



# **Service Plan 2016 – 2021**

## **Year 5: 2020 - 2021**

### **Introduction**

This is the fifth year of Warminster Town Council’s Service Plan and includes the management plan for the Civic Centre. It is a management tool intended to identify how the financial, human and technological resources available are to be used to achieve declared objectives set out in the Council’s Strategic Plan “Growing Town, Growing Services, 2016–2021”.

The plan is now set within the extraordinary ongoing Covid19 pandemic which continues to affect facilities provided by the council. Risk assessed and under constant review when the Government issues new rules and guidance, the council is now opening public conveniences, play areas and the outdoor gym. Officers have continued to provide the full range of council services to the public and members, and the Covid19 Communications Strategy is driven by and supports the Council’s Strategic Plan “Growing Town, Growing Services, 2016–2021”.

The Service Plan concentrates on the current municipal year, but several actions stretch well beyond this period. It is a living document which will be supported by financial and human resource planning and may be modified as situations develop. It will also be adapted or supplemented to support different funding applications as opportunities arise.

### **Background**

Towards the end of 2016 - 2017 the town council took on a number of services from the principal authority, Wiltshire Council, in order to influence the management of those facilities that were identified as important to the town and its residents; these were the Lake Pleasure Grounds, the public conveniences at the Central Car Park and the Lake Pleasure Grounds, and several bus shelters.

During the past three years a rapid consolidation of these assets into the town council’s administrative structure has taken place and the precept has increased to fund the additional running costs accordingly. This period has seen the Lake Pleasure Grounds awarded three green flags, boats re-introduced onto the lake, the café now successfully run by the council, the construction of the long awaited skatepark and the plans for the paddling pool now well underway with a provisional start date for construction of January 2021.

To ensure their survival and supported by the council's strategic plan, the town council has now taken responsibility for eight play areas in the town; whilst still owned by Wiltshire Council they are leased to the town council. The town council is now augmenting the minimal street cleaning provided by Wiltshire Council having purchased a road sweeper. Provision has been made in the budget via the precept and ear marked funds to take on further assets and services in the future. The increased workload has resulted in an increase in staff headcount; sweeper operative and Outdoor Spaces Supervisor.

## **Constitution**

During 2016–2017 the council updated its suite of policy documents which support the delivery plan. Some of these documents were statutory whilst others were best practice. All have formed part of the constitution. As a minimum, these have been reviewed annually for the Annual Meeting of the Council in May, or in line with business needs, prompted by changes in legislation or best practice. Where this has taken place, the policies have been brought before members for adoption.

## **Stakeholders and Clients**

The main stakeholders in the activities of the council are, and will continue to be:

- the electors
- residents
- businesses of the town

Other stakeholders are our partners such as Wiltshire Council, voluntary and community groups, local trusts, the police and other public and private organisations who work for the good of the town.

Our clients are the individuals, organisations, visitors, tourists and users of the town council's facilities and services, or those who benefit from its financial support.

## **Background: Capability Analysis**

Consultants undertook a "Situation Analysis" on behalf of the Council in May 2015, which set out:

- Warminster Town Council current situation
- the constraints around it
- alternative ways of moving forward which included benchmarking against current best practice

The headline conclusion then, which remains true today, is of a well-managed authority, ambitious but realistic councillors and a motivated workforce. A strength of the authority was that ideas and commitment to developing the council for the good of the town appeared to come from both members and management and were not driven solely by one or the other.

This “shared vision” avoided major internal conflict and led to a balanced and stable council.

The report found the council had strong leadership from key members and the town clerk and that staff were motivated and competent. The council was financially sound, strived for “value for money” but was not afraid to invest in the town.

It was noted that there was a track record of real progress over the preceding years and that there was a clear ambition to take the town forward. The exercise was repeated in February 2016 as part of the development of the Service Plan which was updated in 2017. The service delivery plan continues to be refreshed on an annual basis.

This updated report notes considerable further progress, with the council taking the opportunity to work in partnership wherever possible to ensure that time, money and resources are focused on supporting the Service Delivery Plan. During 2020 – 2021 and beyond this includes revising the Neighbourhood Plan, Climate Change Working Group and the Environment Services Working Group. The council has adopted a ‘Climate Change Declaration’, working in partnership with community groups.

The council has remained determined to play a key role in the future development and wellbeing of the town and has strengthened its financial position in order to gradually enhance its role and services to the benefit of local people. The council has recognised a need to plan where it is going in the longer term, resulting in the Strategic Plan. There is little doubt that the town council has a firm base on which to build and is well capable of managing a range of devolved services. Initially the town park, public toilets and additional bus shelters were assets devolved from Wiltshire Council, further assets have now been devolved including play areas and service delegation is now under review. The town council has built into the business plan resilience to manage those essential services which will continue to be delegated to the town over the next few years.

To reflect the council’s growing commitment to providing community assets and facilities in the most effective way the Devolved Services and Assets Committee has been replaced with the Environmental Services Committee and the Parks and Recreation Committee respectively. The former responsible for the maintenance contracts and service and asset devolution, with the latter responsible for the day to day running of outdoor spaces and recreation areas. This change has also meant a realignment for the Finance and Assets Committee, to Finance and Audit. These changes are progressive and continue to support the council’s overall strategy.

## **Marketing and Promotion**

Warminster Town Council’s main areas of promotion remain:

- Statutory and other information to help residents and businesses understand its decision making
- Marketing of its services to ensure accessibility for all and maximise income
- Promotion of the town to attract day visitors, shoppers, tourists and businesses
- Promotion to attract people looking to live in the town

- Promotion to businesses looking to invest in the town

In addition to a Communications and Marketing Policy the Council did retain a PR consultant whose expertise resulted in town and council events reaching a much wider audience within the county and nationally, via social media, well focussed press releases, building relationships with editors, the BBC and local commercial media organisations, and by officers producing quality press releases on items agreed by members at meetings. As we work within the uncertainty of the pandemic, keeping our profile high, communicating what we are doing and that we are preparing and working for the future (as per the Covid19 Communications Strategy, priority 3), re-instructing the PR consultant would be prudent and supports the overarching vision of the council.

