



Service Plan 2016 – 2021

Year 4: 2019 - 2020

Introduction

This is the fourth year of Warminster Town Council's Service Plan which 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 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 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 respectively, and several bus shelters.

During the past 18 months 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 saw the Lake Pleasure Grounds awarded two green flags, boats re-introduced onto the lake, the café coming under the management of the town council and an engagement exercise agreed regarding the future use of the putting green and plans for the paddling pool.

Going forward, to ensure their survival and supported by the council's strategic plan, the town council is in the process of assuming responsibility for 8 play areas in the town which are currently owned by Wiltshire Council. Provision has already been made in the budget via the precept and ear marked funds to take on these additional assets, which will be on a lease basis in the first instance, and the increased workload will result in an increase in staff headcount. The skatepark project was transferred to the town council from The Friends of Warminster Park in autumn 2018 in order to bring this ambitious project to conclusion. The provisional start date for works is 3rd June 2019 with preliminary works starting prior to this.

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. These have been reviewed regularly, in line with business needs and/or 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 and
- 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:

- the existing position in which Warminster Town Council found itself.
- 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.

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.

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. The town park, public toilets and additional bus shelters were the first services to be negotiated with Wiltshire Council, more assets are currently being devolved and the council has built into the business plan resilience to manage those essential services which will be delegated to the town over the next few years.

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 now retains a PR consultant. This expertise has 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. From January 2019 to date our Facebook postings have reached over 30k and in one week we received 1.6k responses to Spring in the Park. The Lake Pleasure Grounds is now featuring on Trip Advisor, with excellent feedback.

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 has embarked on a programme of public engagement exercises including the future of the town's play areas, putting green, litter hotspots. Community Speed watch should be running in due course. Engagement is key, in providing a mandate (or not) to members to agree the direction of travel for the council.

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 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.

IT Provision

Warminster Town Council considers e-business as vital to its efficiency. It will ensure it keeps abreast with technology and will adopt it where it delivers a proven benefit. To date the council's

provisions in this area have been fit for purpose, but looking forward they are not and this will need to be addressed to deliver the council's strategy.

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.

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.

Staff Development

Warminster Town Council has adopted the collective agreement known as the "Green Book" issued by the NJC 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 have the opportunity to develop.

The Council has a core team of 12 (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.
- **Tom Dommett** B.A. (Hons), the Assistant Town Clerk
- **Judith Hall**, Office Manager
- **Ann Hedges** and **Jennie Withers**, Facilities Managers with responsibility for operating the Civic Centre.
- **Mike Herriott**, CCTV Supervisor, plus two salaried operatives and volunteers
- **Stuart Legg**, Park and Outdoor Spaces Manager
- **Lucy Guy**, Café Pavilion Supervisor, plus two additional staff members
- **Sally Ward**, Administration Assistant
- **Three Civic Centre staff**, plus a bank of casuals
- 10+ seasonal staff – café and boats

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 8.30am. 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 and 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 2019 - 2020 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

