, there are some things we would expect to be hosted online and there is a government checklist around some of the requirements. In terms of the Board profiles, these are not a mandatory requirement, but that is very much for you to decide upon. I think it helps with that general communication and transparency – names and which sectors members represent may be a good starting point. As a general point, what we have seen through the Boards is that there are a lot of interest parties and sometimes it is easy to get focused in on projects. The vision and projects are very important but sometimes what is lost is that middle bit, in terms of strategy, ultimately why, why are those the right projects to align with the vision. That is a pause for thought in terms of working. The town deal delivery partnership can help with this.

Tim thanked Richard and Lily for their input.

Consultation

The Board looked at developing a vision statement. This will be used to inform a structured approach to projects.

Tim informed that the Board needed to write two or three sentences for the vision statement, some objectives and a list of priorities.

Tim to type into a document whilst Cllr Dacre takes comments and suggestions from Board members.

Karen shared an example of a vision statement from Leyland.

Karen – What I have heard from the towns fund support organisations is the importance of the ‘tipp-ex test’ i.e. if you put tipp-ex over the word Leyland would you know the vision was referring to Leyland. In our respect, if we deleted Todmorden on our document, would you know it was Todmorden. That has come out strongly from the work colleagues in the towns fund support organisations have been doing. Would be good to pull together the activity done in one of the previous meetings (miro board exercise) about the needs for the town versus desires and hopes for the future, into clear narrative.

Tim shared the miro board on screen.

Board members worked on a document to produce some ideas for a vision statement and some objectives and priorities.

Comments and suggestions from Board members:

CLlr Scullion – I have looked at the data for Todmorden. Todmorden in many ways is a nice place to live as there is a strong sense of community. Looking at comparative data from censuses and so on, it had got stuck and gone a little bit backwards – revitalises and kickstarting – how we move into future – it needs something different to kickstart and revitalise the town.

Note: CLlr Carrigan left the meeting at 16:58.

Tim – It is not enterprise heavy; we have some enterprise in there, but it is heavy on arts and creative industries. There is a lot of that in Todmorden and that is where our strengths lie. We are known nationally and internationally for this.

Barbara – When you talk about Todmorden outside of Todmorden – Incredible Edible, known for arts, and community spirit i.e. Your Tod Squad, known as lesbian central. Feel we should raise this.

CLlr Dacre – suggested should be a more general reference to diversity.

Pam – I like the fact we are talking about excellence and natural social – love talking about creating an environment through which people thrive – a town that improves peoples mental and physical health. The town itself becomes a driver for change. The town itself will be designed to enhance the physical and mental health.

Richard - Might be worth thinking about Past / Present / Future as a way shaping your vision etc.

Rebecca - Is there something about Tods unique location in terms of access to both Manchester and Leeds city centres - not many places can boast as highly about being reasonably equal distance to two economic hubs of the North. Suggested link to Northern Powerhouse.

CLlr Press - That is correct. We are a border town and lean more towards Burnley and Greater Manchester just easier to get there, 25 mins to Manchester on train an hour to Leeds.

Mr Leigh MBE – Vision statement should be short and snappy – we should try to say as much as we can in few words, but behind lies more comprehensive detail. Just a thought.

CLlr Courtney - I agree about the LGBT+ community. It is certainly what brought me to the area 20 years ago!

Tony - we can be proud of our diversity - it is one of the things that struck me when coming to the area – diversity is not always a strong point of small towns...

CLlr Courtney - Yes, Tony, including Lancashire/Yorkshire diversity, which is part of the Manchester/Leeds point.

Note: Andrew welcomed to meeting.

Frankie - Jargon free and plain English, easy for everyone to understand and engage across all target audiences.

Lily - Good way to think about it... can you fit your vision into a tweet? Circa 280 characters.

Rebecca - Stoodley Pike - very strong asset and draw!

Mr Leigh MBE – ‘Heart of the Powerhouse’ – centrally located, brilliantly situated but also has a real heart.