Communications activity is a key driver in public perception of overall council performance and keeping residents informed, listening to their concerns and involving them when making decisions has a significant impact on their satisfaction with the council and its services. During the past 18 months the council had embarked on a programme of public engagement exercises which included the future of the town's play areas, putting green, litter hotspots, paddling pool. Engagement is key in providing a mandate (or not) for members to agree the direction of travel for the council. Having now received these mandates we are now in a period of delivery whilst continuing to engage over future projects, service delivery and asset delegation.

The council will continue to promote the town on its website, through social media, by improving signage, supporting local events, local tourism and business initiatives and local organisations. The council's Facebook account has a reach of approximately 10,000 per month.

The council will continue to market its services and promote local governance through its website and on social media, by providing a newsletter and notice boards and by supporting promotions of other public bodies and the voluntary and community organisations. In order to streamline the council's town develop the Town Development Sub-Committee has now been absorbed back into the Town Development Committee.

## **IT Provision**

Warminster Town Council considers e-business as vital to its efficiency and there has been a commitment to keeping abreast with technology and to adopt it where it delivers a proven benefit. This has resulted in the council upgrading its computer and telephone systems which provide better efficiency, safer working and has mitigated the council's risk of data loss. The new hardware and software have enabled officers to provide a continuity of service during the Covid emergency by working from home

Owing to Covid19 rules the council and its committees have been unable to meet in person since March 2020. However, a change in the law until May 2021, allows councils to meet and vote remotely as long as the public can hear and preferably see members. The town council has therefore invested in IT for members so that meetings can be transmitted live and the

work of the council can continue. Investment in councillor IT flows from and supports the Climate Change Declaration into the future and not just during the current pandemic.

Social media, Facebook and Instagram have been key to the growth in event management, engagement and encouraging footfall to the town. They are also key in promoting the town council's meetings, for example grants, democratic obligations and services. During the current pandemic they have proved to be invaluable methods of communication, along with the printed work and telephone.

The website now requires replacing. It will not comply with new access legislation to be introduced next year, and the system does not use a standard platform, which severely restricts officers' ability to change and add content. Within its current limitations the website does provide comprehensive range of information and is regularly updated. The Council will retain its Omega accounting and booking software and upgrade it as necessary. This is essential work for this year.

## Staff Development

Warminster Town Council has adopted the collective agreement known as the "Green Book" issued by the National Joint Council for Local Government Services (comprising representatives of employers and employees). It regularly revises its local conditions and personnel policies, Pension Discretion Policy, data protection, with the introduction of the General Data Protection Regulations (2018).

The Council sets out to reward the commitment of its staff, consistent with its financial resources, and to provide a satisfying and flexible working environment in which all staff can develop.

The Council has a core team of 13 (highlighted), but with seasonal variations and volunteers in CCTV up to 30:

- **Fiona Fox** B.A. (Hons), the Town Clerk, Responsible Financial Officer and Proper Officer to the Council, holds the Certificate in Local Council Administration, is a Fellow of the Society of Local Council Clerks and is a Chartered Member of the Institute of Personnel and Development. Full time
- **Tom Dommett** B.A. (Hons) the Assistant Town Clerk, holds the Certificate in Local Council Administration and is a member of the Society of Local Council Clerks. Full time
- **Judith Hall**, Office Manager. Part time
- **Ann Hedges** and **Jennie Withers**, Facilities Managers with responsibility for operating the Civic Centre. Full time job share
- **Mike Herriott**, CCTV Supervisor, plus two salaried operatives and volunteers. Full time
- **Stuart Legg**, Park and Outdoor Spaces Manager. Full time
- **Nina Woodard**, Café Supervisor. Part time

- **Adrian Rogers**, Outdoor Spaces Supervisor. Full time
- **Sally Ward**, Administration Assistant. Part time
- **Alan Bartlett**, Sweeper Driver. Full time
- **Two Civic Centre staff**, part time, there is currently a vacancy. plus a bank of casuals
- **10+ seasonal staff** – café and boats. For year 2020 – 2021 these numbers will be less owing to Covid-19 restrictions

All the team will continue to work to personal and team targets which will be related to the Service Plan objectives. An appraisal system is established, and a staff meeting is held every Tuesday morning at 9.30am. The Council has developed an annual training plan based on the needs identified from appraisals.

## Member Development

The council membership is 13. All members have been appointed following contested elections and there are no vacancies. Members resolve on policy and the direction of travel for the council, whilst officers execute those resolutions.

Members bring a vast range of skills and experience to the town council, however both local government and the business world are fast changing and informed decision making requires training and development. The council, in recognition of this, introduced a formal Development Programme for Members based on the following approach:

- Seminars and workshops to raise general awareness of topical issues.
- Training or awareness raising prior to making a key decision or policy.
- Skills development for individual members or groups of members.

Training courses, via the Wiltshire Association of Local Councils (WALC), Society of Local Council Clerks, internal training and information events run by Wiltshire Council are regularly circulated to members. Since the inception of the Development Programme for Members there has been a massive increase in the number of Webinars which gives all members the opportunity to engage in training and information sessions at a place and time to suit them. In obtaining Gold Council status in 2017 the council recognised and made a commitment to the majority of councillors participating in a member development programme.

The key actions for 2020-2021 are set out below in Priorities and Targets. The Service Plan is about ensuring the goals and actions set out in the Strategic Plan “Growing Town, Growing Services, 2016–2021” are properly resourced and delivered.

The council will receive reports on progress against the Service Plan.