DSA = Devolved Services and Assets Committee

FAC = Finance and Assets Committee

FM = Facilities Managers

HRC = HR Committee

LPG = Lake Pleasure Grounds

NPPRWG = Neighbourhood Plan Policy Review Working Group

NTG = Neighbourhood Tasking Group

POSM = Direct Services Supervisor

TC = Town Clerk

TCM = Town Council Member

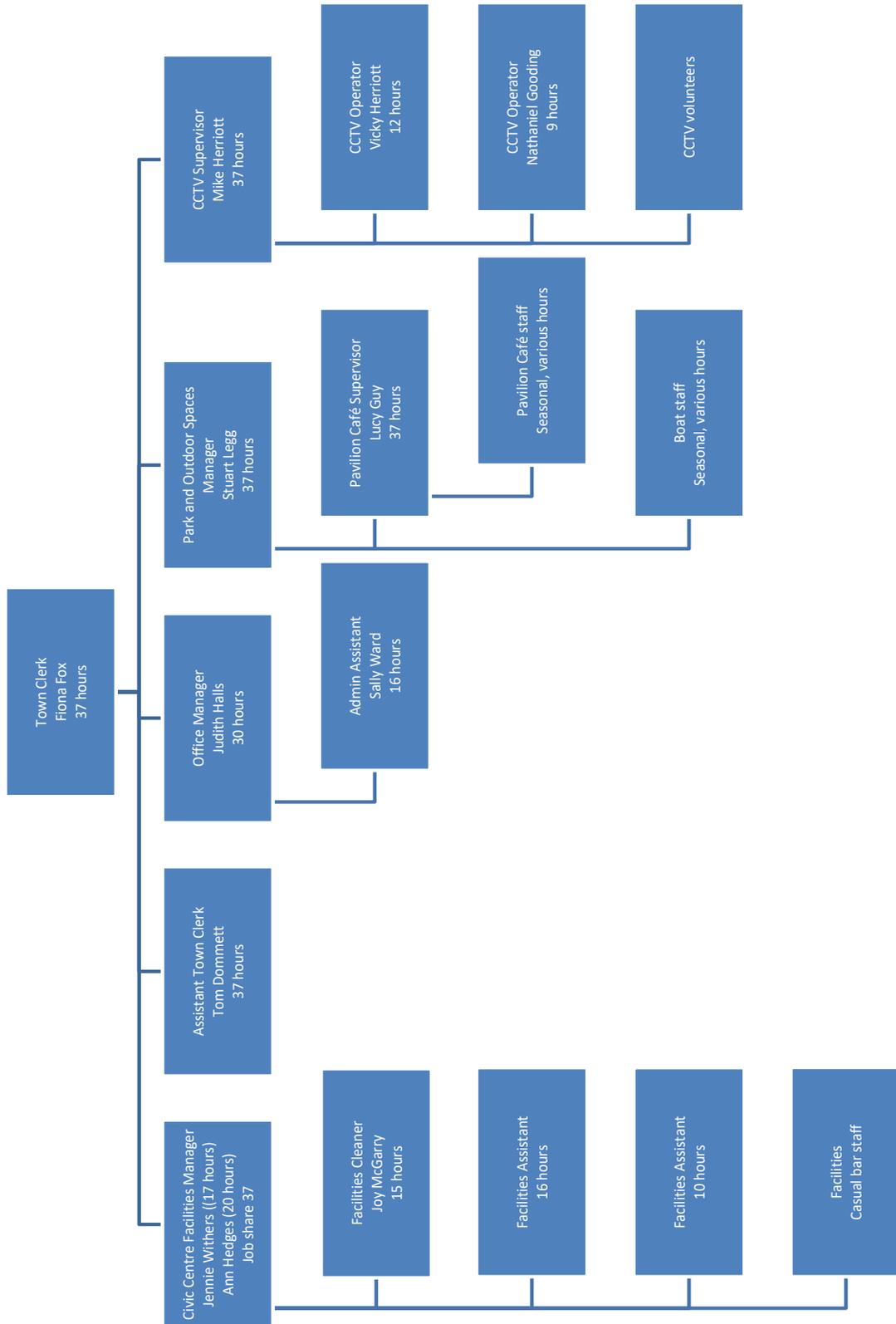
TDC = Town Development Committee

TPSC = Town Promotion Sub-Committee

WC = Wiltshire Council

WTC = Corporate Body

WVDT = Warminster and Villages Development Trust



PRIORITY 1

A PLACE TO LIVE

Maintaining and enhancing the social wellbeing of the town by providing a variety of leisure facilities and encouraging a sense of civic pride across all age groups, improving the level of public engagement and providing a safe place to live work and enjoy.

Conceptual Indicators

- (a) More new homes, affordable and starter homes
- (b) More energy efficient homes
- (c) Increase in voluntary groups
- (d) Young people involvement
- (e) Reduction in crime and antisocial behaviour

ACTIONS AND OUTPUT TARGETS	LEAD/OFFICERS	DELIVERY DATE	PROGRESS
1. We will work to ensure we get housing that Warminster needs			
Work closely with Wiltshire Council (WC) to ensure we achieve the correct mix of new houses through the Core Strategy and Neighbourhood Plan and design which preserves Warminster's character	PAC, NPPRWG, TDC	To March 2026	<p>03/2019: NPPRWG meet on an ad hoc basis to review WC plans which fall within the scope of the NP. The group's findings are reported to TDC. Revisions to the Core Strategy have taken place and WTC has been active in reviewing and providing feedback to WC to ensure the Town's Priority 1 is supported by any changes. On-going.</p> <p>Moving forward the Warminster Neighbourhood Plan will require revision during 2019 – 2021.</p>
Lobby for any new housing in excess of the 900 in the Core Strategy not to be located in the West Urban Extension but on brownfield and windfall sites	PAC, NPPRWG, TDC	To March 2026	03/2019: See above. Detailed in NP and in responses to the review of the Core Strategy. On-going.

