



HM Government

Glastonbury Town Deal

Glastonbury Town Deal Minutes of the Board meeting held on 24 June 2022 1400 – 1630 hours using Teams

Present	Role/Representation
Dr Lynne Sedgmore, CBE	Chair
James Heappey	Vice Chair and Member of Parliament (for part of meeting due to technical issues)
Ian Black	Department for Work and Pensions
Jacqueline Cross	Community Representative with NHS background (for part of meeting due to technical issues)
Paul Knight	Business Representative
Alison Leaverland	Strode College
Cllr Liz Leyshon	Somerset County Council and Mendip District Council
Paul Manning	Glastonbury Chamber of Commerce
Kama McKenzie	Community Representative
David Ralph	Heart of the South West LEP
Dr John Revill	Strode College
Cllr Ian Tucker	Glastonbury Town Council and Business Representative (for part of meeting due to technical issues)
Cllr Michael White	Glastonbury Town Council
Richard Winterbottom	Business Representative
Apologies	Role/Representation
Jill Barker	Glastonbury Chamber of Commerce
Cllr Simon Carswell	Mendip District Council
Cllr Jon Cousins	Community Representative and Mayor of Glastonbury (Glastonbury Town Council and Mendip District Council)
Darryl Mitchard	Melhuish and Saunders
In Attendance	Role/Representation
Erin Davey	Cities and Local Growth Unit, DLUHC
Kerry Haines	Mendip District Council - minutes
Tina McEwen	Glastonbury Town Deal Support Team
Nathan Mode	Dome Marketing Ltd
Conor Ogilvie-Davidson	Glastonbury Town Council
Julie Reader-Sullivan	Mendip District Council
Sheridan Robins	Parliamentary & Comms Aide to James Heappey MP
Jane Sharp	Mendip District Council
Apologies	Role/Representation
Richard Bates	Mendip District Council (Section 151 Officer)
Jeanette Clarke	SWAP Internal Audit Services
Nicky Fensham	Mendip District Council

Minutes:

	Agenda Item	Discussion	Action
1	Welcome and Introductions and apologies	<p>Lynne welcomed everyone to the meeting. Apologies had been received as above.</p> <p>Lynne warmly welcomed Cllr Michael White as the newly elected member representing Glastonbury Town Council.</p>	
2	Declaration of Interests and Gift Register	No-one declared any gifts that required declaration on the Risk Register and no changes had been notified to the Project Declaration of Interests form.	
3	Chairs Opening Remarks	<p>Lynne advised that the Cabinet meeting held on 20th June was positive, with the Cabinet approving the first ten of the Business Cases without any amendments.</p> <p>Liz said she found it a good experience and had taken time to read each of the Business Cases.</p> <p>Julie advised that she took part in a radio interview, which had gone well. Social media has been mainly positive.</p> <p>Lynne stated that there has been some really good press coverage and thanked Dome Marketing, the Officers and Board members.</p> <p>Item 5 on the agenda focused on risk which is absolutely essential and important.</p>	
4	Minutes and Matters Arising from meeting on 27 May 2022	<p>Minutes of the meeting on 27 May 2022 were agreed.</p> <p>Matters arising from the previous minutes were on the agenda.</p>	
5	Update on Strategic Risk Register	Review of Strategic Risk Register – Paper 1 was distributed in advance of the meeting. Julie started by	The Support Team to amend the Strategic Risk

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		<p>saying that we have come a long way and that this was an opportunity to reflect on where we started compared to where we are now.</p> <p>Julie advised that the presentation and discussion that followed afterwards was a confidential item. She proposed that the Board agree a way forward, including how we communicate concerns about risks to all projects.</p> <p>A presentation was shared by Julie, Jane and Tina explaining the reasons why we are reviewing the Risk Register at this time, highlighting new risks and the proposed mitigations.</p> <p>It was agreed that Risk 3 on Financial Risk would be reworded to reflect the fact that neither grant funding nor most match funding had yet been received and that three new risks would be added to the Strategic Risk Register as follows: Planning, Project Deliverability and Project Governance.</p> <p>Similar issues are being experienced by all Town Deals, including those relating to challenging of due process.</p> <p>Five projects in particular, have more work to do than others.</p> <p>It was proposed and agreed that Board Project Links take on a more active role in helping projects to move to the delivery phase. Lynne asked that the Support Team set up a system and prepare notes and questions to assist with this process.</p> <p>Julie agreed this would be a useful exercise, with one of the Support Team in attendance, as well as a Board member. This would provide</p>	<p>Register following the discussion. And to set up a process for Board links to engage with projects, to include notes and questions.</p> <p>Support Team to prepare a risk matrix across all projects.</p> <p>Support Team to deliver a quarterly economic analysis, starting with the July Board meeting.</p>