## Key

**AD** = Administration

**ATC** = Assistant Town Clerk

**CCTVWG** = CCTV Working Group

**CON** = Consultant

**CTS** = CCTV Supervisor

**ESC** = Environmental Services Committee

**FAC** = Finance and Audit Committee

**FM** = Facilities Managers

**HRC** = HR Committee

**LPG** = Lake Pleasure Grounds

**NPPRWG** = Neighbourhood Plan Policy Review Working Group

**NTG** = Neighbourhood Tasking Group

**PRC** = Park and Recreation Committee

**POSM** = Park and Open Spaces Manager

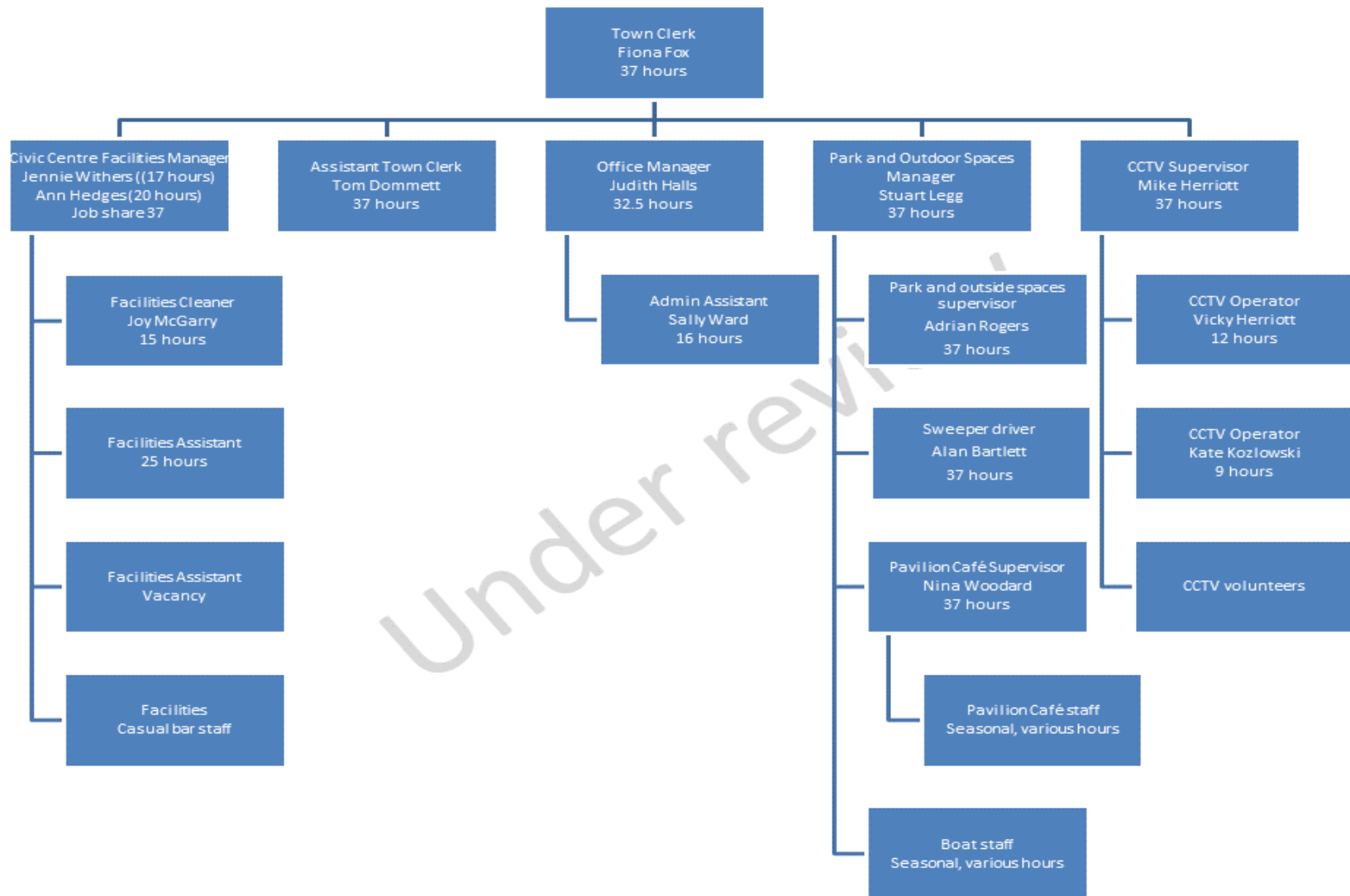
**TC** = Town Clerk

**TCM** = Town Council Member

**WC** = Wiltshire Council

**WTC** = Corporate Body

**WVDT** = Warminster and Villages Development Trust







Use observations on planning applications to ensure employment land in the West Urban Extension has clear separation from adjacent housing	<b>PAC, NPPRWG, TD</b>	<b>To March 2026</b>	<b>03/2020:</b> See above. Requested in NP will be reviewed in 2020. On-going.
<b>2. We will work to make our communities as inclusive as possible</b>			
Make observations on planning applications to ensure that new homes in the town adequately cater for young people and the older generation	<b>PAC, NPPRWG, TD</b>	<b>On-going</b>	<b>03/2020:</b> on-going
Equality Policy to further recognise the town's diversity and town council's services	<b>AD, TC</b>	<b>1<sup>st</sup> October 2010</b>	<p>A new Equality Act came into force on 1 October 2010. The Equality Act brought together over 116 separate pieces of legislation into one single Act. Combined, they make up an Act that provides a legal framework to protect the rights of individuals and advance equality of opportunity for all.</p> <p>The Act simplified, strengthened and harmonised legislation to provide Britain with a new discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.</p> <p>Any revisions will be in line with changes in law/best practice and will brought before members for adoption.</p>

<b>Engage with Wiltshire Council's Area Board for Warminster (AB) and its committees</b>	<b>WTC, TC</b>	<b>Ongoing</b>	<b>03/2020:</b> WTC will continue to work in partnership with the AB and is grateful for project funding. Attendance at CATG with partnership support for highways improvements within the town bring forward issues raised by members of the public. On-going. CATG and the AB are currently not meeting owing to Covid19 rules. Virtual meetings are being considered. However, we continue to liaise.
<b>Ensure the value of the community and voluntary sector is recognised by promoting their activities and encouraging the involvement of more citizens. Building a strong working partnership with the local WC Community Engagement Manager. (CEM)</b>	<b>WTC, AD, FM.</b>	<b>Ongoing</b>	<b>03/2020:</b> The council continues to be an active member of the Warminster Covid19 response group. We are working with various groups within the community which is already strengthening community relationships. We are engaging in information exchange so we can support events moving forward.
<b>Support community and voluntary groups with grants where it progresses the Council's strategic aims</b>	<b>WTC</b>	<b>Ongoing</b>	<b>03/2020:</b> grants will be awarded in line with council policy.
<b>Provide advice to community and voluntary groups and act as a gateway</b>	<b>TC, AD, WTC</b>	<b>Ongoing</b>	<b>03/2020:</b> as WC's services and direct access to advice are dwindling WTC's is increasing. We are currently and will continue to be a gateway during the pandemic.
<b>Review the grant scheme to ensure it prioritises funding towards delivery of the Strategic Plan</b>	<b>TC, AD, FAC</b>	<b>To April 2020</b>	<b>03/2020:</b> Members reviewed the grant scheme and resolved to award all grants in June and for budgeting purposes, partnership grants in October. This was reviewed in 2019.
<b>Seek to involve young people in the work of the Council and</b>	<b>WTC</b>	<b>To April 2021 and on-going</b>	<b>03/2020:</b> youth engagement is on-going and has included skatepark, Fairfield Farm has worked