Use observations on planning applications to ensure employment land in the West Urban Extension has clear separation from adjacent housing	PAC, NPPRWG, TDC	To March 2026	03/2019: See above. Requested in NP will continue to be reviewed when required. On-going.
2. We will work to make our communities as inclusive as possible			
Make observations on planning applications to ensure that new homes in the town adequately cater for young people and the older generation	PAC, NPPRWG, TDC	On-going	03/2019: on-going
Equality Policy to further recognise the town's diversity and town council's services	TC	1st October 2010	<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 be brought before members for adoption.</p>

<p>Engage with Wiltshire Council's Area Board for Warminster (AB)</p>	<p>WTC, TC</p>	<p>Ongoing</p>	<p>03/2019: WTC secured the continued support of the AB for the town's regeneration working group; funds were sought and received for town flags. Attendance at CATG with partnership support for highways improvements within the town bring forward issues raised by members of the public. On-going.</p>
<p>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)</p>	<p>WTC, TC</p>	<p>Ongoing</p>	<p>03/2019: Facebook Web site events Grant funding Supporting Town events by advertising them on social media, offering technical support and advice vis a vis Scouts St George's Day parade. Offering local charities free of charge stalls at the Spring in the Park event to enable them to fund raise, signposting to other events, WC volunteers fair, liaising with CEM. Working with Fairfield Farm to maintain the Elizabeth Collyn's Garden. Signposting.</p> <p>On-going and increasing.</p>
<p>Support community and voluntary groups with grants where it progresses the Council's strategic aims</p>	<p>WTC</p>	<p>Ongoing</p>	<p>03/2019: budget agreed for 2019/2020 grant applications will be heard by FAC June 2019. Grants are also awarded from the Dewey Trust, of which WTC is the sole beneficiary. Policy reviewed 2019.</p>
<p>Provide advice to community and voluntary groups and act as a gateway</p>	<p>TC, WTC</p>	<p>Ongoing</p>	<p>03/2019: as WC's services and direct access to advice are dwindling WTC's is increasing.</p>

<p>Review the grant scheme to ensure it prioritises funding towards delivery of the Strategic Plan</p>	<p>TC, FAC</p>	<p>To April 2020</p>	<p>03/2019: Members reviewed the grant scheme and resolved to award all grants in June and for budgeting purposes, partnership grants in October.</p> <p>Review 2020.</p>
<p>Seek to involve young people in the work of the Council and consult on interest to establish a Youth Council</p>	<p>WTC, TC</p>	<p>To April 2020 and on-going</p>	<p>03/2019: youth engagement is on-going and has included; skatepark, Fairfield Farm has worked with the council in the Elizabeth Collyns Garden, school visits and projects in the LPG, play areas, work experience in the council offices.</p> <p>Discussions for a Youth Council needs to take place. Advice can be sought from The Community Organisers Ltd.</p>
<p>3. We will work to make our town safer and healthier</p>			
<p>Continue to operate our CCTV service</p>	<p>CTS/CCTVWG</p>	<p>April 2020 and Ongoing</p>	<p>03/2019: Several visits by scouts to CCTV have taken place, the service now extended its working day and cover is being sought for further hours. Liaison with the police service and other partners is on-going.</p> <p>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.</p>

Work with police and other partners on community safety initiatives.	WTC	Ongoing	03/2019: when required issues are brought to the NTG, Chair Cllr Pip Ridout.
Support Shop watch and Pub watch schemes through the CCTV service	CTS	To March 2020 – on-going	03/2019: 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, and partnership working with The Three Horseshoes Walk, police, school and other organisations will continue and strengthen. On-going.
Update the Town flood/Resilience/Emergency Plan	WTC, TC	Sept 2019 (flood) March 2020 remainder	03/2019: extensive work has taken place on the flood resilience plan in partnership with town flood wardens and WC. This will be completed, including a scenario session, by autumn 2019. The templates for the resilience and emergency plans respectively will be provided by WC for completion by WTC and partners. On-going.
Lobby for the retention and improvement of local health facilities as the town develops	WTC	To March 2026	03/2019: 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. On-going.

