

COMMITTEE STRUCTURE

MAY 2021

Committees Terms of Reference

1. FULL COUNCIL

The Town Council Committee Structure was agreed on ~~22nd July 2019~~ 19th May 2021: -

- 1.1 The Full Council shall meet on the second Wednesday of each month to discuss their normal business and receive any reports from Committees. The Annual Town Assembly **normally** takes place in April and the Annual meeting of the Town Council in May each year.
- 1.2 REPRESENTATIVES OF OUTSIDE BODIES shall report to the Council **as necessary** ~~on a monthly basis (as per Committee Structure chart for full list)~~
- 1.3 The meeting cycle shall be published at the start of each calendar year, should there be a need to change the dates for any reason to deal with urgent business or cancellation due to a lack of business, or being inquorate, notification will be sent via the Town Hall office.
- 1.4 The Town Clerk (or designated Lead Officer) shall liaise regularly as appropriate with the Chair and/or Vice Chair of each Committee as deemed necessary, for the smooth running of meetings and/or preparation of agenda.
- 1.5 Terms of reference of each Committee are a guide to Members of their overall responsibility in order to avoid duplication between Committees.
- ~~1.6~~ Each Committee shall have its specified number of members as per the terms of reference. Substitute Town Councillor members shall be allowed for each Committee (i.e. any Councillor not on the Committee), to ensure that meetings can be quorate. Substitutes can be selected/notified by the apologising Councillor, or the Town Hall office, ~~if notification of a substitute has not been received/confirmed.~~
- 1.7 Apologies for absence shall only be recorded if received by the Town Clerk or Deputy Clerk ~~24 hours~~ prior to the meeting (with reasons for absence), to allow a substitute to be used, or in the event of unforeseen circumstances i.e. emergency, illness, family bereavement etc.

All Standing Orders & Financial Regulations Apply to all Committees:

Quorum (as per Standing Orders below):

- a (A councillor or a non-councillor with voting rights who has a disclosable pecuniary interest or another interest as set out in the council's code of

conduct in a matter being considered at a meeting is subject to statutory limitations or restrictions under the code on his right to participate and vote on that matter.

- b No business may be transacted at a meeting unless at least one-third of the whole number of members of the council are present and in no case shall the quorum of a meeting be less than three.**

See standing order 4d(viii) below for the quorum of a committee or sub-committee meeting.

- c If a meeting is or becomes inquorate no business shall be transacted** and the meeting shall be closed. The business on the agenda for the meeting shall be adjourned to another meeting.

- d A meeting shall not exceed a period of (2) hours** (excluding the public participation of 15 minutes).

4d (viii) The Council shall determine the place, notice requirements and quorum for a meeting of a committee and a sub-committee which shall be no less than three Councillors.

2. ALL COMMITTEES

Generic terms of reference for ALL Committees are as follow: -

- 2.1 The Mayor and Deputy Mayor have ex-officio (as of right) membership of all committees. Where either the Mayor or Deputy Mayor does not wish to exercise their right of membership of a Committee, the Full Council shall appoint a Councillor in their place.
- 2.2 The ex-officio rights can be exercised at every Annual meeting of the Town Council. The opt out or opt in must be at the Annual meeting or earliest opportunity after election as Mayor or Deputy Mayor.
- 2.3 The Mayor and Deputy Mayor shall as a minimum, shall by mutual agreement, exercise one (as of right) membership of each Committee and shall act as a substitute member for each other, in the event of non-attendance. In the event of both the Mayor and Deputy Mayor being unable to attend a meeting, a substitute member can be another councillor.
- 2.4 Where a Mayor or Deputy Mayor resigns from their position mid-term, they immediately cease ex-officio status and at the earliest opportunity should be considered by the Council, to fill vacant positions on Committees created by these circumstances.
- 2.5 All Committees can make recommendations to the full Council on any changes to the delegated authority approved as the terms of reference.
- 2.6 All Councillors can make a request to a Committee to refer an agenda item to full Council; providing they do not have a pecuniary interest in the issue.