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		<p>the opportunity to discuss what is needed from the Projects.</p> <p>Lynne stated that this is an opportunity for the Board to make significant contributions to the development of the Town Deal. The Officers have given an honest, robust and clear analysis of these risks as well as the importance of preparing for the delivery phase.</p> <p>Paul K stated that it would be helpful if a matrix highlighting the risks across all ten projects was produced, in order for the Board to understand which of these are within our control and to identify those projects which might need extra attention.</p> <p>Jane agreed that this would be a useful way to capture the information, bearing in mind the likelihood of a number of projects sharing similar risks.</p> <p>There was a discussion around the challenges of Projects not meeting deadlines, for both the Projects themselves and the Support Team. Julie explained that this situation had arisen for a number of reasons and the following suggestions were made:</p> <ul style="list-style-type: none"> • Provide more resource to the projects. The Board was reminded that every project is able to access pre-funding and that the Support Team is always ready to help. • Make sure that suitable training/expertise is available • Reiterate the potential implications if deadlines are not met. <p>Kama felt a more relaxed event focusing on relationship forging might be helpful, with a view to sharing views and the skills everyone has across the Projects.</p>	

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		<p>Following comments questioning the robustness of the Projects and their ability to deal with the current challenging financial situation, Julie gave reassurance on the finance side which has already been identified as Risk 3 and the support team have been working with projects on inflation and increased costs of materials, etc. The next stage is working with the projects on how they might creatively scope and phase their delivery plans and secure match funding.</p> <p>Julie also confirmed that all the projects have had contingency and revised inflation figures included within their Business Cases.</p> <p>Paul K spoke about the fact that risk is spread across a diverse range of projects and wondered if the Board might face some difficult decisions given escalating inflation and increasing costs and whether or not it might be necessary to reduce the number of projects.</p> <p>Lynne stated that it would not be possible to do this within the current operating framework and that her view, as Chair, is that the Board must press ahead and ensure that all projects are delivered.</p>	
6	Detailed review of Robert Richards Initiative	<p>Tina and Jane shared a presentation with an update for Cohort 4, which comprised only one Project – the Robert Richards Initiative (RRI).</p> <p>Paul K said he was encouraged to see there was an aspiration to extend the environmental standards of the three elements of this project. Costs for each project element were outlined on the slides in line with papers previously brought to the Board.</p>	

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		<p>Tina reminded the Board that essentially the RRI is going to buy outputs and outcomes from the other projects. Separate contracts will be set up with the Projects involved. Tina advised that detailed business planning will be undertaken with each Project involved with the RRI and that we will use the appropriate industry benchmarks where applicable.</p>	
7	Board KPI's	<p>Review of Board KPI's – paper 2 was distributed in advance of the meeting.</p> <p>Lynne stated that there had been considerable discussion around the importance of KPI's, as a result of the two development half days that were arranged with Kate Willard, part of the National Towns Deal support.</p> <p>Lynne thanked the small working group of Paul M, Liz, David and Jon C for their help in clarifying more fully the 7 KPI's. Lynne asked the Board to consider the KPI's and that she would welcome any feedback.</p> <p>It was agreed by the Board that this document would be accepted as the first version.</p> <p>Lynne asked if the Board is happy to review these KPI's on a six monthly basis. The Board agreed this was a sensible approach.</p> <p>Lynne asked if Board Members would like to hold a Strategic Development Day in the Autumn. The Board agreed with this suggestion.</p> <p>Lynne re-iterated that this Board aspires to be an outstanding Board, however, no Board can be outstanding unless it has clear and measurable KPI's.</p>	<p>KPI's to be reviewed at Board meetings on a six monthly basis.</p> <p>Julie and the Support Team to identify a date and make the necessary arrangements for a Strategic Development Day in the Autumn.</p>