Continue to have a 'safe place' at the Civic Centre for vulnerable people	TC, TC	To March 2020	03/2019: although the formal scheme no longer exists for new joiners, the Civic Centre continues to operate as a 'safe place' and displays the logo at its entrance.
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PRIORITY 2	A PLACE TO WORK		
	<p>Enhancing economic prosperity by 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>Conceptual Indicators</p> <ul style="list-style-type: none"> (a) No increase in unemployment levels (b) Additional employment sites (c) Increased tourism (d) Increased number of businesses (e) Reduction in empty shops 		
ACTIONS AND OUTPUT TARGETS	LEAD/OFFICERS	DELIVERY DATE	PROGRESS
1. We will work to enhance economic prosperity and seek to facilitate a spread of employment with more quality and sustainable jobs			
Lobby to locate new employment sites on the periphery of the town with access links to the bypass	WTC, NPPRWG	To March 2026	03/2019: on-going.
Lobby to retain and enhance smaller employment sites particularly where they enable 'start-up' activity or the expansion of existing businesses	WTC, NPPRWG	To March 2026	03/2019: on-going.
Create a web community linked to the Town Council	TC	Ongoing, with target dates for March 2020.	03/2019: 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, and this will be brought to members in due course, it will be

			<p>a legal access requirement and it is required to future proof the council's strategic aims.</p> <p>On-going</p>
<p>Work to improve the attractiveness of the street scene and public realm through improved street furniture and de-cluttering of signage</p>	<p>TDC, TC</p>	<p>To March 2020 and on-going</p>	<p>03/2019: the de-cluttering of signage was completed by the council in conjunction with the WVPT in 2014. WTC has now introduced town flags to promote events, further hanging baskets, street furniture and bus stops are reviewed as part of the idverdi contract. Matters will be brought to TDC as and when required for members resolution.</p> <p>On-going.</p>
<p>Provide publicity pack showing virtues of the town for retailers, to help attract inward investment</p>	<p>TPSC/TDC/TC</p>	<p>To March 2020</p>	<p>03/2019: a town map has been produced. Since the service delivery plan was formed there are now much more effective ways of achieving this objective. This item will be placed on a committee agenda in due course.</p>
<p>Continue the parking partnership refund scheme</p>	<p>WTC, TC</p>	<p>To March 2020</p>	<p>03/2019: 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 remained consistent to date, but this will be monitored for signs of increase use. On-going.</p>
<p>Work with partners to support the re-establishment of the Chamber of Commerce</p>	<p>WTC, TPSC, TC</p>	<p>March 2020</p>	<p>03/2019: 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,</p>

			councillors, WPDT and invited guests. During 2019 – 2020 WTC may wish to consider whether this item needs to be pursued once again, with WTC as the enabler.
2. We will seek to preserve existing services and facilities and support the establishment of new accessible local services			
Continue Warminster’s already good relationships with its army garrisons	WTC, TC	To March 2020 and on-going	03/2019: productive and supportive engagement has continued. WTC supported the garrison with the town’s bonfire, world record attempt for the largest live nativity, home coming, day to day signposting, 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. 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, and to support a town parade for 2020.
Lobby for proper provision to be made for additional demands on services and infrastructure, as development is approved within and outside the town	WTC, TC, WC	To March 2026	03/2019: engagement regarding play areas, currently working on lease transfer to WTC. WC are just starting a programme regarding other assets and services for devolution.
Support the economic regeneration of the town centre in accordance with the Town Plan	WTC, NPPRWG, TC	To March 2026	03/2019: on-going. The Warminster Area Board has reformed the Regeneration Working Group; meetings are taking place with local partners.
Lobby for the relocation of the market to a more prominent location on a retail loop	WTC, TC	Complete	03/2019: the market has relocated to the back of The Three Horseshoes Walk.

