

Attleborough Neighbourhood Plan Committee : Terms of Reference

The Attleborough Neighbourhood Plan (referred to from now on as 'the Plan') means the document 'Attleborough Neighbourhood Plan 2016-36' that was legally 'made' on 18 January 2018. A copy may be found on the websites of Attleborough Town Council and Breckland Council.

The Plan is intended to be community led. Its projects and vision will be delivered over the remainder of those twenty years by the Attleborough Neighbourhood Plan Committee (referred to from now on as 'the Committee') in partnership with local community members, public and commercial bodies and other stakeholders. The Committee has been created by Attleborough Town Council (referred to from now on as 'the Council').

Mandate

The mandate of the Committee is to ensure the delivery of the Plan in a co-ordinated and timely manner by providing strategic management of the Plan process.

To enable this, it has been granted full delegated decision-making authority by the Council.

It may nevertheless make recommendations to the Council, in which case the Proper Officer should place them on the agenda for resolution at its next scheduled meeting.

Its Chairman should provide a report, not less than quarterly, to a meeting of the Council.

It should regularly review its budget requirements and agree them as appropriate with the Council, having regard to the Council's own budgetary timescales.

It may seek legitimate alternative funding opportunities and is encouraged to do so.

In carrying out its functions, the Committee should have regard to the need for transparency and to the desirability of the Plan's implementation being community led.

Membership

The Committee should comprise fifteen members, namely seven Town Councillors appointed by the Town Council; one Breckland District Councillor appointed by Breckland Council; and seven non-councillors appointed by the Committee.

The non-councillors may include local residents, representatives from local businesses and community groups and other key stakeholders. At the Committee's discretion, they may be appointed by invitation or by a written or verbal recruitment process.

Committee and Sub-Committee members will be expected to abide by the Council's Standing Orders and in particular to declare personal interests whenever they are relevant to any item under discussion.

Meetings and Procedure

The Committee should meet as often as it deems necessary for the efficient and timely execution of its business but not normally less than monthly.

The Committee's Chairman should be elected by it from among the Town Councillors.

The quorum for a meeting of the Committee is five, to include no less than three of the Town Councillors. No decisions may be made without a quorum.

Committee decisions should be made by a majority of those present, entitled to vote and voting. In the event of a tied vote, the Committee's Chairman shall have a casting vote.

Legally, only members of the Council may vote but non-councillors may engage fully in discussion and should be asked in principle whether or not they are in favour of a motion before any vote is taken.

Minutes of all Committee and Sub-Committee meetings should be taken, recorded in a transparent manner and permanently stored. The Committee may appoint an assistant for this and similar purposes, who may but need not be a member of the Council's staff.

The agendas and minutes of all Committee and Sub-Committee meetings should be posted in a timely manner on the Council's website.

Meetings of the Committee and of any Sub-Committee may take place online to the extent that the law permits or requires it.

Sub-Committees (see also the three paragraphs immediately preceding)

The Committee may create Sub-Committees to consider specific objectives of the Plan.

The Committee should determine the membership of any Sub-Committee and in doing so should have regard to the desirability of community involvement wherever practicable.

The Committee should provide any Sub-Committee with clear written terms of reference, including the manner of the conduct of its business and the entitlement or otherwise of its members to vote.

Subject to direction by the Committee, a Sub-Committee should meet as often as it deems necessary for the efficient and timely execution of its business.

Except as explicitly directed by the Committee, a Sub-Committee has no executive powers and should pass its recommendations in writing to the Committee Chairman for consideration at the next scheduled meeting of the Committee.

If the Committee votes to reject any recommendation of a Sub-Committee, it should state and minute its reasons.

This document was approved by the Council at its meeting held on 7 September 2020.

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Attleborough Neighbourhood Plan

Community Led Plan Proposal – For Discussion

Purpose

This note has been prepared in accordance with a resolution by Attleborough Town Council to review the governance, functions and implementation of the Attleborough Neighbourhood Plan.

The note is for discussion and invites thoughts, ideas and suggestions as to how the current governance structure can be more community led and review the management and implementation of the Plan to date.