- 2.7 All Councillors can call-in a Committee decision to the Full Council for a review/scrutiny. A brief summary or reason is required, call-in within 28 days of decision for next available Full Council agenda.
- 2.8 All Councillors are entitled to attend Committee meetings as non-voting members of the public (with the exception of the HR Committee). Non-Committee Councillors can speak on a specific item on the agenda only at the discretion of the Chairman by prior notification or at a designated agenda item "to receive and consider Non-Committee Councillors questions."
- 2.9 All Committees have full decision-making powers unless their specific terms of reference states otherwise.
- 2.10 All Committees have the power to spend within an agreed budget and be responsible for monitoring during the financial year.
- 2.11 Additional expenditure not within the Committee budget must be referred to the Full Council for approval, unless this is funded from income generated by the Committee, in which case the Committee would have the power to spend within the extended budget.
- 2.12 All Committees have the option of referring any issue to the full Council for an opinion before making a decision or deferring the decision to the full Council.
- 2.13 All Committees (with the exception of the HR Committee) can co-opt non-Councillor members in an Advisory capacity i.e. non-voting. All Advisory non-voting members shall be entitled to participate in any open debate but shall not participate in any confidential discussions.
- 2.14 All Committee members Councillors and non-Councillors who have voting rights are duty bound to fill in the register of interests' form held by Breckland Council, Declare Personal and Prejudicial Interests within the meeting and abide by the Code of Conduct
- ~~2.15 All non-Committee Councillors shall sit away from the meeting table, unless invited to the table by the Chairman to address the Committee in the Public Forum session (maximum of 15 minutes) or to speak to the Committee on a specified item on the agenda (prior notification required).~~
- 2.16 All Committees shall be quorate if no less than one third of their voting members are present, including no less than three elected Councillors.
- 2.17 Councillors can only be a full member on four Committees, they can be substitute members for all Committees and members of Sub-Committees, or Working Groups.
- 2.18 Non – Councillors who have voting rights can be elected Chair or Vice Chair of the said Committee.

3. FINANCE COMMITTEE: FULL COUNCIL:

The ~~Finance Committee~~ Full Council shall meet on a quarterly basis in December or January (which will be the budget meeting), April, July and October to discuss the Policy & Resources of the Council. ~~Consisting of the Mayor and Deputy Mayor as ex-officio members, plus five Councillors.~~

3.1 LEAD OFFICER: Town Clerk as Responsible Finance Officer (RFO).

3.2 The appointed Internal Auditor (Auditing Solutions Ltd) will give independent reports to members. To receive and implement any recommendations as appropriate.

3.3 To receive External Audit report and implement any recommendations accordingly.

3.4 The Income and Expenditure will be constantly monitored and provide guidance when setting the annual Budget, receiving recommendations from ALL Committees in November.

3.5 Virement within budget headings is at the discretion of the Finance Committee Full Council.

3.6 To agree ~~have delegated authority in all things finance (Income and Expenditure) with the exception of setting the annual Precept, taking out a Loan or contractual obligations to staff.~~

3.7 To ensure that finances are managed in accordance with 'Financial Regulations' and 'Standing Orders'.

3.8 To ensure that monthly payments are presented to the full Council and quarterly reports ~~approved by the Committee~~ are shared with all Councillors.

3.9 To scrutinise costs and regular payments, for cost and efficiency; exploring and initiating opportunities for savings and to increase income.

3.10 The Council's General Policies will be reviewed on an Annual Basis.

~~3.11 To take instruction and guidance from full Council when and where appropriate.~~

4. HR & GOVERNANCE COMMITTEE

The constitution of the Human Resources & Governance Committee shall consist of the Mayor and Deputy Mayor as ex-officio members, plus three Councillors shall be appointed for a four-year term to coincide with the election of a new Council. A quorum shall be three members.

4.1 The frequency of meetings shall be bi-monthly as a minimum or as frequent as deemed appropriate by the HR Committee or circumstances determine. All meetings shall be Clerked by the Town Clerk or in his absence the Deputy Town Clerk, with the exception of conducting part of the Town Clerk's annual appraisal.