<p>Support the Economy and Tourism Group in benchmarking the town centre against other market towns</p>	<p>WTC, TPSC, TC, WVDT</p>	<p>On-going</p>	<p>03/2019: 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>
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<p>PRIORITY 3</p>	<p>A PLACE TO ENJOY Improving the quality of the public realm 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"> (a) More cycle routes around the town (b) Lower carbon footprint for council (c) More listed buildings improved
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ACTIONS AND OUTPUT TARGETS	LEAD/OFFICER	DELIVERY DATE	PROGRESS
<p>1. We will protect and enhance our local environment and public realm</p>			
<p>Lobby for new settlement boundaries which exclude key leisure and environmental sites identified in the Neighbourhood Plan</p>	<p>WTC, NPPRWG, TDC</p>	<p>To March 2026</p>	<p>03/2019: Review had taken place.</p>
<p>Continue to act as a gateway to other agencies in order to resolve issues</p>	<p>WTC, TC</p>	<p>On-going</p>	<p>03/2019: On-going. As other partners reduce their service provision WTC is seeing a significant increase in demand for gateway services.</p>
<p>Undertake an environmental audit of the Council</p>	<p>TC</p>	<p>March 2020</p>	<p>03/2019: the council's Environmental Policy is considered in every officer recommendation to members. Each element will be taken and annotated to illustrate how the</p>

			council complies with its policy and it will be presented to members in due course.
Prepare a carbon footprint for the Council's premises and activities	TC	March 2020	<p>03/2019: a business carbon footprint comprises of the following essential data:</p> <ul style="list-style-type: none"> • Energy, gas and water • Business travel <p>The council received an energy rating which was brought before members of HR during 2018. Further work is required to bring to members solutions to improve the rating, including budgetary implications.</p>
Support the community joining the transition town network	WTC, TC	March 2020	<p>03/2019: Meetings have taken place 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 and Salisbury.</p>
Develop management systems for park and open spaces	DSA, TC	March 2019 - 2020 And to March 2021 for the idverdi contract	<p>03/2019: 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.</p> <p>There will be an extensive expansion to the maintenance portfolio with the transfer of the 8 town play areas.</p>
Seek to influence others to look after our environment, through governance, responding to consultations and by example	WTC, TC	To March 2020 - on-going	<p>03/2019: LPG school programme started in summer 2016 and we are now entering the third year of schools looking after flowerbeds. We encourage visits by school children to the LPG and they spend time with the 'park keeper' learning about how we look after our environment. The tree trail book has further enhanced the educational aspect, as has the bat walks. The council's support of the Green Flag Award entails more education and</p>

			engagement, which is on-going. The Green Flag Award has further informed the governance of the area encouraging green re-cycling. We continue to liaise with other park groups to influence others in how they look after their green spaces.
2. We will protect and enhance our heritage			
Support the museum and local history groups	WTC, TC	On-going	03/2019: Grant 2016 to digitalise all photographs which was completed. WTC completed the replacement of the blue plaques and re-produced the blue plaque trail walk leaflet with the support of local history groups. 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.
Ensure green open spaces and sightlines to key features are preserved when development is proposed	PAC, NPPRWG, WTC	To March 2026	03/2019: In NP and areas designated.
Support the expansion of primary and secondary education to provide facilities for a growing town	PAC, NPPRWG, WTC	To March 2026	03/2019: In NP.
3. We will promote tourism			
Work with partners to develop a brand for Warminster and to promote the town	TPSC, TC	To March 2020	03/2019: Strategic Plan directly resulted in producing the town flags, the council now works with a PR consultant and this has resulted in the town achieving high profile exposure both in the press and digital media. Statistics provided by Three Horseshoes now show a sustained growth in footfall within the town. On-going.
Promote tourism and Warminster as a destination not to be missed and as a place to visit, live and work	WTC, TPSC, TC	To March 2020	03/2019: 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. On-going and growing.
Deliver an indoor Christmas Market and outdoor Christmas Lights event	TPSC, TC	November 2019	03/2019: 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 2018, this received good publicity for the town, and was sponsored by several businesses in the town. A similar event will be planned for this year. On-going.
Support Inspire music event, Wobble, Carnival	WTC	2019	03/2019: WTC grants awarded for 2019; Wobble 15 th June 2019, Inspire 7 th July 2019, Carnival 26 th October 2019.
Develop an events package	TPSC, TC	On-going	03/2019: 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.
Continue to support the Community Hub which provides for tourism	WTC, TPSC, TC	To March 2020	03/2019: Financial support and material supplied. Ongoing
Support local publications for promotion of the town and facilities	WTC, TC	To March 2020	03/2019: Use is still made of local print publications, including The Warminster Journal. On-going.
4. We will recognise the range of leisure and sporting assets and seek to add to them			
Support and lobby for new leisure facilities within significant developments in the town	WTC, NPPRWG, PAC, TDC	To March 2026	03/2019: 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.