Recommendations following consultation will then be placed before the Town Council for approval.

The note provides suggestions for change in the following areas:

- Governance
- Decision Making
- Management and Co-ordination
- Project Management
- Funding and Finance
- Procurement
- Programme.
- Summary and Update of the Plan to date – from information available.

Background

Attleborough Town Council adopted the Attleborough Neighbourhood Plan (ANP) following a referendum in November 2017.

The ability and powers for local communities to develop and adopt local plans for their areas was facilitated through the Localism Act (2011) and seeks to give effect to the Government's ambitions to decentralise power away from Whitehall and back into the hands of local councils, communities and individuals to act on local priorities.

The application by Attleborough Town Council (ATC) to undertake the ANP was agreed by Breckland Council on 11 November 2013 and set out the geographic coverage of the Plan and confirming that ATC was the Qualifying Body.

The ANP is based on the Core Strategies of Breckland Councils (BC) Core Strategy in its Development Plan, as was. The Core Strategy required Attleborough to accommodate by 2026:

- 4,000 new homes in a growth location referred to as the Strategic Urban Extension (SUE);
- New Employment land in addition to Bunn's Bank and town brownfield sites;
- Retail facilities.

However, the ANP extends to 2036 and the Localism Act allows the ANP to provide more than its allocated number of housing and employment land but does not allow the ANP to provide for less.

An important factor in the development of the ANP and is a golden thread through it, was and is the role of the local community who prior to 2013, actively worked on the development of the Core Strategy and the concept of the SUE. Those individuals and groups who actively engaged and help shape the Plan are considered key to its implementation and success and as such a review of the current delivery and operation and management of the ANP is required.

The Attleborough Neighbourhood Plan

Vision Statement

Attleborough will strengthen itself as an enterprising, sustainable, attractive and prosperous market town within East Anglia.

The Vision

By 2036, Attleborough will be a successful example of community-planned growth, an enterprising, sustainable, attractive and prosperous market town within East Anglia. It will be at the centre of a vibrant employment area, well linked to the A11 and providing first class services and facilities to its community and rural hinterland.

The growth will be driven by new economic and employment investment, encouraging small and medium sized enterprises with business innovation and transport links, including advanced engineering, research and development, logistics, food production and agriculture. New and expanding retail outlets and community facilities such as schools, health and social care and sports venues will also provide jobs and help establish the town as a predominately self-sustaining community.

New housing of mixed tenure and type and incorporating sustainable design and construction to meet the needs of the community, will be integrated with new and existing facilities. The town will be supported by sufficient infrastructure improvements, with first class education, health, social, leisure and community facilities.

Movement and access within and around the town will be provided by integrating safe and well-designed walking, cycling and public transport networks. Highway and rail improvements will provide access to Attleborough from surrounding areas.

The environment and green spaces within and at the edge of the town will be enhanced and protected, and new green spaces and habitats will be created.

The built environment will be protected and enhanced with low energy, high quality design. Protecting the historic environment will be a key principle.

Attleborough will be at the forefront of sustainable living, developed and implemented through innovative partnership working.

The Core Objectives

- CO 1** To view the town as one area, with strong links and connections to its hinterland and beyond.
- CO 2** To preserve and enhance the heritage assets of Attleborough and their settings, especially in the historic centre of the town, and its history.

- CO 3** To identify new employment land which can be developed and to encourage new small and medium-sized enterprises (SME's) to the town in order to provide a wide range of employment opportunities.
- CO 4** To promote the integration of business and Attleborough Academy as partners in reducing the local employability gap.
- CO 5** To integrate the new housing with facilities in the town with the necessary footpath and cycle ways and addressing traffic congestion in the town centre, and sustainable connections to the rest of the region.
- CO 6** To provide housing which meets the needs of all, with a range of housing including affordable, 'older living' residences and housing types which will encourage entrepreneurs and professional people to live in the community.
- CO 7** To provide excellent health and community facilities within the town, including a single integrated health and social care facility.
- CO 8** To provide excellent new and improved sport and leisure facilities for the community, working with Attleborough Academy and sport and community clubs and organisations.
- CO 9** To promote all new buildings to incorporate the highest standards of design, new build methodology, materials and energy saving techniques.
- CO 10** To protect and enhance the natural environment, including additional high-quality open space, enhanced biodiversity including integrating existing and new wildlife habitats.
- CO 11** To promote and enhance the town to attract investors, developers and visitors by building on its heritage.