4.2 LEAD OFFICER: Town Clerk.

- 4.3 Most items on the agenda of HR Committee meetings are NOT open to the public and press, by resolution of the Council as publicity would prejudice the public interest by reason of the confidential nature of the business (Public Bodies - Admission to Meetings act 1960).
- 4.4 The overall purpose of this Committee is to effectively and efficiently discharge the Council's duties as an employer. The HR Committee has full delegated authority to act except with increasing an agreed salary budget approved by full Council or making a decision that is contrary to a Council Policy.
- 4.5 Non-Committee **Town Council** members may NOT attend the confidential part of the HR Committee meetings; however, they are entitled to read through **Personnel HR & Governance** Committee minutes which are available at the Town Hall office (by appointment) but not in the public domain. ~~A brief verbal report will be given to Councillors below the line at all full Council meetings for information only (not for debate, unless an issue is referred to full Council for a decision).~~ Non committee members are not entitled to confidential papers but may be given additional background information on some **Personnel-HR** issues at the discretion of the Town Clerk or designated officer (by appointment). ALL Councillors are duty bound to comply with confidentiality in relation to the Data Protection Act and the Council's collective overriding duty as an employer.
- 4.6 The following list of tasks is to be worked through and in conjunction with the Town Clerk as Head of Staff and in his absence the Deputy Town Clerk.
- 4.6.1 To undertake hearings Disciplinary and Capability matters in accordance with the Council's **latest** Grievance and Disciplinary Procedures.
 - 4.6.2 To deal with Disciplinary and Capability matters to a final conclusion, only reporting to Council when the time for any appeal has passed.
 - 4.6.3 To carry out the annual Appraisal of the Town Clerk.
 - 4.6.4 To review, approve and monitor the Terms and Conditions of Service and Salaries.
 - 4.6.5 To consider any appropriate changes to staffing levels.
 - 4.6.6 To consider Staffing Reviews.
 - 4.6.7 To work with the Town Clerk and oversee the recruitment and selection of Staff as appropriate.
 - 4.6.8 To review, approve and monitor Employment Documentation.
 - 4.6.9 To review, approve and monitor Job descriptions.
 - 4.6.10 To review, approve and monitor Person Specifications.
 - 4.6.11 To review, approve and monitor Contracts of Employment.
 - 4.6.12 To manage Conference section of Staff Training Budget.

4.6.13 To review, approve and monitor Policies and procedures as follows, recommending policy change within their area of responsibility:

STAFF HANDBOOK (Including):

N.B. list to be updated below...

- Training and Development Policy
- Member and Officer Protocol.
- Stress Policy.
- Dignity at Work Policy
- Health & Safety Policy.
- Disciplinary and Grievance Policy and procedures.
- Equal Opportunities Policy
- Absence and Sickness Policy
- Time off in lieu & Flexi-time Policy
- Employee Handbook
- Confidentiality Policy
- Poor Performance Policy & Procedure
- Harassment Policy
- Relationships at Work Policy
- Maternity Policy
- Paternity Leave Policy
- Adoption Leave Policy
- Parental Leave Policy
- Time off for Dependents Policy
- Flexible Working Policy
- Alcohol & Drugs Abuse Policy
- Bereavement Policy
- Vehicle Policy
- Whistleblowing Policy
- Anti-Bribery Statement
- Oil Spillage Policy
- Smoke Free Policy
- Data Protection Policy

4.7 To consider any other matters delegated to the Committee by the Council. The HR Committee shall make recommendations to the full Council for the following:

- Any actions incurring expenditure over and above agreed budgets.
- Salary budget for the forthcoming year for consideration by the Council.
- Permanent appointments following satisfactory probationary periods.

4.8 To review the terms and Conditions of the HR Committee on an annual basis with all other policies as part of the Council's Policy review programme.

DATA PROTECTION

4.9 The HR Committee aims in respect of General Data Protection Regulations:

4.9.1 To determine the purpose and manner of processing personal data according to the law.

4.9.2 To ensure that the Town Clerk has no conflict of interest with this process.

4.9.3 To ensure that councillors and staff receive ongoing and appropriate training for Data Protection.

4.9.4 To conduct a survey of the Information Audit, Privacy Notices and any Risk Management to ensure compliance with Data Protection.

4.9.5 To receive any reports from the Town Clerk of any manifestly unfounded requests and confirm action to be taken.

- 4.9.6 To receive reports from the Town Clerk of any investigation of breaches which might need to be undertaken.
- 4.9.7 To make an annual review of the GDPR Policy and recommend any changes to Council which might be required.
- 4.9.8 To recommend to Council any changes which may be required in Standing Orders in respect of Data Protection.
- 4.9.9 To recommend to Council any changes which may be required to the Job Description and Contract of Employment for the Town Clerk in relation to Data Protection.
- 4.10 The HR Committee does not have its own budget relating to Data Protection but will recommend any budgetary needs to the Council in respect of the administrative and staffing costs to implement and maintain Data Protection requirements.

