Terms of Reference

Ballinrobe and Claremorris Town Teams

# Introduction

This document sets out a terms of reference for the roles and responsibilities of Town Management Teams to be established in Claremorris and Ballinrobe.

The Town Teams are being established to oversee and direct the implementation of the Town Centre Rejuvenation Plans. These plans set out a strategy that when implemented will positively impact the growth and prosperity of the town centres through increased visitation, business, revenues and jobs.

Each plan identifies priority actions and provides a solid framework and rationale for their implementation. It will be the responsibility of the Town Teams to develop and evaluate new proposals for town centre development as required.

The Town Teams are responsible for execution of the town plans through implementing yearly Operational Action Plans, eliciting support, investment and cooperation from other stakeholders and constantly monitoring its impacts.

The Town Teams will establish specific project Implementation Teams as required, to activate the yearly Operational Action Plans.

# Town Team Vision

The Vision of the Town Team is to improve the prosperity of the Town Centre and enhance the well-being of the community, creating a viable and sustainable Town Centre economy. They will help revitalise the Town Centre by supporting the development of a broad mix of retail, community and leisure uses that create a distinct Town Centre, appealing to residents and visitors alike.

# Town Team Purpose

The Town Team provides an opportunity for all stakeholders to work collaboratively towards a shared vision that will enhance the quality of the town environment, strengthen the town centre offering and generate a thriving town centre in order to maximise visitor footfall, increase spending and ultimately offer customer choice and satisfaction.

# Roles and Responsibilities

The Town Team operates by consensus. Agreement on the conduct of meetings and the activities of the Town Team will be reached by consensus.

As private and public sector representatives and stakeholders in the town centre the Town Team is responsible for implementing through agreement the actions and measures contained in the Town Centre Rejuvenation Plan.

The Town team shall on an annual basis create an annual operational plan that will identify a range of projects and actions to be implemented in that year. These can be selected on the basis of most urgent or priority needs, availability of suitable funding or resources or other criteria that the town team prescribes.

The Town Team will act as a resource to liaise with, and encourage the cooperation and participation of the local community and other stakeholders in the implementation of the Plan. They will where appropriate seek partnerships with other organisations that can assist in implementing the Plan.

The Town Team will set up specific project implementation groups if appropriate who will be responsible for the implementation of projects from the annual work plan. The life of the project implementation group shall not extend beyond the life of the project. At least one Town Team member shall be a member of each project working group.

The Town Team will support and monitor the work of project implementation groups

Track and monitor progress related to the Plan implementation. Provide feedback and evaluation of actions that have taken place and review plans and tactics for following quarter and beyond. Affirm plans and suggest modifications if necessary.

Promote and act on opportunities to communicate positively about the Town centre initiatives

Ensure Town Centre projects are making sensible financial decisions – especially in terms of procurement and in responding to issues, risks and proposed project changes

Meet monthly to ensure implementation of the town’s rejuvenation strategy

Report progress on an annual basis to the town centre stakeholders and the local community

During the course of its first year of operation, the Town Team will be tasked with formalising a process for on-going member selection as well as determining terms of appointment. It is recommended that 25% of members retire by rotation on an annual basis. The appointing organisation of a retiring member shall be entitled to select a replacement.

# Responsibilities of the town team members

* Understand the goals, objectives and desired outcomes for the Town Centre
* Understand and represent the interests of Town Centre stakeholders
* Take a genuine interest in Town Centre project outcomes and overall success
* Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Town Team papers
* Support open discussion and debate, and encourage fellow committee members to voice their insights

# Composition of the Town Team

The Town Team should have as much variety and representation as possible while trying to keep it business focused. It should in so far as possible be representative of all stakeholder groups of the town centre.

The recommended size of the town team should be 10 – 12 members and not exceed 15.

The table below sets out the main stakeholder bodies from which Town Team representation should be chosen

|  |  |  |  |
| --- | --- | --- | --- |
| Commerce | Public Bodies / NGO’s | Community | Other |
| RetailersService ProvidersEntertainment and Leisure ProvidersMarket tradersEnterprise CentresConsumersLandlords | Local AuthorityIRD CompaniesCommunity Development ProjectsFamily Resource CentresLocal Enterprise Companies | Tidy TownsSporting OrganisationsCommunity GroupsHistorical SocietiesActive AgeYouth GroupsTourism GroupsResident Groups | GardaiLocal MediaReligious Groups |
| Suggested Maximum Representation from each sector on Town Team |
| 6 | 3 | 3 | 3 |

Each member should be a lead representative from their organisation and must have appropriate knowledge and authority to contribute to the Vision. Members must try and attend all meetings, where possible. If they are unable to attend, members of the Group can send an appropriate proxy. Proxies are entitled to participate in discussion and are allowed a role in decision making.

Each Town Team shall appoint an independent chairperson who shall not be from the membership of town centre stakeholders. The independent chairperson should ideally not be a resident or business person from the town. They should have a good business and professional knowledge of the issues facing town centres, knowledge of the development mechanisms and the needs of each stakeholder group. The chairperson will work closely with the town team to realise its vision and actions.