

Swaffham Community Action Project

This is a discussion document to try and establish an agreed structure to move forward with the Community Action points emerging out of the Draft Neighbourhood Plan for Swaffham. Listed below are some potential Community Organisations, Groups or Committees that could be involved as they all have established contacts within the community, track record of delivering community initiatives and are familiar with STC statutory requirements. N.B. The list below is not exhaustive:

- Town Team
- Icen partnership
- Swaffham Town Council (STC)
- STC Planning Committee
- STC Open Spaces Committee
- STC Market Committee
- STC Transport & Access Focus Group
- Watton & Swaffham Focus Group
- Swaffham Heritage
- Swaffham Swimming Pool Association

Each organisation identified to take a lead is now referred to as the "Managing Group" and they can be supported by a "Support Group" who could follow an agreed set of guidelines. The following draft is written to ensure a robust approach and so that a reporting line remains effective, to maintain transparency and to ensure that the projects do not fall by the way side:

Management Roles & Responsibilities:

Each Managing Group may need to consider encouraging representation of any Support Groups, to work with them where necessary ensure, good communication and a cohesive approach. The STC Project Support Officer Sue Dent will act as a central point of contact, to enable each group to know what progress is being made on each of the Community Actions. Other Town Council Staff may be delegated tasks by the Town Clerk, as the Action Plan evolves.

In meeting the objectives of the Community Action, the Managing Group is specifically charged with:

- Identifying and creating a project plan to include – actions to take, expected outcome, resources required, risks involved and proposed completion date
- Presenting recommendations to appropriate organisations or authorities through the Town Council, again for consistency. This is for two reasons, as in many cases some or all the funding will have to come from the Town Council, and the project will more often than not, need some form of endorsement from the Town Council.

Support Roles and Responsibilities:

The Support structure can come in many different forms, from another Group, from Volunteers, from Councillors at Town, District or County level, from our MP or from staff at either the Town Council or Icen Partnership. There is no one size fits all policy in this regard, it will have to be bespoke to fit each Community Action.

In meeting the objectives and/or assisting in the delivery of the Community Action, the Support structure needs to:

- Actively engage with the Managing Group and support each stage of the project plan as it evolves
- Challenge the Managing Group on the project plan at the development stage
- Raise awareness of the aims and objectives of the project and liaise with all appropriate bodies, whilst not undermining the Management Group

Further Guidance to the Managing or Support Groups:

Some of the Groups listed are independent of the Town Council and work under their own constitution. However, any requests to the Town Council for resources, support or funding needs to be presented for consideration at the earliest opportunity. If there is a need to approach a higher authority, then this can be forwarded to the said authority either with or without the endorsement of the Council, with a courtesy copy presented to the Town Council for continuity. If the Council agrees to endorse the particular action, it can if requested by the Management Group, go out in the name of the Town Council.

Reporting arrangements:

The Management Group has the overall responsibility to send Community Action Project updated reports to the Project Support Officer in written form. Councillors on any Management Group also have an overriding duty to report back to the Council at their monthly meeting, where a regular slot on the Council agenda exists for Committee, Sub-Committee, Working Group, Steering Group and Focus Group members.