<b>consult on interest to establish a Youth Council</b>			with the council in the Elizabeth Collyns Garden, school visits and projects in the LPG, play areas, work experience in the council offices.  Discussions for a Youth Council needs to take place. Advice can be sought from The Community Organisers Ltd.
<b>Climate Change Working Group</b>	<b>TC,CCWG, community</b>	<b>To 2026</b>	To continue developing a range of projects which flow from and support the declaration.
<b>3. We will work to make our town safer and healthier</b>			
<b>Continue to operate our CCTV service</b>	<b>CTS/CCTVWG</b>	<b>April 2020 and Ongoing</b>	<b>03/2020:</b> Liaison with the police service and other partners is on-going.  The service provided by CCTV is becoming more critical in helping our partners progress their investigations. To do this the service requires more coverage. Over the coming year an assessment will be made of future requirements and budgetary implications. CCTV is critical to developing a town culture where anti-social behaviour is unacceptable and perpetrators are identified. The police have fed back to the council that there are critical times when they require CCTV coverage: Saturday morning, after school and availability on Sunday morning on request.
<b>Work with police and other partners on community safety initiatives.</b>	<b>WTC</b>	<b>Ongoing</b>	<b>03/2020:</b> when required issues are brought to the NTG, Chair Cllr Pip Ridout. Liaise with police regarding current policing issues. Community Speed Watch is require where suitable roads have been identified.

<p><b>Support Shop watch and Pub watch schemes through the CCTV service</b></p>	<p><b>CTS</b></p>	<p><b>To March 2021 – on-going</b></p>	<p><b>03/2020:</b> CTS continues to attend these groups. Further work has taken place with businesses, encouraging the use of their handsets, and morning log-ins with the service has increased. This partnership working will continue. Further handsets will be purchased if necessary, this is included in the budget. Partnership working with The Three Horseshoes Walk, police, school and other organisations will continue and strengthen.</p> <p>On-going.</p>
<p><b>Update the Town flood/Resilience/Emergency Plan</b></p>	<p><b>WTC, TC</b></p>	<p><b>Sept 2019 (flood) March 2021</b></p>	<p><b>03/2020:</b> extensive work has taken place on the flood resilience plan in partnership with town flood wardens and WC. A scenario session took place during the autumn 2019. The templates for the resilience and emergency plans now need to be re-written, new flood wardens have been appointed, subject to committee ratification, and work will continue to March 2021.</p> <p>On-going.</p>
<p><b>Lobby for the retention and improvement of local health facilities as the town develops</b></p>	<p><b>WTC</b></p>	<p><b>To March 2026</b></p>	<p><b>03/2020:</b> TC attended Avenue Surgery patient support group, October 2016. WTC supports the MS Centre, Alzheimer’s Centre, Stroke Group amongst others. As issues arise WTC will review and engage.</p> <p>On-going.</p>
<p><b>Continue to have a ‘safe place’ at the Civic Centre for vulnerable people</b></p>	<p><b>TC, AD, FM</b></p>	<p><b>To March 2021</b></p>	<p><b>03/2020:</b> although the formal scheme no longer exists for new joiners, the Civic Centre</p>

			continues to operate as a 'safe place' and displays the logo at its entrance.
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<b>PRIORITY 2</b>	<b>A PLACE TO WORK</b>		
	<p><b>Enhancing economic prosperity by</b> supporting a quality retail offering whilst maintaining the heritage of the town and improving the street scene. Warminster will become a digital town and will be a fun and attractive place to visit.</p> <p><b>Conceptual Indicators</b></p> <ul style="list-style-type: none"> <li>(a) No increase in unemployment levels</li> <li>(b) Additional employment sites</li> <li>(c) Increased tourism</li> <li>(d) Increased number of businesses</li> <li>(e) Reduction in empty shops</li> </ul>		
<b>ACTIONS AND OUTPUT TARGETS</b>	<b>LEAD/OFFICERS</b>	<b>DELIVERY DATE</b>	<b>PROGRESS</b>
<b>1. We will work to enhance economic prosperity and seek to facilitate a spread of employment with more quality and sustainable jobs</b>			
<b>Lobby to locate new employment sites on the periphery of the town with access links to the bypass</b>	<b>WTC, NPPRWG</b>	<b>To March 2026</b>	<b>03/2020:</b> on-going.
<b>Lobby to retain and enhance smaller employment sites particularly where they enable 'start-up' activity or the expansion of existing businesses</b>	<b>WTC, NPPRWG</b>	<b>To March 2026</b>	<b>03/2020:</b> on-going.
<b>Create a web community linked to the Town Council</b>	<b>TC, AD</b>	<b>Ongoing, with target dates for March 2021.</b>	<b>03/2020:</b> links to local organisations/events are included on the website, but more on Facebook and other social media – reach to date for 2019 30k. A new website will be required for 2020-2021 to meet legal access requirement and also it