Health & Safety

- 4.11 The HR Committee to take responsibility for Health & Safety obligations placed upon Swaffham Town Council, aims and objectives are as follows: -
 - 4.11.1 To ensure risk assessments are carried out for events
 - 4.11.2 To ensure general risk assessments are carried out annually
 - 4.11.3 To ensure all actions are carried out in a timely manner resulting from a visit of our Health and Safety Consultants ES & ES Ltd
 - 4.11.4 To ensure statutory health and safety standards and regulations are met by the Council.
 - 4.11.5 To analyse all health and safety reports and take appropriate action.
- 4.12 The HR Committee shall work with the Town Clerk to manage the Health and Safety Revenue budget. They will recommend any budgetary needs to the Council in respect of any Health and Safety requirements.

5. MARKET, ~~EVENTS and TOURISM~~ COMMITTEE

Consisting of the Mayor and Deputy Mayor as ex-officio members, plus five Councillors and four non-Councillors, who can be chosen from Market Traders at the Saturday Market, representatives of the Friday Market or Poultry Auction and members of the business or tourism community.

5.1 The Market, ~~Events & Tourism~~ Committee to meet on a monthly meeting cycle (or as and when required).

5.2 LEAD OFFICER: Deputy Town Clerk.

Market

5.3 The Deputy Town Clerk and Market Superintendent as officers of the Council to work with the Committee and deal with all day to day or week to week management issues.

5.3.1 The Committee shall ensure that applications for licences are dealt with swiftly and management issues relating to the Market are resolved satisfactorily. In certain circumstances deadlines may be extended to coincide with scheduled Committee meetings.

5.3.2 The Committee will deal with the management of the Market, granting and revoking licences and implementing Market Policy.

5.3.3 The Committee to ~~annually~~ assist with the review Market Licence Rules and Regulations; pricing structures for the Market including pitch fees for licensed and casual traders. The result of an annual pricing review will be recommended to the full Council at the time of the budget. The Committee will promote the Market via a website and social media.

5.3.4 The Committee will work with the staff in relation to local or national Market initiatives i.e. N.A.B.M.A, Love Your Local Market, if appropriate.

Events

5.4 The Deputy Town Clerk shall delegate tasks and/or work with other members of staff in relation to any Market related events i.e. Project Support Officer, Office administrator and Works Manager.

5.5 The Committee will organise assist with the Christmas Light Switch On event and liaise with the necessary authorities and organisations in order to finalise an Event Management Plan.

5.6 The Committee shall consider organising other special Markets ~~or Community Events~~ within the Town Centre/Market Place ~~and elsewhere in the Town.~~

Tourism

5.7 The Deputy Town Clerk shall delegate tasks and/or work with other members of staff in relation to Business and Tourism i.e. Project Support Officer and Office administrator.

5.8 The Committee shall look at co-ordinating the general promotion of the Town, through web sites, social media and other initiatives.

5.9 The Committee shall create and develop links with the business and tourism community for the benefit of the Town.

6. ~~ESTATES, HERITAGE MUSEUM/TOWN HALL & SITE~~ ~~MAINTENANCE~~ ASSETS & OPEN SPACES COMMITTEE

Consisting of the Mayor & Deputy Mayor as ex-officio members, plus five Councillors and four non-councillors

6.1 The Assets & Open Spaces ~~Estates, Heritage Museum/Town Hall & Site Maintenance~~ Committee (known as the ~~Estates Committee~~) to meet bi-monthly on a quarterly meeting cycle (or as and when required), to ensure that issues are dealt with swiftly and management issues relating to the Assets & Open Spaces ~~Estates, Heritage Museum/Town Hall and Site Maintenance~~

are resolved satisfactorily. In certain circumstances deadlines may be extended to coincide with scheduled Committee meetings.

6.2 All day to day or week to week management issues are dealt with by the Town Council staff.

6.3 LEAD OFFICER: Deputy Town Clerk.

6.4 The ~~Estates~~ **Assets & Open Spaces** Committee will cover ~~Estate~~ Buildings Management and Maintenance issues relating to all Council owned, leased or rented Property.