Oppose new developments where recreation or sports facilities are lost unless equivalent provision is provided	PAC, NPPRWG, WTC	To March 2026	03/2019: 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.
Support the development of improved amenities for arts and cultural activities	FAC	To March 2020	03/2019: WTC has awarded grants for arts and cultural activities with the town. Applications for 2020 will be considered in due course.
Promote cycling by developing cycling route maps	TPSC, TC	To March 2020	03/2019: 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. http://www.connectingwiltshire.co.uk/wp-content/uploads/2015/04/Warminster_March_15_WEB.pdf
Produce walking route maps and promote local countryside for walks	TPSC, TC	To March 2020	03/2019: Several local walking groups' activities are regularly published on the council's website and noticeboard. WTC published the Blue Plaque Trail and supported the walks around Warminster map. Links to walks around the countryside will/are be included on the website/Facebook/VW: https://www.ramblers.org.uk/go-walking/find-a-walk-or-route.aspx
Carry out consultation exercise on Lake Pleasure Grounds	DSA, TC	March 2020	03/2019: engagement exercises have been on-going, currently covering the putting green and paddling pool. On-going as the LPG develops.

PRIORITY 4	<p>A COUNCIL TO DELIVER</p> <p>Developing the capacity and skills within the Council to equip it for taking on more locally controlled services, 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"> (a) Excellent audit reports (b) Complete the final stage (Gold) of the Local Council Award Scheme
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	(c) Establishing an integrated quality system and action plan (d) Increased number of staff and members with key skills (e) Increased external funding to Council		
ACTIONS AND OUTPUT TARGETS	LEAD OFFICER	DELIVERY DATE	PROGRESS
1. We will develop capacity and a diverse skill base within the Council			
Develop an active Member Training and Development Programme	HR, WTC, TC	March 2020	03/2019: 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.
Deliver training programme for Civic Centre staff	TC	March 2020	03/2019: appraisals and training programmes are informed by the targets of the service delivery plan on-going.
Undertake Annual Business Risk Assessment	TC	March 2020	03/2019: Completed.
Undertake Safety Risk Assessments and prepare Action Plans	All council departments	March 2020	03/2019: Completed.
Attract external funding relevant to implementing the Strategic Plan	TC	To March 2020	03/2019: £125,000 successfully sourced since September 2018. CIL funds are incoming and S106 drawdowns in progress for the skatepark. Other projects for potential funding, in line with engagement exercise and public mandate: boathouse, outdoor gym.

Develop a range of quality-based operating procedures for the Town Council, CCTV and Civic Centre operations, and all of the outside spaces	TC	March 2020	03/2019: achieved. These will be reviewed in light of legislative changes, best practice, council needs and partnership working. E.g. GDPR, police feedback etc. On-going.
Create a comprehensive database of business/organisation email contacts for mailshots	TC	To March 2020	03/2019: 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.
Review staffing structure relating to devolved services	TC	To March 2020	03/2019: Completed. seasonal café and boat staff are now employed, Café supervisor employed, and additional staffing resource will be required for the POSM with the transfer of play areas. Already budgeted.
Update the Staff Training and Development Plan	TC	March 2020	03/2019: completed. Staff appraisals and training and development now incorporated into 'business as usual'.
Attain Local Council Gold Award	TC	December 2020	Achieved 2017. 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.
Agree 2017–2018 Service Plan	TC	March 2017	Complete.
Agree 2018 – 2019 Service Plan	TC	May 2018	Delay agreed.
Agreed 2019 – 2020 Service Plan	TC		05/19: Completed. The plan is now up to date.
Investigate relocating CCTV and selling Dewey House	TC, CTS		03/2019: Investigations started May 2016. This item needs a re-stating of policy by the council.
Review Standing Orders and Financial Regulations	TC	May 2019	03/2019: Complete. This requires review on an annual basis.
Upgrade the current range of policies to support the Strategic Plan	TC	To March 2020	03/2019: policies were agreed in 2016. These are reviewed when necessary and presented to council accordingly.