			<p>is required to future proof the council's strategic aims. This will be brought to members in due course.</p> <p>On-going</p>
<p><b>Work to improve the attractiveness of the street scene and public realm through improved street furniture and de-cluttering of signage</b></p>	<p><b>TDC, TC</b></p>	<p><b>To March 2021 and on-going</b></p>	<p><b>03/2020:</b> flags, banners, hanging baskets are now regularly seen in the town. A review of signage for de-cluttering is due, our sweeper will keep the street scene tidy. £400k fund is available to provide high streets face lift this is being investigated with WC. East Street and No3 continue to be issues. Any suggested improvements will be made to the TDC.</p> <p>On-going.</p>
<p><b>Provide publicity pack showing virtues of the town for retailers, to help attract inward investment</b></p>	<p><b>TPSC/TDC/ATC</b></p>	<p><b>To March 2021</b></p>	<p><b>03/2020:</b> a town map has been produced. Since the service delivery plan was formed there are now much more effective ways of achieving this objective, including Visit Wiltshire, FB, wider county and neighbouring county press.</p>
<p><b>Continue the parking partnership refund scheme</b></p>	<p><b>WTC, AD</b></p>	<p><b>To March 2021</b></p>	<p><b>03/2021:</b> the parking partnership has been further promoted via social media, press releases and has featured in radio promos. Work is currently taking place to increase the size of the ads at each participating car park in Warminster. Local retailers and businesses currently not in the scheme, have been approached to join. The monthly claims have dwindled owing to Covid19, with WC initially offering free parking. This arrangement is now rescinded, therefore PP may increase. On-going.</p>

<p><b>Work with partners to support the re-establishment of the Chamber of Commerce</b></p>	<p><b>WTC, TDC, TC</b></p>	<p><b>March 2021</b></p>	<p><b>03/2020:</b> there is a note to confirm that the TC held discussions with Community Partnership in October 2016 regarding this item. TPSC comprises of local businesses, councillors, WPDT and invited guests. During 2020 WTC may wish to consider whether this item needs to be pursued once again, with WTC as the enabler. The Town Promotion Sub-Committee did not pursue this and now the TPSC has been merged into the TDC, this item will be placed on their agenda. October 2020</p>
<p><b>2. We will seek to preserve existing services and facilities and support the establishment of new accessible local services</b></p>			
<p><b>Continue Warminster's already good relationships with its army garrisons</b></p>	<p><b>WTC, TC, AD</b></p>	<p><b>To March 2020 and on-going</b></p>	<p><b>03/2020:</b> productive and supportive engagement has continued. WTC supported the garrison with the town's bonfire help with town issues, often highways related. The garrison are active partners with the town's Remembrance Service and are invited to town events. The partnership has been further strengthened with the skate park. They are represented on the CCTV working group and regular meetings take place with the clerk.</p> <p>On-going: to support this the council may wish to explore ways in which it can support the Military Covenant. New contacts will have to be made with a change of regiment.</p>
<p><b>Lobby for proper provision to be made for additional demands on services and infrastructure, as development is approved within and outside the town</b></p>	<p><b>WTC, TC, WC</b></p>	<p><b>To March 2026</b></p>	<p><b>03/2020:</b> WC are midway through a devolution programme of their assets and services. This is ongoing with the assets register delayed owing to a change in CEO.</p>



<p><b>Support the economic regeneration of the town centre in accordance with the Town Plan</b></p>	<p><b>WTC, NPPRWG, TC, AD</b></p>	<p><b>To March 2026</b></p>	<p><b>03/2020:</b> ongoing. The Warminster Area Board has reformed the Regeneration Working Group; meetings are taking place with local partners. Private partnerships may need further investigation in 2020, whilst working towards broad permissions from WC.</p>
<p><b>Lobby for the relocation of the market to a more prominent location on a retail loop</b></p>	<p><b>WTC, TC</b></p>	<p><b>Complete</b></p>	<p><b>03/2019:</b> the market has relocated to the back of The Three Horseshoes Walk.</p>
<p><b>Support the Economy and Tourism Group in benchmarking the town centre against other market towns</b></p>	<p><b>WTC, TPSC, TC, WVDT</b></p>	<p><b>On-going</b></p>	<p><b>03/2020:</b> the benchmarking exercise took place last year by the WVDT, WTC continues to support this, and is grateful to the volunteers that produce these valuable statistics. WTC continues to be a member of the Market Towns Forum steering committee.</p> <p>On-going: could use the stats in the development of a (digital) retail pack.</p>

<h1>PRIORITY 3</h1>	<p><b>A PLACE TO ENJOY</b>  <b>Improving the quality of the public realm</b> through recognising that the state of the local environment reflects the quality of the town and the council will identify actions to supplement the neighbourhood planning process to improve the local environment for all ages, particularly the old and vulnerable, and provide facilities and services for younger people.</p> <p><u>Conceptual Indicators</u></p> <ul style="list-style-type: none"> <li>(a) More cycle routes around the town</li> <li>(b) Lower carbon footprint for council</li> <li>(c) More listed buildings improved</li> </ul>		
ACTIONS AND OUTPUT TARGETS	LEAD/OFFICER	DELIVERY DATE	PROGRESS
<p><b>1. We will protect and enhance our local environment and public realm</b></p>			
<p><b>Lobby for new settlement boundaries which exclude key leisure and environmental sites identified in the Neighbourhood Plan</b></p>	<p><b>WTC, NPPRWG, TD</b></p>	<p>To March 2026</p>	<p><b>03/2020:</b> Review has taken place. NP is under review.</p>
<p><b>Continue to act as a gateway to other agencies in order to resolve issues</b></p>	<p><b>WTC, TC, AD</b></p>	<p><b>On-going</b></p>	<p><b>03/2020:</b> On-going. As other partners reduce their service provision WTC is seeing a significant increase in demand for gateway services.</p>
<p><b>Undertake an environmental audit of the Council</b></p>	<p><b>TC, AD</b></p>	<p><b>March 2020</b></p>	<p><b>03/2020:</b> the council's Environmental Policy is considered in every officer recommendation to members. The council has now formed various working groups which together will fall under the council's Environment Policy.</p>
<p><b>Prepare a carbon footprint for the Council's premises and activities</b></p>	<p><b>TC, AD</b></p>	<p><b>March 2020</b></p>	<p><b>03/2020:</b> a business carbon footprint comprises of the following essential data:</p> <ul style="list-style-type: none"> <li>• Energy, gas and water</li> </ul>