6.5 The Committee shall deal with matters relating to Service Level Agreements, Lease agreements, Rental agreements, Landlord/Tenant issues and charges relating to buildings that come under their remit.

6.6 The Committee will deal with issues referred where policy is either unclear or does not exist.

6.7 The Committee to annually inspect or receive reports following an annual inspection of all buildings under their remit and take appropriate remedial action.

6.8 The ~~Committee~~ **Deputy Clerk** shall liaise with Swaffham Heritage on all joint issues in relation to managing and maintaining the Town Hall; the management of the TIC service level agreement and the collection of artefacts stored or displayed within the Town Hall **and shall report to the Committee.**

6.9 The Committee will promote the use of Council owned, leased or rented property **and open spaces**, via the Swaffham Newsletter, the Town Council website and social media.

6.10 The Committee shall initiate develop and oversee grant applications for improvement projects; followed by project management for the delivery, if the application is successful. Match funding for such projects would need to be approved by the full Council, as would any expenditure that would add to future revenue costs.

~~6.11 NON VOTING ADVISORY REPRESENTATIVE MEMBERS: Swaffham Heritage, Icen Partnership, Tenant at Sues News~~

7. RECREATION & COMMUNITY SERVICES COMMITTEE

~~Consisting of the Mayor & Deputy Mayor as ex officio members, plus five Councillors~~

7.1 The ~~Recreation and Community Services~~ Committee ~~to meet on a bi-monthly meeting cycle (or as and when required),~~ to ensure that issues are dealt with swiftly and management issues relating to all Open Spaces land, owned, leased or rented by the Town Council are resolved satisfactorily. In certain circumstances deadlines may be extended to coincide with scheduled Committee meetings.

~~7.2 All day to day or week to week management issues are dealt with by the Town Council staff.~~

~~7.3 LEAD OFFICER: Deputy Town Clerk.~~

7.4 The Committee will cover issues relating to the Recreation Ground's at Haspall's Road, **Swan's Nest**, Orford Road Playing Field, The Oaklands and Merryweather

Road, Allotments at Shouldham Lane, Four Acres Field and Tumbler Hill, the Cemetery at Brandon Road, the Churchyard, Baptist Church Burial Ground in White Cross Road, Campingland in Beech Close and ~~all of the~~ new open space/play areas from development in progress (imminently at Redlands Park ~~and Swans Nest~~).

7.5 The Committee shall deal with matters relating to footpaths, footways and bridleways etc; cleanliness of the town, bus shelters, litter and dog bins, street furniture and street scene issues including planters and floral displays around the Town.

~~7.6 The Committee will deal with issues referred where policy is either unclear or does not exist.~~

7.7 The Committee to annually review Tree maintenance, Hedges, Gates & Fences, Play Equipment, Memorials, Cemetery Rules and Regulations, Allotment Rules and Regulations also event licence agreements for the Recreation Ground, or Campingland.

~~7.8 The Committee will promote the Open Spaces land via the Swaffham Newsletter, the Town Council website and social media.~~

7.9 The Committee shall initiate and/or manage recreation, community services, sports and leisure opportunities and/or facilities in line with the Swaffham Neighbourhood Plan. To also promote/^{liaise} with services such as Schools, Youth and Health/Wellbeing Groups.

~~7.10 The Committee shall initiate develop and oversee grant applications for improvement projects; followed by project management for the delivery, if the application is successful. Match funding for such projects would need to be approved by the full Council, as would any expenditure that would add to future revenue costs.~~

~~7.11 NON-VOTING ADVISORY REPRESENTATIVE MEMBERS and/or INVITEES: SCALGA/Allotment Rep, ESCAPE Project, Health Forum, Icen Youth Groups, Residential areas close to facilities and/or interested members of the public.~~

8. PLANNING & BUILT ENVIRONMENT COMMITTEE

Consisting of the Mayor and Deputy Mayor as ex-officio members, plus five Councillors

8.1 The Planning & Built Environment Committee to meet monthly (or as and when required), to ensure that comments are returned to Breckland Council within the 21 days consultation cycle. In certain circumstances this period can be extended to coincide with scheduled Committee meetings.