The ANP is divided into seven Themes which cover all aspects of the Plan. These are:

- 1) Employment
- 2) Housing
- 3) Transport and Communications
- 4) Education
- 5) Health and Social Care
- 6) Sports and Community Facilities
- 7) Environment, Sustainability and Design Quality

It is recommended that an additional Theme is added, which is Monitoring, Evaluation and Review. This will be responsible for the project management, implementation, funding and review of the plan. It will also include a review of procurement of goods, services and any specialist consultancy or professional services required to take the plan forward.

Governance

Currently, the ANP and its implementation is undertaken through the Attleborough Neighbourhood Plan Committee (ANPC). This is predominantly Town Councillor represented, however a representative from the Attleborough Academy, to represent the

younger generation of the Town, was appointed in 2019, though does not have any voting rights.

During the development of the ANP, there was an ANP Steering Committee which was predominately community led and involved key people representing various sectors of the town.

The ANPC to date only has authority to make recommendations which then need to be agreed and approved by Full Council.

It is now proposed, in order to achieve the objective of the ANP being community led, that a review of the governance and decision-making role of the ANPC is undertaken.

As such it is proposed that following suggestions are considered and consulted upon:

- 1) The ANPC becomes the decision making body for the ANP.
- 2) Input from Breckland District Council (BDC) and ATC is provided to the ANPC. This may be in the form of a revamped Attleborough Development Partnership (ADP).
- 3) The membership of the ANPC is:
 - 7 members of the community
 - 7 members of ATC
 - 1 member of BDC District Councillors

Each Theme of the ANP will select a Chair of that Committee to oversee its development, implementation and monitoring of the plan. It will make recommendations to the ANPC for approval.

Each Committee will choose its own Chair, which does not need to be a Town Councillor

Below each Theme, arrangements and governance structures will be made to allow all members of the community, be it established groups, volunteer groups, individuals to feed into that Committee, through input or taking projects forward which clearly address, deliver and achieve the objectives and policies of the ANP.

This governance structure is attached.

Decision Making

As suggested above, the ANPC will be the decision-making body for all aspects of the ANP.

Decisions and recommendations will be made through the Committee of each Theme, which is inputted by groups, individuals etc... who have an interest in that theme and wish to be actively and positively involved.

Input from BDC and ATC will be encouraged and required, and this can be undertaken through the suggested revamped ADP, to be discussed.

Project Management

A review of necessary and appropriate resources is to be undertaken. Previously a role of a Project Manager was suggested to coordinate and implement all aspects of the ANP, and to report to the ANPC. This suggestion will be considered by the ANPC and reported to the Town Council following all other changes to the ANP.

To effectively manage and coordinate all aspects of the plan, a project management process and procedure will be developed and be followed by all involved in delivering the ANP through projects.

This will include an agreed project management form which will clearly identify, among others:

- Project reference number
- Project Title
- Project Description
- Project Brief
- Project Lead
- Project Budget
- Project Team
- Project Outputs
- Programme

Monthly reviews of all activities and projects will be undertaken by the Project manager and ANPC Chair and report back to the ANPC

Funding and Finance

In order to undertake its role of implementing, monitoring and reviewing the ANP, it is recommended that a budget is agreed by the Town Council yearly to undertake its duties.

Exploration of additional funds, grants and Government (local and central) initiatives will be undertaken to supplement funding and financing. This also includes management of all agreed S106 monies which are designated for the ANP, its projects and any new projects which demonstrate delivery of policies and objectives of the Plan.

Exploration of sharing a resource between the e5 market towns and BDC for bids or applications is to be undertaken, in consultation with BDC and other market town leaders and report back to the ANPC.