CLlr Courtney – I am chair of Hebden and Mytholmroyd Town Board. It is interesting to see how other boards function. I first moved to Tod in 1988 and someone I knew then said jokingly, it is the town of mixed marriage, between Yorkshire and Lancashire. There is a big Asian community in Todmorden compared to other market towns around Calderdale – still an area that is not so strong in Todmorden and I would want to see needs of Asian community brought along. Have you engaged with the community?

CLlr Dacre – We have not done any wider consultation yet; I would anticipate we would do this part of consultation and we would ensure we reach out to diverse groups.

Barbara – As TLC we have reached out to the Asian community, we went to our contacts and asked if anyone wanted to volunteer for the Board, but nobody wanted to take on that role. Highlights more work to be done in terms of communication.

Tim – A lot has been done in terms of interfaith groups in Todmorden.

CLlr Scullion - Tod is the home of Single-Track magazine, a national home for mountain biking. Developing our access to countryside.

Pam - I am speaking to Tod High about how they might want to engage. Are we going to take any soundings to ensure we have not missed anything? Is this an internal thing to represent the town or do we have a chance to circulate externally.

CLlr Dacre – The Board is a sounding board.

Pam – We are not representative.

CLlr Dacre –Board should come up with vision and we can circulate this.

CLlr Press – Agree with Silvia.

CLlr Press – We have also had several community iftars, not this year, but have been very successful.

CLlr Scullion – Todmorden is home to the Kramblers - Kashmiri background ramblers based in Tod.

Barbara – Tod is a ‘Walkers are Welcome town’.

Karen – The vision could be part of what we communicate, in various ways, and ask if it has resonance.

CLlr Press – Prefer this idea.

Tim – Lets focus on what is Todmorden.

Pam – We can demonstrate what a market town of the future can be.

Barbara – Thriving arts scene.

Stephen – During the DestinationTOD workshop we Identified Tod as being a gateway. In terms of the visitor economy we are a gateway for the Calder Valley and or walks cycle ways etc.

Cllr Dacre – We have 40 minutes left. We want to think about the golden thread and objectives – we need to produce a short statement. I have provided a suggested Vision Statement (put on screen by Tim).

Pam – I still think the three paragraphs at the top capture the essence.

Tim requested the Board members suggest some verbs they could use. Suggestions from Board members were noted.

Karen reiterated the important of making a link between evidencing needs and how the needs can be met.

Cllr Scullion – For example, one of our problems is old under-used mills - are we boosting employment by bringing them into productive use?

Richard – From an assessment perspective, that will be what assessors are looking for. Is there a logic connection between proposed activities and the aims and objectives? Another key part of assessment is consultation. Some TIPs were poorly marked as they were marked down for lack of consultation. Use extracts from consultations and feature those in your plan. Being a smaller town may be a good way of showing that – to give sense of place.

Tim – What do you mean by sense of place?

Richard – I mean the point about getting across what is important to Todmorden and what sets it apart (in terms of priorities) – having extracts from consultation may be a good way of demonstrating this.

Cllr Dacre – The comms subgroup and consultants will do this.

Pam – Sustainable market town – does stand out as market town and links rural and urban. The focus nationally will be on smaller scale urban centres. It will not all be about Leeds city region. All three points made in first paragraph portray this.

Andrew – I think what makes us stand apart from other towns – somehow needs to capture enthusiasm of the town. Growing vibrant culture. There is a lot of enthusiasm and excitement. What we do not have is money, but what we do have is the resources. We have a lot of fantastic elements – vibrant. Have all this great potential – revitalise. There is clear connection between what we can offer and where we want to go. We are all here as we have enthusiasm.

There was an agreement that Tim and Frankie would take the suggestions to develop a vision statement and some objectives and priorities. These would be circulated to Board members.

Action: Tim and Frankie to work on the vision statement and circulate to the Board members for comment.

Date of next meeting

Thursday 10th December 4-6pm.

Note: Karen suggested that the frequency of board meetings may need to change as the Board make progress towards the TIP.