ACTION PLAN

	Project name <i>Priority - low/medium/high</i>	Key aims	Managed (M) and Supported (S) by:
1	Safer Neighbourhood Action Plan & Police	Raise awareness of the Safer Neighbourhood Action Plan and the police reporting structure within the town.	M. Town Council S. Police, SNAP meetings
2	Cleaner Swaffham.	Support initiatives for a cleaner Swaffham.	M. Town Team S. Town Council, Icen Partnership, Breckland Council
3	Overhead cables.	Initiatives to reduce the number of unsightly overhead cables.	M. Transport & Access Focus Group S. Town Council, Town Team, UKPN
4	Reduce Heavy Goods Vehicles (HGVs) through the town centre.	Work with the Highways Authority (Norfolk County Council) to reduce the number of Heavy Goods Vehicles (HGVs) coming through the town centre.	M. Transport & Access Focus Group S. Town Council, NCC Highways, MP
5	Swaffham Relief Road	Work with Breckland District Council and Norfolk County Council to undertake feasibility studies for a relief road.	M. Transport & Access Focus Group S. Town Council, NCC Highways, MP
6	Walking and cycling in and around Swaffham.	Produce a guide to walking and cycling in and around Swaffham.	M. Town Team S. Icen Partnership, STC Open Spaces Committee, Swaffham Heritage, NCC Highways
7	Alternative Car Parking	Consider options for parking elsewhere for town centre use.	M. Transport & Access Focus Group S. NCC Highways, Breckland Council, Town Council
8	Improve signage within the Town	Improve signage within the Town	M. Transport & Access Focus Group S. NCC Highways, Breckland Council, Town Council
9	Pedestrianisation and greening of the Market Place.	Consider the feasibility of pedestrianisation and greening of the Market Place.	M. Town Team S. STC Open Spaces Committee, NCC Highways, Transport & Access Group
10	Traffic calming within the town.	Consider options for traffic calming within the town.	M. Transport & Access Focus Group S. NCC Highways, Town Council
11	Air Quality	Aim to reduce the pollution levels well below the statutory levels, and no worse than other towns within Breckland district.	M. Town Council S. Transport & Access Focus Group, STC Planning Committee, Breckland Council, NCC Highways
12	AQMA action plan.	Support the implementation of the action points emerging from the AQMA.	M. STC Planning Committee S. Transport & Access Focus Group, Breckland Council, NCC Highways
13	Green Britain Centre orchard.	Consider the protection of the Green Britain Centre orchard.	M. Town Council S. Breckland Council, STC Open Spaces Committee
14	Niche retailers within the town.	Encourage niche retailers to take up shop premises within the town.	M. Town Team S. STC Planning Committee, Town Council
15	Swaffham Swimming Pool	Continue to campaign for a swimming pool in Swaffham.	M. Swaffham Swimming Pool Assoc. S. Town Council, Breckland Council, Norfolk County Council
16	Swaffham Leisure Centre provision.	Consider options for improved and/or new leisure centre provision.	M. Town Council S. STC Planning Committee, STC Open Spaces Committee

Town Clerk | Swaffham Town Council

From: Town Clerk | Swaffham Town Council
Sent: 30 November 2018 09:45
To: 'Jill Skinner'
Cc: V K GORDON; James Dean; suga; Matthews, Shirley; Ian Pilcher; Rachel Leggett; Colin Houghton; Judy Anscombe; Jan Buckley-Stevens; Les Scott; Darby, Paul; David Coker; David Wickerson; John Wallace; Administrator | Swaffham Town Council; Pam Medlock; Sally Palmer; Emma Harrison; Andrea Long
Subject: RE: Swaffham NP: community action projects

Dear Jill/Kate/Stan,

I really don't have a problem with changes being made to the discussion paper, as this is a collective collaboration, so please don't turn this into a competition. All I was trying to achieve was a fair balance and to share the work load. The Traffic and Access Group were already down to manage 3, 4, 5, 7, 8 and 10, so already six out the sixteen community projects listed. They are also down to be the support group in 11 and 12 the two Air Quality issues, so no less of an influence in that area too! With these two added to their managing list, it would mean that they would be managing half of the Community Projects. I think is one of many crossovers and I will now attempt at explaining on how I arrived at the first draft.

The rationale of making the Town Council responsible for the overall Town policy to reduce the pollution levels is one of ensuring that the voice that is not only heard, but is actually listened to and there is no disrespect intended, it is simply that the perception and expectation from higher up the chain, that the message comes direct from the Town Council. A similar case can be made for a number of the items, and perhaps some of the Groups need to take this on board and use the Council in a positive way, when it is appropriate, expected or beneficial to the cause. The support role of the Traffic and Access Group would be crucial to the Town Council in regard to the Air Quality issues.