2. We will deliver excellent local services according to both need and consumer choice			
Facilitate democratic decision making at meetings by timely summons/notices, agendas and minutes	TC	May 2020	03/2019: interim audit complete with no issues to highlight. Now incorporated into business as usual.
Archive or dispose of council documents in accordance with the Document Retention and Disposal Policy	AD	To March 2020	03/2019: 'Shred It' used for secure disposal. Archiving underway. Policies amended when required by legislation or best practice.
Continue to operate the Civic Centre to Management Plan, including health and safety and fire regulations, and to increase bookings	TC	To March 2020	03/2019: Completed. Management Plan reviewed.
Continue to operate information gateway to Wiltshire Council and hot-desk provision for their staff	TC	On-going	03/2019: on-going.
Remain eligible for the General Power of Competence	TC, WTC	To March 2021	03/2019: Complete
Continue provision and maintenance of bus shelters and benches	TC	To March 2021	03/2019: continues under the idverdi contract. Repairs carried out when necessary.
Take over the ownership and maintenance of additional bus shelters from Wiltshire Council	TC	To March 2020	03/2019: A WC assets register has been requested from WC. This is awaited so we can carry out a definitive audit.
Continue to support a Town Crier	FAC	To March 2020	03/2019: Ongoing and finance in place.
Continue to support Warminster Community Radio	WTC, FAC	To March 2022	03/2019: Agreed additional 5-year plan for finance from April 2017 and runs with Ofcom licence.
Continue to maintain public open space areas through contractor and monitor standards	TC, DAS	To March 2021	03/2019: idverdi contract extended. On-going.
Maintain three closed churchyards	TC, FAC	Ongoing	03/2019: 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.

Deliver Remembrance Day Parade	TC	November 2019	03/2019: 2018 WW1 100 th Commemoration delivered, 2019 arrangements will be underway in due course with guidance from the RBL, and in liaison with the Garrison.
Maintain town Obelisk and War Memorial	TC, TD, FAC	On-going	03/2019: incorporated into our maintenance plan. Business as usual. War Memorial is now Grade II listed.
Manage Dewey House and its tenants including health and safety and fire regulations	CTS	On-going	03/2019: on-going.
Continue to make observations on planning applications	PAC, NPPRWG	To March 2020	03/2019: on-going, and for relevant plans the NPPRWG will meet.
Lobby Wiltshire Council for an appropriate share of the Community Infrastructure Levy	WTC, TC	To March 2020	03/2019: 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.
Continue to operate allotments through a holders' association	Tynings Allotments Assn.	10-year lease	03/2019: regular updates are received from the allotment association and a WTC member is appointed to the AA Committee. On-going.
3. We will provide excellent communications and transparency			
Continue to expand information on the website	TC	On-going.	03/2019: 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.
Continue to develop the use of social media	AD	On-going	03/2019: development is on-going with Facebook and Instagram.

Quarterly newsletters for homes and businesses	TC	On-going	03/2019: the quarterly newsletters are on-going and form part of the council's Gold Award status.
Continue to publish our budget, accounts, expenditure and audit reports on the website	TC	On-going	03/2019: on-going
Continue to publish internal and external audit reports on the website	TC	On-going	03/2019: Ongoing
Continue to publish minutes of meetings on the website	TC	On-going	03/2019: Ongoing
Continue to advertise forthcoming meetings in local newspaper	AD	On-going	03/2019: On-going in The Warminster Journal