Procurement

Taking the ANP forward, all projects, commissions and any activities will require:

- A clear scope of works
- A clear brief
- Identifiable outputs
- Budget estimate
- Programme

All requests for quotes or tenders (depending on budget and scope) will require an agreed and consistent process, to be developed. However, the principles of these will be:

- No request for any goods, services, including consultancy studies or support, will be progressed without an agreed scope and brief of works and agreed budgets.
- All services are to be advertised, the use of national tender portals is to be pursued, and at least three quotes or tenders are to be obtained against an agreed brief and clear requirements (unless agreed otherwise for specific reasons)
- All current procurement agreements for any professional services relating to the ANP are to be reviewed.

Update and Monitoring of the ANP

It is proposed that a review and update of all projects relating to the ANP and its activities is urgently undertaken.

This review, monitoring and development of new projects will be incorporated into a monitoring report. As part of this, and to clearly identify outputs and outcomes that relate to the ANP, all projects will be identified against policies and objectives. This is two-fold; to demonstrate delivery of the ANP and its Themes, and also regarding bids or justification of monies or finances, that each project clearly delivers the policies and aspirations of the Plan.

This also creates a 'business case' mentality to seek funding for particularly major infrastructure projects and community facilities and services which will require working with other key stakeholders and government agencies.

Theme 1: The Local Economy

Vision: The planned growth will be driven by new economic and employment investment to support a range of industry and services maximising current business innovation and transport links, including advanced engineering, research and development, food production and agriculture. New retail outlets and expanding education, health and social care will provide jobs and help establish the town as a predominately self-sustaining community/

Policy LE.P1: The creation of a business park, for B1 and B2 uses (area of search Fig.4 of ANP) will be supported subject to it comprising a high quality parkland environment in keeping with the local character; and providing space for small and medium sized enterprises.

Objective 1: To support and develop allocation of land for new employment and to continue to review further requirements.

Objective 2: Investment in improving the town should meet polices to protect and support its heritage and attractiveness.

Objective 3: Support the vitality and viability of Attleborough Town Centre.

Policy LE.P2: The redevelopment of the area including Queens Square Car Park for mixed use development including retail and community uses, will be supported, subject to re-provision of car parking spaces.

Policy LE.P3: Other uses that complement the town centre will be supported in a local centre in the SUE.

Suggested Monitoring Template

Ref	Intervention / Project	ANP Objective	Desired Outcomes	Desired Outputs	Owner and Stakeholders	Budget	Notes

Theme 2: Housing

Vision: New housing of mixed tenure, type and incorporating sustainable design and construction to meet the growing needs of the community, as well as meet Core Strategy growth required, will be integrated into new and existing facilities.

Objective H1: Support new residential units as set out in BDC Core Strategy 2009, an allocation of land for 4,000 new units over the period 2016-2036.

Objective H2: Provide a balanced housing mix to address the demographic changes and to address the needed housing across all tenures, including Housing with Care.

Objective H3: Promote good placemaking and modern design and use of existing and new sustainable building materials and methodology to reduce energy and resource use.

Ref	Intervention / Project	ANP Objective	Desired Outcomes	Desired Outputs	Owner and Stakeholders	Budget	Notes

Theme 3: Transport & Communications

Vision: Movement and access within and around the town will be provided by integrated safe and well-designed walking, cycling and public transport networks. Highways and rail improvements will provide access to Attleborough from surrounding areas and support growth of the town.

Objective TC1: To develop and implement sustainable travel for Attleborough

Community Action: The Town Council will seek to work with others, including Breckland Council and Norfolk County Council, to develop an integrated transport and parking strategy for Attleborough.

Policy TC.P1: To support the provision of new pedestrian and cycling links (including new links over the rail line) implementing designs that promote direct and safe routes for all. A transport hub at the rail station will be supported.

Objective TC2: There is a strong emphasis in Norfolk of improving broadband access and speeds, with higher priority than increasing rural public transport access. New housing and employment should have superfast broadband connectivity.

Policy TC.P2: the provision of fibre-optic connectivity within new development will be supported.