8.2 The Committee could decide to call a site meeting to discuss the merits of a planning application during the consultation process.

8.3 The Committee should where possible try to gather public opinion for planning applications prior to considering the application at a Committee meeting.

8.4 Delegated authority is given to the Committee to consider and comment on ALL planning applications, all Pre-Application discussions with prospective developers, conduct Section 106 & Section 38 legal agreement negotiations and infrastructure issues for future or on-going planning applications.

8.5 LEAD OFFICER: Town Clerk

8.6 Individual Councillors can make a request to the Planning Committee to 'call in' a specific Planning Application which they feel should be dealt with by the full Council; providing they do not have a pecuniary interest in the application.

8.7 In the majority of cases most Planning Applications will be dealt with at Planning Committee meetings but there could be issues or application where the Planning Committee may wish to refer an application to a full Council meeting.

8.8 In the event of 8.6 or 8.7, the Committee Chairman or the Town Clerk (Vice Chair or Deputy Clerk in their absence) could decide to invite ALL Councillors to fully participate in any large application or potentially controversial application (i.e. to speak & vote on the said planning application only), at a Planning Committee meeting, in order to meet the consultation time limits imposed by Breckland Council.

8.9 The Committee can delegate a member or officer to represent the Council at a Breckland Council Planning Committee meeting, to give the agreed comments and answer questions on a specific planning application.

8.10 Similarly, the Local Planning Authority Breckland Council may organise site meetings at which the Town Council may wish to be represented, this task is delegated to the Planning Committee to ensure that representation (if required) takes place.

8.11 The Committee will deal with responding to consultation documents on any proposed or recommended National and Local Policy changes or reviews. i.e. Local Plan, Neighbourhood Plan, Spatial Strategies, Minerals & Waste Plans, Regional Plans, Heritage Buildings and Conservation Areas etc.

8.12 The Planning Committee need to take account of the Neighbourhood Plan Policies, which carry the same weight as the Breckland Local Plan.

~~8.13 NON VOTING ADVISORY REPRESENTATIVES or INVITEES: Could include Swaffham Heritage and the Breckland Historic Buildings Consultant/Conservation Officer.~~

9. TRANSPORT, ACCESS and ENVIRONMENT COMMITTEE

Membership shall be Mayor & Deputy Mayor ex-officio, plus five Councillors plus), and four non-Councillors (with voting rights) residents and if possible, representatives from the Business Community in the Town. The Committee can also co-opt non-Councillor Advisory members (no voting rights).

9.1 The Transport and Environment Committee shall meet on a quarterly basis (or as required).

9.2 The purpose of the Transport, Access and Environment Committee is to identify transport, access and environmental issues common to the town, develop strategic responses to them, and present recommendations to the respective member organisations for action or support. “Transport” and “Access” is to include both vehicular and pedestrian movements and parking issues. “Environment” is to include associated environmental impact assessments for any proposed changes to the road network, and all associated issues in relation to air quality.

Committee Chair:

9.3 ~~The Chair of the Committee can be a Councillor or Non Councillor (with voting rights).~~ (N.B. This is deleted as it is a repeat of generic rule 2.1)

9.4 the Lead Officer shall be the Town Clerk.

Roles, duties and responsibilities:

9.5 In meeting its objectives, the Committee is specifically charged with:

- Taking a lead role in identifying traffic management, infrastructure and access issues relating to Swaffham and liaising as necessary with officers from BDC and NCC.
- Pooling knowledge and resources to facilitate a strategic response to common issues
- Presenting recommendations to appropriate organisations or authorities on behalf of the Town Council
- Working within Local Plan and Neighbourhood Plan Policies, and working towards the community actions and aspirations set out in the Neighbourhood Plan
- Working within the recommendations as set out in the Air Quality Action Plan
- Meeting regularly with the Local Highway Engineer regarding routine maintenance issues and the Local County Councillor in respect of any forthcoming Highway projects, short, medium and long-term.

Authority:

9.6 Once responses to identified issues have been agreed and actioned by the Committee. These will be reported to the Town Council for information.

9.7 If the responses or identified issues are to go to a higher authority, then they can be forwarded to the said authority on behalf of the Town Council.

9.8 The Committee shall have no designated budget, other than monies delegated to the Committee from Full Council. Any match funding projects i.e. Parish Partnership Scheme projects, need to be fully costed out and a case made to Council for match funding.