The Planning Committee are best placed to implement the AQAP action plan moving forward, Chaired by Cllr Les Scott, with Cllrs Jill Skinner and Paul Darby Committee members, and also members of the Traffic and Access Group. The reason is that many of the AQAP issues can essentially be delivered through planning obligations i.e. secured through section 106 legal agreements with developers, or by comments made to the planning authority in respect of current planning applications as a statutory consultee, this means that there is an extremely important role for the Planning Committee to play in the years ahead. The support role is key to all the managing groups, as has been said the Traffic and Access Group have taken a keen interest in this, and no-one wants to curb their enthusiasm. I also don't want to overburden any one group, so that they spread themselves to thinly.

I appreciate the feedback which will be considered by the Council on the 12th, hope the above helps – many thanks.

Best regards,

Richard Bishop
Town Clerk



Swaffham Town Council, Town Hall, 4 London Street, Swaffham, Norfolk, PE37 7DQ
Tel **01760 722922** Fax **01760 720469** www.swaffhamtowncouncil.gov.uk



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From: Jill Skinner <jill.skinner@me.com>

Sent: 28 November 2018 21:48

To: Town Clerk | Swaffham Town Council <townclerk@swaffhamtowncouncil.gov.uk>

Cc: V K GORDON <e.w.g@btinternet.com>; James Dean <jamesdean@uwclub.net>; suga <segattuso@gmail.com>; Town Clerk | Swaffham Town Council <townclerk@swaffhamtowncouncil.gov.uk>; Matthews, Shirley <Shirley.Matthews@breckland.gov.uk>; Ian Pilcher <pilcherian@hotmail.com>; Rachel Leggett <swaffhamplan@gmail.com>; Colin Houghton <colin@houghton789.plus.com>; Judy Anscombe <judy.anscombe@btinternet.com>; Jan Buckley-Stevens <janbs@btinternet.com>; Les Scott <lesbscott@yahoo.co.uk>; Darby, Paul <Paul.Darby@breckland.gov.uk>; David Coker <coker21david@gmail.com>; David Wickerson <davidwickerson@btinternet.com>; John Wallace <johnw.swaffham@gmail.com>; Administrator | Swaffham Town Council <administrator@swaffhamtowncouncil.gov.uk>; Pam Medlock <geraniumpam@gmail.com>; Sally Palmer <SallyPalmer@map.uk.net>; Emma Harrison <swaffhamsa@gmail.com>; Andrea Long <andrea@compasspoint-planning.co.uk>

Subject: Re: Swaffham NP: community action projects

Dear Richard

I'm sorry I did not pick up the point Kate has made re the TAFG and the allocation of AQMA and AQAP to the Planning Committee.

It does seem sensible to me that this remains the remit of the TAFG as we have produced detailed input and ultimately all our reporting goes through the Town Council.

I do hope that this is recognised as a helpful suggestion and trust that it can be altered,

Kind regards

Jill

On 28 Nov 2018, at 17:32, Stan Sole <stan.sole@oxford239.plus.com> wrote:

Well said Kate. You have summed up the situation extremely well and very clearly made the point.

Cheers,

Stan.

From: V K GORDON

Sent: Wednesday, November 28, 2018 5:24 PM

To: James Dean ; suga ; Town Clerk | Swaffham Town Council

Cc: Matthews, Shirley ; Ian Pilcher ; Rachel Leggett ; Colin Houghton ; Judy Anscombe ; Jan Buckley-Stevens ; Jill Skinner ; Les Scott ; Darby, Paul ; David Coker ; David Wickerson ; John Wallace ; Stan Sole ; Administrator | Swaffham Town Council ; Pam Medlock ; Sally Palmer ; Emma Harrison ; Andrea Long

Subject: Re: Swaffham NP: community action projects

Dear Richard,

Thank you for sending us your proposed allocation of community action projects arising from the Neighbourhood Plan. I'm replying on behalf of the Transport and Access Focus Group (TAFG) which I chair.

