

SWANAGE2027

“A driving force for change in the revitalisation of Swanage”

GOVERNANCE OF THE SWANAGE2027 PROJECT

August 2015

1. SWANAGE 2027 PROJECT

An overarching strategy for the revitalisation of Swanage was set in the Community Plan “Looking into the Future 2007-2027”. Many good ideas have also emerged from the Swanage Local Plan consultation. The strategic themes and objectives arising from these are included at Appendix 2.

The Community Plan strategic objectives and the ideas from the Local Plan are seen as being important for the future of Swanage and its revitalisation. Some have been talked about in Swanage over a number of years but with limited progress being made. Swanage2027 is focused upon moving ahead with projects to achieve these strategic objectives and following the Vision of:

“Swanage will be – A vibrant friendly and welcoming community with a thriving economy in a safe environment, whilst maintaining and enhancing the special character and culture of Swanage and its environs.”

The proposal is to set up a strategic collaboration between Swanage Town & Community Partnership (ST&CP), Swanage Town Council (STC) and Swanage & Purbeck Development Trust (S&PDT) and local volunteers.

The ST&CP Steering Group will be renamed Swanage2027 Steering Group and will be formed from representatives of the ST&CP Executive, STC Councillors, ST&CP ordinary members, and Trustees of the Swanage & Purbeck Development Trust.

Theme Working Groups will be formed by the Swanage2027 Steering Group to address the priorities from the Community Plan, the Swanage Local Plan, and other actions considered appropriate in the revitalisation of Swanage.

The organisation of the Swanage2027 Steering Group is described under 2. below.

The Terms of Reference for each Theme Group will be set by the Swanage2027 Steering Group.

Invitations for volunteers from the Community and its voluntary organisations will be managed by the Steering Group to add to the strength and depth of the Swanage2027 project in taking forward its proposed actions.

The support of the local Community will be essential for the success of Swanage2027, in delivering its objectives, and it is recommended that an early Marketing and PR strategy is formulated, including the creation of a Website and Facebook page.

2. THE SWANAGE2027 STEERING GROUP

The Swanage2027 Steering Group will provide the overview, manage the process and monitor the progress of the Swanage2027 Project. It will report to the main meetings of the ST&CP and provide Annual Action Plans for the ST&CP AGM.

The Steering Group will be made up of:

- Two nominated Swanage Town Councillors at least one of whom will be a Purbeck District Councillor;

- The Executive Officers of the Swanage Town and Community Partnership;
- Two Swanage Town and Community Partnership elected members;
- Two Trustees of the Swanage and Purbeck Development Trust.

The Steering Group will operate in accordance with the Terms of Reference appended to this paper (Appendix 1). The Steering Group will have the power to co-opt individuals, representatives of organisations, chairs of Theme Working Groups as temporary or permanent members of the Steering Group.

3. THE PROCESS

Theme Advisory Groups will research and document the background to their individual project areas and identify potential solutions. They will report to the Swanage2027 Steering Group with supporting draft project plans and early assessments of viability and proposed routes to funding, where necessary.

Viable projects that emerge from the Advisory Groups, in support of the Community, can then be funded, delivered and managed through a collaborative process making use of the Public and Private resources of the Swanage2027 collaborators.

The Swanage 2027 Steering Group will draft a recommended Annual Action Plan for consideration prior to each AGM of the ST&CP. The Steering Group will report back to the ST&CP on progress of projects at its quarterly meetings. Additional items for the Action Plans may be submitted by Swanage Town Council and Swanage & Purbeck Development Trust in areas within their jurisdiction and these will also be reported upon by the Steering Group.

4. CONCLUSION – UNDERSTANDING THE OPPORTUNITY

The Swanage Community Plan and the Swanage Local Plan consultations and workshops have set strategic objectives and identified some exciting opportunities for the future of Swanage and its “revitalisation”. The resulting Swanage Local Plan will set the development agenda through to 2027.

Swanage has the benefit of the ST&CP and the support of STC and PDC to coordinate the revitalisation strategy. The recent creation of the Swanage & Purbeck Development Trust provides an additional route to fund raising and management.

The ST&CP through the Swanage2027 Project will now take the lead in driving the “revitalisation” agenda.