9.9 The Committee cannot commit any funds on behalf of the Council, neither can they represent a view that is contrary to a Council decision or agreed Policy.

Reporting arrangements:

~~9.10 The Chair of the Committee has the overall responsibility to report to the Council in written or verbal form. Councillors on the Committee also have an overriding duty to report back verbally to the Council at their monthly meeting, where a regular slot on the Council agenda exists for Committees to report.~~

Minutes of meetings:

~~9.11 Minutes of meetings will be taken by a member of the Town Council staff. The meeting will be Clerked by either the Town Clerk or the Deputy Clerk.~~

Frequency of meetings:

~~9.12 Meetings of the Committee shall be monthly.~~

10. SUB-COMMITTEES

- ~~10.1 All Sub-Committees must report to and be accountable to a Committee (e.g. Christmas Lights to Market, Events & Tourism Committee).~~
- 10.2 All elected Councillors and non-voting advisory representative members of the said Committee must be informed of the date, time and venue of Sub-Committee meetings.
- 10.3 A minimum of three elected Councillors on the said Committee shall be elected to serve as Sub-Committee members. All other members of the Sub-Committee are those members of the public or councillors present at each meeting, unless a maximum number of members is determined by the Sub-Committee.
- 10.4 All decisions taken shall be by consensus.
- 10.5 All Sub-Committees shall publish and publicly display an agenda and serve notice on its members of the date, time and venue of the meeting and the business to be discussed.
- 10.6 All Sub-Committee meetings are open to the public and press.
- 10.7 All Sub-Committee meetings shall be serviced by an Officer of the Council to advise and to take minutes.
- 10.8 All Sub-Committees shall work on a balanced budget basis (i.e. no expenditure committed unless supported by income received, sponsored, granted or pledged), unless they are delegated a budget by their parent Committee or Full Council.

11. REPRESENTATIVES OF OUTSIDE BODIES & CHARITIES

- 11.1 All Councillors representing the Town Council on an outside body have a duty to report back to the Full Council under the appropriate section of the agenda. The primary action of a nominated representative is to act as a Councillor, not as a member of the said outside body.
- 11.2 All Councillors are encouraged to attend meetings and are free to participate in debates with the said outside body, but shall act only as a liaison between them and the Town Council.
- 11.3 All Councillors elected as Charity Trustees will serve under the Charitable Trust Deed as a Trustee, but still have a duty to report back to full Council where appropriate. The primary action of a Councillor elected as a Trustee is that of a Charity Trustee under the aims and objections of the said charity, and secondary as a Councillor.

- 11.4 All Councillors are free to attend and participate fully in debates at meetings of the said Charity acting as a nominated Trustee in the management of the Charity as appropriate.
- 11.5 All Councillors serving as representatives on outside bodies or as Charity Trustees cannot agree the use of Council Property, Services or Staff, neither can they commit any financial assistance towards the said outside body. Any such commitment has to be placed on a future agenda for discussion and agreed by the Full Council or such Committee or Sub-Committee with the relevant delegated authority.
- 11.6 All reports should be concise (verbal or written), but comprehensive. Councillors withholding or not passing on important information deemed to be pertinent to the Town Council can be removed as a representative by a resolution of the Town Council; Trustees can only be changed or replaced according to the management criteria of the said Charity.

12. THE BARN STEERING GROUP

- 12.1 The Barn Steering Group (Task and Finish Group) is set up solely for the purpose of managing the temporary (12 to 24 months) brief of the Town Council i.e. to set up a long-term sustainable management model, that operates at arm's length from or quite separate to the Town Council.
- 12.2 The Aims and Objectives have been set by the Town Council as the owners of the building: -
- a) The Town Council shall eventually be the Custodian Trustee of the Barn (in a similar way to the Assembly Rooms and Community Centre).**
 - b) The Town Council shall withdraw from the long-term management of the community building, within a two-year period.**
 - c) The Town Council shall provide initial financial support for match funding purposes, administrative and initial setting up costs, approved by Full Council at every stage.**
 - d) The Barn shall be a self-sustaining community facility within a two-year period.**
- 12.3 The Steering Group shall consist of five members of Swaffham Town Council, plus four appointed/co-opted non-Councillors. The Steering Group can appoint/co-opt as appropriate, any variation of this must be approved by the Full Council.
- 12.4 The Steering Group is autonomous to the point of producing a final draft proposal for Town Council approval and except for incurring costs outside of an agreed budget. Councillors can call-in decisions for scrutiny of any aspect of the Barn project as it evolves and have the authority by resolution to overrule.
- 12.5 The Steering Group shall keep the Town Council and all interested parties informed of progress with regular reports.
- 12.6 The Steering Group shall be dissolved at the point of a Charitable Trust, Community Interest Company, or something similar being approved as the long-term management structure by the Full Council.