			<ul style="list-style-type: none"> <li>• Business travel</li> </ul> <p>The council received a poor energy rating for the Civic Centre which was brought before members of HR during 2018. Methods for improving the rating were investigated but there were no easy answers owing to the structure of the building vis a vis wall insulation, loft, solid floors. However, sensors for lights have been installed and the management plan for the centre are being reviewed to improve the rating.</p>
<b>Support the community joining the transition town network</b>	<b>WTC, TC</b>	<b>March 2020</b>	<b>03/2020:</b> The clerk has taken meetings with the managing director Nick Gardham from The Community Organisers Ltd. Arrangements will be made in due course for Nick to informally speak with members regarding transition town networking and what is required to pursue the vision of a transforming town. Those towns involved with the transition network in Wiltshire are; Cosham, Marlborough, Swindon and Salisbury. Covid will delay the meeting, but the Transition Network could be referenced with the new working groups.
<b>Develop management systems for park and open spaces</b>	<b>DSA, TC</b>	<b>March 2019 - 2020 And to March 2021 for the idverdi contract</b>	<b>03/2020:</b> A detailed management plan is in operation at the LPG and idverdi will continue with their contract until 2021. The plan is evolving as the LPG develops. The next review will be by March 2020 and will include the new skatepark and will be refined for any changes to the paddling pool. There has been an extensive expansion to the maintenance portfolio with the transfer of the

			eight town play areas. An iterative approach is being applied to the management system.
<b>Seek to influence others to look after our environment, through governance, responding to consultations and by example</b>	<b>WTC, TC</b>	<b>To March 2021 - on-going</b>	<b>03/2020:</b> The council's growing programme of community engagement has been put on hold during Covid. However, priority 3 of the Covid19 Communications Strategy is working now for the future. Meetings of the new working groups are taking place on line, we are becoming a greener council and will continue what we have started already with our energy suppliers, disposables, recycling regimes and energy reduction initiatives.
<b>2. We will protect and enhance our heritage</b>			
<b>Support the museum and local history groups</b>	<b>WTC, TC</b>	<b>On-going</b>	<b>03/2020:</b> Where specific projects are highlighted these will go to members for resolution, informed by the Strategic Plan, officers will execute accordingly and amend the Delivery Plan where necessary.
<b>Ensure green open spaces and sightlines to key features are preserved when development is proposed</b>	<b>PAC, NPPRWG, WTC</b>	<b>To March 2026</b>	<b>03/2020:</b> In NP and areas designated.
<b>Support the expansion of primary and secondary education to provide facilities for a growing town</b>	<b>PAC, NPPRWG, WTC</b>	<b>To March 2026</b>	<b>03/2020:</b> In NP which is under review.
<b>3. We will promote tourism</b>			
<b>Work with partners to develop a brand for Warminster and to promote the town</b>	<b>TPSC, TC</b>	<b>To March 2021</b>	<b>03/2020:</b> the council's strategy is the starting point from which the brand develops. The live, work, enjoy themes are used consistently. We have developed a house style which we use for

			<p>advertising council events. We work in partnership with Visit Wiltshire and have a strong working relationship with The Three Horseshoes Walk. We liaise and build relationships with local businesses by visiting and involving them in annual events. We feed their views back to members via TD.</p>
<p><b>Promote tourism and Warminster as a destination not to be missed and as a place to visit, live and work</b></p>	<p><b>WTC, TPSC, TC</b></p>	<p><b>To March 2021</b></p>	<p><b>03/2020:</b> WTC became members of Visit Wiltshire (VW) some years ago but was underutilised. The resource is now used regularly to promote the town and events. We signpost businesses in the town to the free entries they can make on the VW website. The VW holds stock photographs of Warminster which the town can use for its own publicity, and the town is feeding photographs into the resource which are also used by other publications, both nationally and internationally, which promotes the town. The theme Visit, Live and Work is used in publicity and is the foundation stone when considering events/digital/copy/supporting other events in the town and how to promote it further. We use the Community Hub as a tourism access point. Budget allocation will be made to reengage WTC's PR consultant to support delivery of the council's strategy; subject to member's approval.</p> <p>On-going and growing.</p>
<p><b>Deliver an indoor Christmas Market and outdoor Christmas Lights event</b></p>	<p><b>TPSC, TC, FM</b></p>	<p><b>November 2020</b></p>	<p><b>03/2020:</b> these events take place the last weekend in November. The Christmas Market is already filling up and planning the Christmas lights event will start in due course. A larger event was staged in 2019, this received good</p>

			publicity for the town, and was sponsored by several businesses in the town. A similar event will be planned for this year. However, this is subject to change owing to Covid19.
<b>Support Inspire music event, Wobble, Carnival</b>	<b>WTC, AD</b>	<b>March 2020</b>	<b>03/2020:</b> The 2020 list of events has been hit by the Covic19 pandemic. However, funds remain available as and when the situation changes. A civic event involving the community is currently under discussion.
<b>Develop an events package</b>	<b>FM, TPSC, TC</b>	<b>On-going</b>	<b>03/2020:</b> we have developed an extensive range of events, for all of ages and interests. Some of these are in partnership with others e.g. Runs in the Park. Whatever activities are considered, resources, funding, publicity and supporting the strategic aims of WTC are always considered.
<b>Continue to support the Community Hub which provides for tourism</b>	<b>WTC, TPSC, TC</b>	<b>To March 2021</b>	<b>03/2019:</b> Financial support and material supplied. Ongoing
<b>Support local publications for promotion of the town and facilities</b>	<b>WTC, TC, FM</b>	<b>To March 2021</b>	<b>03/2019:</b> Use is still made of local print publications, including The Warminster Journal. On-going.
<b>4. We will recognise the range of leisure and sporting assets and seek to add to them</b>			
<b>Support and lobby for new leisure facilities within significant developments in the town</b>	<b>WTC, NPPRWG, PAC, TDC</b>	<b>To March 2026</b>	<b>03/2019:</b> The NPPRWG will continue to review any applications which require scrutiny for compliance with the NP and feedback to TDC or inform other committees when appropriate e.g. PAC.