The TAFG as you know was set up to examine issues concerning transport, traffic etc affecting Swaffham, and the terms of reference agreed by the TC in the summer reflect that. From the outset, indeed even before we were formally recognised as a TC group, we were actively involved in air pollution problems and our detailed input as a group to the AQ action plan has gone forward to DEFRA along with Breckland's own submission.

For that reason, and in view of the work already done, and planned, by the TAFG on air pollution, the AQMA and the AQAP, I think that items 11 and 12 on your draft list should be allocated to the TAFG.

As you know, the Group reports directly to the TC and through the TC to its planning committee, so both would be fully informed, as they are now, in our continuing work.

Kate Gordon

On Wednesday, 28 November 2018 10:16:47 GMT, Town Clerk | Swaffham Town Council <townclerk@swaffhamtowncouncil.gov.uk> wrote:

Good morning Steering Group members,

Further to my e-mail below, please see attached discussion document, which is deliberately concise (2 pages) and I welcome your comments.

The document will be presented to the Town Council for similar comment on 12th December, it will be circulated to all Councillors today too! With apologies to some Councillors who will get the same e-mail twice.

I look forward to hearing from you in due course – many thanks

Best regards,

Richard Bishop

Town Clerk

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<image004.jpg>You can also follow Swaffham Town Council on Twitter

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From: Town Clerk | Swaffham Town Council

Sent: 19 November 2018 12:19

To: 'V K GORDON' <e.w.g@btinternet.com>; James Dean <jamesdean@uwclub.net>; suga <segattuso@gmail.com>

Cc: Matthews, Shirley <Shirley.Matthews@breckland.gov.uk>; Ian Pilcher <pilcherian@hotmail.com>; Rachel Leggett <swaffhamplan@gmail.com>; Colin Houghton <colin@houghton789.plus.com>; Judy Anscombe <judy.anscombe@btinternet.com>; Jan Buckley-Stevens <janbs@btinternet.com>; Jill Skinner <jill.skinner@me.com>; Les Scott <lesbscott@yahoo.co.uk>; Darby, Paul <Paul.Darby@breckland.gov.uk>; David Coker <coker21david@gmail.com>; David Wickerson <davidwickerson@btinternet.com>; John Wallace <johnw.swaffham@gmail.com>; Stan Sole <stan.sole@oxford239.plus.com>; Administrator | Swaffham Town Council <administrator@swaffhamtowncouncil.gov.uk>; Pam Medlock <geraniumpam@gmail.com>; Sally Palmer <SallyPalmer@map.uk.net>; Emma Harrison <swaffhamsa@gmail.com>; Andrea Long <andrea@compasspoint-planning.co.uk>

Subject: RE: Swaffham NP: community action projects

Good afternoon,

I have discussed this matter with the Mayor this morning and this will be an item on the Council agenda for the 12th December for general discussion from a Town Council perspective, as some issues will obviously require Council approval for a budget, a policy or procedure, and we as a Council need to think about how this information should be received and to what extent will the Town Council want/need to be involved in the project work, prior to a decision being required. All the comments made to date re-the delivery of the Community Action Projects are helpful, but before we lose these ideas, we need to get a basic structure in place.

A draft discussion document will be prepared to collate the comments/suggestions to date and using Rachel's document as a starting point. This will be circulated to all members of the NP Steering Group for comment by the end of next week, as this may not be a case of reinventing the wheel, it simply will give clarity to all moving forward. The NP Steering Group are still very much active and should certainly have a say in recommending how things progress from this point on, as the Community Action Projects have all been identified in the Neighbourhood Plan process.

It is important to reflect and assess the Committees, Focus Groups and independent Organisations that we already have, before putting something new in place. We already have some very good people working within them, and with a careful tweak here and there, an addition of a representative or two in certain areas and following a simple structure, with one co-ordinator pulling things together and sharing information, things could work extremely well. Some things may not need changing at all, it is only where the task of driving a certain Project forward, could be allocated to them to lead and the other groups can support.