- 12.7 The Chair and/or Vice Chair of the Steering Group can be a Councillor or Non-Councillor, as appropriate, appointed by the Steering Group at their first meeting.
- 12.8 A minimum of five Councillors shall serve on the Steering Group.
- 12.9 The number of Non-Councillors on the Steering Group shall be four (in any future variation Non-Councillors shall not exceed the number of elected Councillors).
- 12.10 Decisions shall be taken by consensus and can be referred to the Town Council if a consensus cannot be achieved.
- 12.11 The Steering Group meetings are open to the public and press.
- 12.12 The Steering Group may assist the Council's appointed consultants with the collection of data, as directed by the Full Council (NB. This could just be a Full Council task).
- 12.13 The Town Clerk or Deputy Clerk will refer recommended expenditure to the Town Council for approval (unless already budgeted).
- 12.14 The Steering Group shall be quorate with no less than five (or one third) members present and shall meet monthly.
- 12.15 The Town Clerk or Deputy Clerk shall attend all formal meetings of the Steering Group to advise; accordingly, with administrative support staff to take minutes.
- 12.16 Un-staffed informal meetings of the Steering Group can be arranged for the collection of data, to further discussions on complex issues or discuss matters with interested parties. No decisions can be taken at informal meetings.



13. THE WATTON AND SWAFFHAM FOCUS GROUP

- 13.1 The purpose of the Watton and Swaffham Focus Group ('the Group') is to provide a co-ordinated forum to identify issues common to both towns, develop strategic responses to them, and present recommendations to the respective member organisations for action.
- 13.2 The Group membership shall comprise the Mayor and Town Clerk of Watton and Swaffham Town Councils, along with two representatives from the local development Partnerships (Iceni and Wayland)
- 13.3 External speakers, such as officers or councillors from Breckland and Norfolk local authorities, may be invited as agreed by the Chair of the host Town.
- 13.4 The Chair of the Group will alternate between the Mayors of Swaffham and Watton, each Mayor shall Chair in their respective host Town. Meeting venues shall also alternate between Swaffham and Watton respectively.

13.5 In meeting its objectives, the Group is specifically charged with:

- Taking a lead role in identifying issues common to Watton and Swaffham. For example, tourism, public engagement, planning, infrastructure, skills and economic growth needs.
- Pooling knowledge and resources from the town councils and partnerships to facilitate a strategic response to these common issues.
- Presenting recommendations to member organisations for actions to deliver the agreed response.

13.6 Once responses to identified issues have been agreed by the Group representatives, they will take the form of recommendations for action. These will be presented to each individual organisation for approval.

13.7 Individual member organisations will decide on their own internal processes for assessing and approving Group recommendations.

13.8 Unanimous approval from all four organisations is required for a decision to be carried.

13.9 Each member of the Group will be responsible for reporting on the work and recommendations of the Group within their own organisations, and for reporting back to the Group on any decisions made. Reports should be made quarterly by the Project support Officer and circulated to the Group in January, April, July and at the Annual meeting in October.

13.10 Notes of the meetings will be taken on a rotating basis by an officer of each organisation (responsibility is with the host Town).

13.11 There will be an annual meeting of the whole Group in October of each year. This will review activities during the year and inform plans for the coming year.

There will be a quarterly meeting of the Watton and Swaffham Town Clerks and the Project Support Officer to assess and report on collaborative working. This coincides with the production of Quarterly reports in January, April and July.

Any member of the group can propose additional meetings to focus on particular projects that are relevant to the whole group.

13.12 The quorum of the Group shall be four members but must include a member of each represented organisation. Substitute members can be used by each member organisation to ensure meetings are quorate and worthwhile.