<b>Oppose new developments where recreation or sports facilities are lost unless equivalent provision is provided</b>	<b>PAC, NPPRWG, WTC</b>	<b>To March 2026</b>	<b>03/2019:</b> The NPPRWG will continue to review any applications which require scrutiny for compliance with the NP and feedback to TDC or inform other committees when appropriate.
<b>Support the development of improved amenities for arts and cultural activities</b>	<b>PAR, FAC</b>	<b>To March 2020</b>	<b>03/2020:</b> WTC has awarded grants for arts and cultural activities with the town.
<b>Promote cycling by developing cycling route maps</b>	<b>TPSC, AD</b>	<b>To March 2021</b>	<b>03/2020:</b> where we are asked to promote cycling events we do, links can be given to current cycle routes and included on the website/Facebook/VW e.g. <a href="http://www.connectingwiltshire.co.uk/wp-content/uploads/2015/04/Warminster_March_15_WEB.pdf">http://www.connectingwiltshire.co.uk/wp-content/uploads/2015/04/Warminster_March_15_WEB.pdf</a>
<b>Produce walking route maps and promote local countryside for walks</b>	<b>TPSC, AD</b>	<b>To March 2021</b>	<b>03/2020:</b> this is ongoing. The Tree Trail was published last year and the council is engaging proactively with community groups regarding cycling and walking initiatives.
<b>Carry out consultation exercise on Lake Pleasure Grounds</b>	<b>DSA, TC, POSM</b>	<b>March 2021</b>	<b>03/2020:</b> we are now focussing on the delivery following extensive engagement exercises. The outdoor gym is now installed and the paddling pool regeneration is a work in progress.

<h1>PRIORITY 4</h1>	<p><b>A COUNCIL TO DELIVER</b>  <b>Developing the capacity and skills within the Council to equip it for taking on more locally controlled services</b>, leading Warminster to a better future, by listening to and acting upon resident's views to improve services and facilities, by assessing need, by delivering them locally and by improving the effectiveness and efficiency of these services and therefore delivering better value for money for residents.</p> <p><u>Conceptual Indicators</u></p> <ul style="list-style-type: none"> <li>(a) Excellent audit reports</li> <li>(b) Complete the final stage (Gold) of the Local Council Award Scheme</li> <li>(c) Establishing an integrated quality system and action plan</li> <li>(d) Increased number of staff and members with key skills</li> <li>(e) Increased external funding to Council</li> </ul>		
ACTIONS AND OUTPUT TARGETS	LEAD OFFICER	DELIVERY DATE	PROGRESS
<b>1. We will develop capacity and a diverse skill base within the Council</b>			
<b>Develop an active Member Training and Development Programme</b>	<b>HR, WTC, TC</b>	<b>March 2021</b>	<b>03/2020:</b> the training policy was delivered in 2016 and members are sent details of courses and information events by Wiltshire Association of Local Councils (WALC), Wiltshire Council (WC), Society of Local Council Clerks (SLCC) and in-house training whenever they are received by officers. Training and updates in specific areas such as planning and finance are also circulated and are essential for informed debate. Uptake is poor and this item will need to be presented to HR/WTC for review and agreement on the way forward. The council's Gold Award status could be in jeopardy if there is no improvement. <b>This comment remains unchanged from 03/2019.</b>
<b>Deliver training programme for Civic Centre staff</b>	<b>FM</b>	<b>March 2021</b>	<b>03/2019:</b> appraisals and training programmes are informed by the targets of the service



			delivery plan on-going. Covid19 will affect all staff training plans. Alternatives are being sought, webinars, online etc.
<b>Undertake Annual Business Risk Assessment</b>	<b>TC</b>	<b>March 2021</b>	<b>03/2020:</b> Completed.
<b>Undertake Safety Risk Assessments and prepare Action Plans</b>	<b>All council departments</b>	<b>March 2020</b>	<b>03/2019:</b> Completed.
<b>Attract external funding relevant to implementing the Strategic Plan</b>	<b>TC, ATC</b>	<b>To March 2021</b>	<b>03/2020:</b> CIL, the Dewey Trust, community funds, The Fudge Trust and other project specific funds are researched when required. The paddling pool 2020 – 2021 project will utilise: The Dewey Trust, CIL, ear marked reserves.
<b>Develop a range of quality-based operating procedures for the Town Council, CCTV and Civic Centre operations, and all of the outside spaces</b>	<b>TC, AD, FM, CTS, POSM</b>	<b>March 2021</b>	<b>03/2020:</b> achieved: subject to reviews. These are reviewed in line with legislative changes, best practice, council needs and partnership working. E.g. GDPR, police feedback etc. On-going.
<b>Create a comprehensive database of business/organisation email contacts for mailshots</b>	<b>AD</b>	<b>Finished.</b>	<b>03/2019:</b> Completed. Given the rise of social media, mail shots per se are not used and email contacts can be problematic regarding GDPR. Solution; that we use our social media accounts/WV/PR to promote.
<b>Review staffing structure relating to devolved services</b>	<b>TC</b>	<b>To March 2021</b>	<b>03/2020:</b> ongoing. To report to HR Committee August 2020.

<b>Update the Staff Training and Development Plan</b>	<b>TC</b>	<b>March 2021</b>	<b>03/2020:</b> completed. Staff appraisals and training and development now incorporated into 'business as usual'.
<b>Attain Local Council Gold Award</b>	<b>TC</b>	<b>March 2021</b>	<b>Achieved 2017.</b> The council may seek re-accreditation at the same level after four years. If it does not achieve a new accreditation or re-accreditation before four-year end-date, it loses its award. Council needs to resolve whether to reapply.
<b>Agree 2017–2018 Service Plan</b>	<b>TC</b>	<b>March 2017</b>	<b>Complete.</b>
<b>Agree 2018 – 2019 Service Plan</b>	<b>TC</b>	<b>May 2018</b>	<b>Delay agreed. Approved June 2019.</b>
<b>Agreed 2020 – 2021 Service Plan</b>	<b>TC</b>	<b>July 2020</b>	<b>06/2020:</b> Completed. The plan is now up to date.
<b>Investigate relocating CCTV and selling Dewey House</b>	<b>TC, CTS</b>		<b>03/2020:</b> Investigations started May 2016. This item needs a re-stating of policy by the council.
<b>Review Standing Orders and Financial Regulations</b>	<b>TC</b>	<b>May 2020</b>	<b>03/2020:</b> Complete. This requires review on an annual basis. This year refreshed with new levels of spending to support the efficient delivery of services and Covid19 regulations.
<b>Upgrade the current range of policies to support the Strategic Plan</b>	<b>TC, ATC</b>	<b>To March 2021</b>	<b>03/2020:</b> policies were agreed in 2016. These are reviewed when necessary and presented to council accordingly. New policies for 2020 include climate change, environmental and resilience.
<b>2. We will deliver excellent local services according to both need and consumer choice</b>			