The inevitability of all of this, is that there will be crossovers, where two or more groups will take an interest in a particular Project, but if we try and agree amongst us all, who would be the best to take a lead and who should act as support. The main thing I think all Steering Group members will agree upon, is that none of the Community Action Projects should get lost or pushed aside, this is a positive process that we can all sign up to, where we are all working collectively towards delivery of each and every Community Action Project. No-one should feel left out or side-lined, there is a role to play for everyone.

In conclusion, if we start with our draft discussion paper by the end of next week, and then hopefully we can get a consensus moving forward – thank you to all.

Best regards,

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Town Clerk | Swaffham Town Council

From: Town Clerk | Swaffham Town Council
Sent: 28 November 2018 10:21
To: 'Anne Thorp'; 'Brenda Bowler'; 'Claire Smith'; 'Colin Houghton'; 'Jan Buckley-Stevens'; 'Jill Skinner'; 'Les Scott'; 'Paul Darby'; 'Rob Bartram'; 'Sheilajoy361@aol.com'; 'Shirley Matthews'; 'Steve Allen'; 'Terry Jennison'; 'Wendy Bensley (Wenben05@aol.com)'
Cc: Administrator | Swaffham Town Council; Reception | Swaffham Town Council; wattonswaffhamevents@gmail.com
Subject: Swaffham NP: community action projects
Attachments: SNP Community Projects - Action Plan v3.docx

Good morning Councillors,

Further to my e-mail below to NP Steering Group members, please see attached discussion document, which is deliberately concise (2 pages) and I welcome your comments.

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Cc: Matthews, Shirley <Shirley.Matthews@breckland.gov.uk>; Ian Pilcher <pilcherian@hotmail.com>; Rachel Leggett <swaffhamplan@gmail.com>; Colin Houghton <colin@houghton789.plus.com>; Judy Anscombe <judy.anscombe@btinternet.com>; Jan Buckley-Stevens <janbs@btinternet.com>; Jill Skinner <jill.skinner@me.com>; Les Scott <lesbscott@yahoo.co.uk>; Darby, Paul <Paul.Darby@breckland.gov.uk>; David Coker <coker21david@gmail.com>; David Wickerson <davidwickerson@btinternet.com>; John Wallace <johnw.swaffham@gmail.com>; Stan Sole <stan.sole@oxford239.plus.com>; Administrator | Swaffham Town Council <administrator@swaffhamtowncouncil.gov.uk>; Pam Medlock <geraniumpam@gmail.com>; Sally Palmer <SallyPalmer@map.uk.net>; Emma Harrison <swaffhamsa@gmail.com>; Andrea Long <andrea@compasspoint-planning.co.uk>
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The inevitability of all of this, is that there will be crossovers, where two or more groups will take an interest in a particular Project, but if we try and agree amongst us all, who would be the best to take a lead and who should act as support. The main thing I think all Steering Group members will agree upon, is that none of the Community Action Projects should get lost or pushed aside, this is a positive process that we can all sign up to, where we are all working collectively towards delivery of each and every Community Action Project. No-one should feel left out or side-lined, there is a role to play for everyone.

In conclusion, if we start with our draft discussion paper by the end of next week, and then hopefully we can get a consensus moving forward – thank you to all.

Best regards,

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Town Clerk | Swaffham Town Council

From: Town Clerk | Swaffham Town Council
Sent: 28 November 2018 10:17
To: 'V K GORDON'; 'James Dean'; 'suga'
Cc: 'Matthews, Shirley'; 'Ian Pilcher'; 'Rachel Leggett'; 'Colin Houghton'; 'Judy Anscombe'; 'Jan Buckley-Stevens'; 'Jill Skinner'; 'Les Scott'; 'Darby, Paul'; 'David Coker'; 'David Wickerson'; 'John Wallace'; 'Stan Sole'; Administrator | Swaffham Town Council; 'Pam Medlock'; 'Sally Palmer'; 'Emma Harrison'; 'Andrea Long'
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