With the final stages of the Swanage Local Plan in progress, the timing of this coordinated, approach is important. Swanage2027 will be able to raise awareness to the possibilities and involve the local Community in this “once in a generation” opportunity to revitalise Swanage for the benefit of all.

APPENDIX 1

SWANAGE 2027 STEERING GROUP TERMS OF REFERENCE

A. Area of operation, influence and impact

The area covered by the Swanage2027 project will include all areas within the Parish boundary. As the Swanage Community Strategy and the Swanage Local Plan are likely to impact on nearby parishes and settlements (e.g. Langton Matravers, Worth Matravers, Corfe Castle and Studland), the steering group will consult those parish councils at key points.

B. Timescales

The timescales of the Swanage2027 project will be 2015 – 2027. However, it is recognised that certain, longer term, projects are likely to extend beyond this date and provision should be made for the continuing management of such projects.

C. Existing Visions

The vision of the Swanage Community Strategic Plan and the Swanage Local Plan is that:

“Swanage will be – A vibrant friendly and welcoming community with a thriving economy in a safe environment, whilst maintaining and enhancing the special character and culture of Swanage and its environs.”

D. Purpose

The Swanage2027 Steering Group will provide a management overview and delivery framework for the assessment, appraisal and delivery of projects that meet the strategic aims and objectives of the Swanage Community Strategic Plan and the Swanage Local Plan.

E. Responsibilities

The steering group will:

- Lead the Swanage2027 project towards the strategic aims and objectives of the Community and Local Plans;
- Prepare an Annual Action Plan recommending courses of action and proposed projects to the AGM of the ST&CP;
- Ensure that the aims and objectives of the Community and Local Plans are fully considered and guide their refinement through community engagement;
- Prepare Terms of Reference for each Theme Advisory Group to secure appropriate governance in each area;
- Invite membership of Theme Advisory Groups and select Chair, from local organisations and individuals, to address priority issues identified in the Annual Action Plan;

- Consider and approve membership applications on the basis of: suitability for the task, recognised drive and enthusiasm, and abilities and skills to meet the needs of the appropriate Theme advisory group;
- Monitor the progress of each Theme Working Group and provide input as necessary to ensure the smooth running and continuing focus of each group;
- Promote and publicise the work and achievements of the Swanage 2027 initiative to ensure that the local community is fully aware of the proposed projects and their progress towards fulfilment;
- Provide progress reports to the quarterly meetings of the ST&CP;
- Recommending budgets for funding by ST&CP – e.g. seed funding for projects.

F. Membership

The Swanage2027 steering group will comprise of:

- Two nominated Swanage Town Councillors at least one of whom will be a Purbeck District Councillor;
- The Executive Officers of the Swanage Town and Community Partnership;
- Two Swanage Town and Community Partnership elected members;
- Two Trustees of the Swanage and Purbeck Development Trust.

G. Co-opted members

The Steering Group will have the power to co-opt individuals, representatives of organisations, chairs of Theme Advisory Groups as temporary or permanent members of the Steering Group.

Other people may be invited to attend meetings at the request of the Chairman on behalf of the steering group to provide advice and assistance where necessary. Invitees are not members of the steering group have no voting rights and may be requested to leave the meeting at any time by the Chairman. Members will cease to be a member of the steering group if they:

- resign from the steering group;
- fail to attend three consecutive meetings without providing apologies to the Chairman;
- no longer represent the body which originally appointed them;
- breach confidentiality;
- co-opted members will resign at the request of the steering group.

H. Chairman

The steering group will elect a Chairman from the membership, who shall serve for a period of 1 year. The Chairman's responsibilities are to:

- Schedule meetings and ensure steering group members receive timely notification;
- Invite guests and specialists to attend meetings when required by the steering group;
- Ensure all discussion items end with a decision, action or definite outcome;
- Review and approve the draft minutes before distribution;
- Guide the meeting according to the agenda and time available.

I. Vice-Chairman

The Steering group will appoint a Vice–Chairman to carry out the duties listed above in the absence of the Chairman

J. Secretariat

The Steering Group will appoint an individual to take on duties relating to taking and distribution of minutes, organising meetings, consultation and other events on behalf of the steering group.