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8	Situational Report including Comms	<p>Jane advised that the purpose of this paper is to keep the Board apprised of progress on the Projects and other operational matters relating to the Glastonbury Town Deal. This includes the status of HM Treasury Green Book Business Cases and next steps. She confirmed that the key for the table in this paper was updated as requested at the last Board meeting.</p> <p>The update on the 11 Business Cases was as follows: Cohorts 1-3 (10 projects) – the final drafts went to MDC Cabinet on 20th June, as reported elsewhere in these minutes.</p> <p>Cohort 4 (1 project) – as reported in the presentation under item 6 in these minutes, development of the Business Case for this Project is well underway and will adhere to the timetable in the slides.</p> <p>Jane explained that the pre-construction tasks for each Project were commencing, with work being carried out on the delivery and operational plans.</p> <p>Jane explained that the Activist Group are checking in with all the Projects, around match funding needs and will focus on those needing most assistance.</p> <p>Nathan of Dome Marketing advised that the Facebook Premiere went ahead for the GTD video and was viewed by 20-40 people at any one time, and has subsequently had over 3500 views. It was well received, and we are pleased to have a robust video, along with short segments also available, all of which gives people a flavour of the different strands of the Town Deal.</p>	<p>Support Team to circulate the Business Case for the RRI by 6 July.</p> <p>Support Team to share GTD hashtags with the Board.</p> <p>Comms content in the next Situational Report to be the bullet-point summary only.</p>

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		<p>Journalists have had a chance to have a look and comment, which helped communication with the press, resulting in a good month in terms of Communications.</p> <p>Kama advised that there have been lots of positive comments locally. She went on to say that the video will be shown in tutor time, to all students (potentially 400) at St Dunstan's School. Kama has asked the Head Teacher to ask for any resulting information, thoughts and impressions to be fed back.</p> <p>Lynne commented that this was a helpful way of understanding the impact of the video which would be worthy of a case study.</p> <p>Paul K acknowledged this is a fantastic piece of work and wondered if there is any data available to show how many people actually watched it all the way through. Nathan advised there is no metric that gives this detail.</p> <p>Nathan said there are shorter, 3-minute versions, that are available on our website. Julie said that the shorter versions will be useful as we move forward.</p> <p>Kama asked if there are any plans to do additional videos as we progress through and to show evolution. Julie said this would be a consideration.</p> <p>Ali and John advised they would link to the video from the Strode College website and through their social media channels.</p> <p>Lynne encouraged the Board members to be more active and share with others through their own social media.</p>	

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		<p>Michael advised he has shared the link to the 20-minute video which was very well received.</p> <p>Nathan stressed the importance of using the hashtags when sharing on social media. There are some hashtags the Government would like us to use.</p> <p>Following a suggestion by Lynne, the Board agreed that it would be content for the Situational Report to include only the bullet-point summary in the future. Further detail could always be provided if required.</p>	
9	<p>Confidentiality, feedback Future agendas: Robert Richards Initiative Business Case, Legacy Body</p>	<p>As previously mentioned, items 5 on the Strategic Risk Register, 6 on the Robert Richards Initiative, and 8 on the Situational Report, are confidential and should not be shared beyond this group.</p> <p>Lynne asked the Board for feedback. Could each attendee think of at least one thing that is working well and one thing that needs improving or changed and send this information to Tina or Lynne.</p> <p>Lynne advised that as she works with Kate Willard and other national Town Deals, she does have a sense that this Board is performing really well.</p> <p>Lynne wanted to thank the Board and the support team for all the hard work so far. Julie also thanked the Board for all their hard work.</p> <p>Lynne advised that the focus of the next Board meeting will be on RRI and finalising that. Lynne also said that she, Julie and Jane are in the process of interviewing for the Legacy Body legal work.</p>	<p>Board Members to provide email feedback on what is working well and what is not to Tina or Lynne.</p>

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10	Future Board Dates	<p>Lynne asked the Board to take note of the new meeting dates, which will take place every 6 weeks from 29 July 2022 meeting.</p> <p>All at 2pm and by Teams (unless otherwise agreed)</p> <ul style="list-style-type: none"> a. 29 July 2022 b. 2 September 2022 c. 21 October 2022 d. 2 December 2022 e. 3 February 2023 f. 17 March 2023 g. 28 April 2023 h. 9 June 2023 i. 21 July 2023 j. 22 September 2023 k. 1 December 2023 	Regular email updates to continue between Board meetings