<b>Facilitate democratic decision making at meetings by timely summons/notices, agendas and minutes</b>	<b>TC, ATC, AD</b>	<b>May 2021</b>	<b>03/2020:</b> interim audit complete with no issues to highlight, final audit due in July. The key output and targets noted are statutory requirements.
<b>Archive or dispose of council documents in accordance with the Document Retention and Disposal Policy</b>	<b>AD, FM, CTS</b>	<b>To March 2020</b>	<b>03/2019:</b> 'Shred It' used for secure disposal. Archiving underway. Policies amended when required by legislation or best practice.
<b>Continue to operate the Civic Centre to Management Plan, including health and safety and fire regulations, and to increase bookings</b>	<b>FM</b>	<b>To March 2021</b>	<b>03/2021:</b> This area is closed owing to Covid19 rules. However, in line with the council's Covid 19 Strategy priority 3 – planning for the future, ideas will be presented to members in due course.
<b>Continue to operate information gateway to Wiltshire Council and hot-desk provision for their staff</b>	<b>TC, AD, FM</b>	<b>Finished</b>	<b>03/2020:</b> Owing to the town council's expanding headcount, this arrangement was cancelled in spring 2020.
<b>Remain eligible for the General Power of Competence</b>	<b>TC, WTC</b>	<b>To March 2021</b>	<b>03/2020:</b> Complete
<b>Continue provision and maintenance of bus shelters and benches</b>	<b>TC, POSM</b>	<b>To March 2021</b>	<b>03/2020:</b> continues under the idverdi contract. Repairs carried out when necessary.
<b>Take over the ownership and maintenance of additional bus shelters from Wiltshire Council</b>	<b>TC, POSM,</b>	<b>To March 2021</b>	<b>03/2020:</b> A WC assets register was requested during 2019 - 2020. This is still awaited so we can carry out a definitive audit. The current delay is owing to the departure of Alistair Cunningham.

<b>Continue to support a Town Crier</b>	<b>FAC</b>	<b>To March 2021</b>	<b>03/2020:</b> Ongoing and finance in place. The Town Crier has now retired and if members resolve, a replacement will be sought.
<b>Continue to support Warminster Community Radio</b>	<b>WTC, FAC</b>	<b>To March 2022</b>	<b>03/2020:</b> Agreed additional 5-year plan for finance from April 2017 and runs with Ofcom licence. The service delivery plan provides full coverage, both PA and broadcast, for all main council events, services and ad hoc projects.
<b>Continue to maintain public open space areas through contractor and monitor standards</b>	<b>TC, POSM, ESC</b>	<b>To March 2021</b>	<b>03/2020:</b> idverdi contract extended. On-going. Eco friendly and biodiverse ways of managing the spaces are under review with the ESC Working Group.
<b>Maintain three closed churchyards</b>	<b>TC, POSM, FAC</b>	<b>Ongoing</b>	<b>03/2020:</b> all three falls under the idverdi contract. The exact status of the Minister Church is still under review and will be presented to members when clarification is forthcoming.
<b>Deliver Remembrance Day Parade</b>	<b>TC, AD</b>	<b>November 2021</b>	<b>03/2020:</b> arrangements will continue as usual, but Covid19 may affect delivery.
<b>Maintain town Obelisk and War Memorial</b>	<b>TC, POSM, TD, FAC</b>	<b>On-going</b>	<b>03/2020:</b> incorporated into our maintenance plan. Business as usual. War Memorial is now Grade II listed.
<b>Manage Dewey House and its tenants including health and safety and fire regulations</b>	<b>CTS</b>	<b>On-going</b>	<b>03/2020:</b> on-going.
<b>Continue to make observations on planning applications</b>	<b>PAC, NPPRWG</b>	<b>To March 2021</b>	<b>03/2019:</b> on-going, and for relevant plans the NPPRWG will meet.

<b>Lobby Wiltshire Council for an appropriate share of the Community Infrastructure Levy</b>	<b>WTC, TC</b>	<b>To March 2020</b>	<b>03/2020:</b> Complete. The council is now in receipt of CIL. A CIL working group has been established to review projects for CIL funding and to rank accordingly; a policy and procedure has been introduced and the money is now helping to deliver projects.
<b>Continue to operate allotments through a holders' association</b>	<b>Tynings Allotments Assn.</b>	<b>10-year lease 2016 - 2026</b>	<b>03/2020:</b> regular updates are received from the allotment association and a WTC member is appointed to the AA Committee. On-going.
<b>3. We will provide excellent communications and transparency</b>			
<b>Continue to expand information on the website</b>	<b>TC, AD</b>	<b>On-going.</b>	<b>03/2020:</b> on-going and driven by legislations, the legal work of the council, events, transparency. However, website is rapidly not fit for purpose with new access legislation due in autumn 2020, and the platform makes it difficult/impossible for basic areas to be amended by staff. This will be brought to members once requirements are clearer and an informed decision can be made. On-going.
<b>Continue to develop the use of social media</b>	<b>AD</b>	<b>On-going</b>	<b>03/2020:</b> development is on-going with Facebook and Instagram.
<b>Quarterly newsletters for homes and businesses</b>	<b>TC, AD</b>	<b>On-going</b>	<b>03/2020:</b> the quarterly newsletters are on-going and form part of the council's Gold Award status.
<b>Continue to publish our budget, accounts, expenditure and audit reports on the website</b>	<b>TC</b>	<b>On-going</b>	<b>03/2020-:</b> on-going

<b>Continue to publish internal and external audit reports on the website and in the press</b>	<b>TC</b>	<b>On-going</b>	<b>03/2020: Ongoing</b>
<b>Continue to publish minutes of meetings on the website</b>	<b>TC, AD</b>	<b>On-going</b>	<b>03/2020: Ongoing</b>
<b>Continue to advertise forthcoming meetings in local newspaper</b>	<b>AD</b>	<b>On-going</b>	<b>03/2020: On-going in The Warminster Journal</b>