K. Reporting

- The Swanage2027 Steering Group will prepare an Annual Action Plan for presentation to the AGM of the ST&CP.
- The Executive of Swanage Town Community Partnership will prepare reports for Swanage Town Council and Swanage Town Community Partnership and report back to the steering group.

L. Meetings

Quarterly meetings shall be held from the outset at an appropriate venue in Swanage to be agreed by the Steering Group.

The Steering Group may consider monthly meetings appropriate in the first few months to launch the project and set up and manage the Theme Working Groups.

Special or extraordinary meeting may be called by the Chairman as and when needed. The steering group may agree changes to the frequency of meeting as necessary.

M. Quorum

A quorum of members must be present before a meeting can proceed. At least 4 members must be present for the meeting to proceed, 3 of whom should represent 3 of the following: the ST&CP Executive; Swanage Town Council; Swanage Town Community Partnership; and Swanage & Purbeck Development Trust.

N. Voting and decision making

Decisions will generally be made by consensus. However, Swanage Town Council retains the right to advise the Steering Group relating to conformity with Swanage Town and Purbeck District council policies and any relevant legislation which may impact upon the decision.

O. Conduct of meetings

The following terms will apply to both the Steering Group and any working groups set up by the Steering Group.

Customary rules of debate will apply:

- The chair will have overall responsibility for ensuring the conduct of the meeting.
- All speaking at the meeting will be through the chair.
- All members of the Group will be expected to be inclusive and respect the views and contributions of others.
- Members of the Group will not represent a particular interest, lobby or action group.
- Any pecuniary or non-pecuniary conflicts of interest must be declared at the opening of any meetings and the appropriate course of action taken.
- Agendas will be published and distributed in advance of meeting of the group.
- Minutes will be distributed as soon as practicable and except for confidential matters will be made available to the public

P. Conflict of Interest

Where members of the Steering Group have other pecuniary and non-pecuniary Swanage related interests outside of the Swanage2027 project, and these conflict with the work and interests of the plan, members of the steering group should declare these interests at meetings and may be asked to withdraw from discussions and debates relating to those interests.

Q. Confidentiality

Members of the group may communicate with the press or other media or the public where agreed by the Steering Group. The project is likely to involve a number of issues and areas that may be sensitive and some information distributed at meetings might not be appropriate to disclose to the public until agreed by the group, the Council and its partners. Therefore, in addition to Schedule 12A of the Local Government Act 1972, members of the Steering Group will treat all discussions, debates and proceedings of meetings as confidential unless, or until, otherwise indicated and agreed for release by the Steering Group as a whole.

APPENDIX 2

The Vision and Strategic themes and objectives from the Community Plan “Looking into the Future 2007-2027” and the Swanage Local Plan

Vision

Swanage will be - A vibrant, friendly and welcoming community with a thriving economy in a safe environment, whilst maintaining and enhancing the special character and culture of Swanage.

Strategic Themes

The Strategic themes and objectives have been identified for Swanage following extensive consultation with the community, public sector and other agencies.

Economy and Employment

An environment for encouraging a diverse, thriving and prosperous local economy

Objectives:

- E1. Creating a vibrant town centre – improved town centre with more new shops to increase vitality
- E2. Creating opportunities for young people
- E3. Attracting new employment and creating business opportunities
- E4. Tourism – promoting, enhancing, increasing facilities

Housing and the Built Environment

A welcoming town to visit, offering everyone a safe friendly and affordable place to live and work.

Objectives:

- H1. Meeting the town’s affordable housing need
- H2. Improving accessibility and transport
- H3. Safeguarding the unique historic environment and townscape character

Natural Environment

A healthy and safe environment; maintaining and enhancing the character of the area.

Objectives:

- N1. Climate change, flood risk and coastal change management
- N2. Enhancing the town’s green infrastructure
- N3. Protecting and enhancing the natural environment
- N4. Aiming towards zero pollution
- N5. Energy Sources Development

Social, Community and Culture

A welcoming town with a strong community spirit, where everyone has the opportunity to take part in cultural, leisure and learning activities.

Objectives:

- S1. Providing facilities and services for residents and visitors
- S2. Maintaining public services and facilities in the town
- S3. Community Health & Care
- S4. Cultural Development Initiatives