Ref	Intervention / Project	ANP Objective	Desired Outcomes	Desired Outputs	Owner and Stakeholders	Budget	Notes

Theme 4: Education and Learning

Objective E1: Provide additional education capacity for the growth of an additional 4,000 new residential units.

Objective E2: Review the needs for adult education to meet the needs of residents including growth of 4,000 homes, and provide new facilities to meet these needs, and review utilisation of the Adult Education Centre.

Policy EDP.P1: The development of a dedicated facility that jointly provides adult learning and a Sixth Form Enterprise Academy at Attleborough Academy will be supported.

Objective E3: Seek an indoor sports hub at Attleborough Academy to include community use.

Ref	Intervention / Project	ANP Objective	Desired Outcomes	Desired Outputs	Owner and Stakeholders	Budget	Notes

Theme 5 Health and Social Care

Objective HSC1: To provide a new and integrated Health and Social Care Facility.

Community Action: New Care Facility

The Town Council will seek to work with third parties to provide for the delivery of a dual registered care facility for around 65 beds in Attleborough.

Objective HSC2: Work with Health and Social care providers to deliver a new model of health care provision and testament.

Policy HSC.P1: The provision of a new joint GP surgery and primary care provision at the existing Station Road site would be supported, subject to respecting local character, residential amenity and highway safety.

Ref	Intervention / Project	ANP Objective	Desired Outcomes	Desired Outputs	Owner and Stakeholders	Budget	Notes

Theme 6: Sports, Leisure and Community Facilities

Vision: Attleborough will offer the amount and quantity of sporting, formal and informal recreation and open facilities that are expected in a town of its size. An enhanced and connected linear park/green corridor with Attleborough stream at its heart will provide a vibrant, functional, and ecologically diverse new open space.

Objective SLC1: Coordinate provision of buildings, equipment, and space for sports and leisure, working in collaboration with sports clubs and schools.

Community Action: The Town Council will actively seek a site for a new indoor sports hub within the vicinity of the Academy.

Policy SLC.P1: The development of an outdoor sports hub at Gaymer's field, to include an artificial games pitch, a pavilion, changing facilities, parking and ancillary social facilities, will be supported.

Policy SLC.P2: The provision of outdoor sports facilities will be supported, illustrated as "E" on the Policies Map.

Objective SLC2: To provide a Community Centre and Informal Leisure/Play hub at the Recreation Ground, off Station Road.

Ref	Intervention / Project	ANP Objective	Desired Outcomes	Desired Outputs	Owner and Stakeholders	Budget	Notes

Theme 7: Environment, Sustainability and Design

Objective ESD1: Develop and implement an integrated Open Space and Green Infrastructure Strategy for the Town.

Community Action: The Town Council will seek to create a Green Infrastructure Strategy. This may include the following areas:

- Along the proposed linear park.
- Waymarked paths and greened links from the town centre to Gaymer's Field, and from the linear park to the recreation ground along marked public footpaths.
- Provide a continuing link of green infrastructure through to Decoy Common in the North East and to Hargham Woods to the South West.
- Provide green gateways on the main entrance roads to Attleborough.

Objective ESD2: Seek to maintain tree cover.

Community Action: The Town Council will seek to encourage the provision of more trees in the Neighbourhood Area.

Objective ESD3: Improve existing open spaces and designated local open spaces.

Policy ESD.P2: The sites listed below and shown on the accompanying plan(s) are designated as local Green Space, where development is ruled out other than in exceptional circumstances:

- Queens Square
- St. Mary's Churchyard
- The Recreation Ground behind Station Road
- The Rec London Road
- Decoy Common
-

Objective ESD4: Improve water environment, fisheries, river quality and reduce flood risk.

Objective ESD5: Protect existing landscape features: trees, plants, streams, ponds and rivers. Enhancement of bio-diversity will be sought from all developments.

Objective ESD6: Improve built design quality, aim for a built environment that is both energy efficient and achieves a high build quality.

Policy EDS.P3: All new development should seek to be of the highest sustainable and innovative design quality in terms of both architecture and landscape.

Ref	Intervention / Project	ANP Objective	Desired Outcomes	Desired Outputs	Owner and Stakeholders	Budget	Notes

