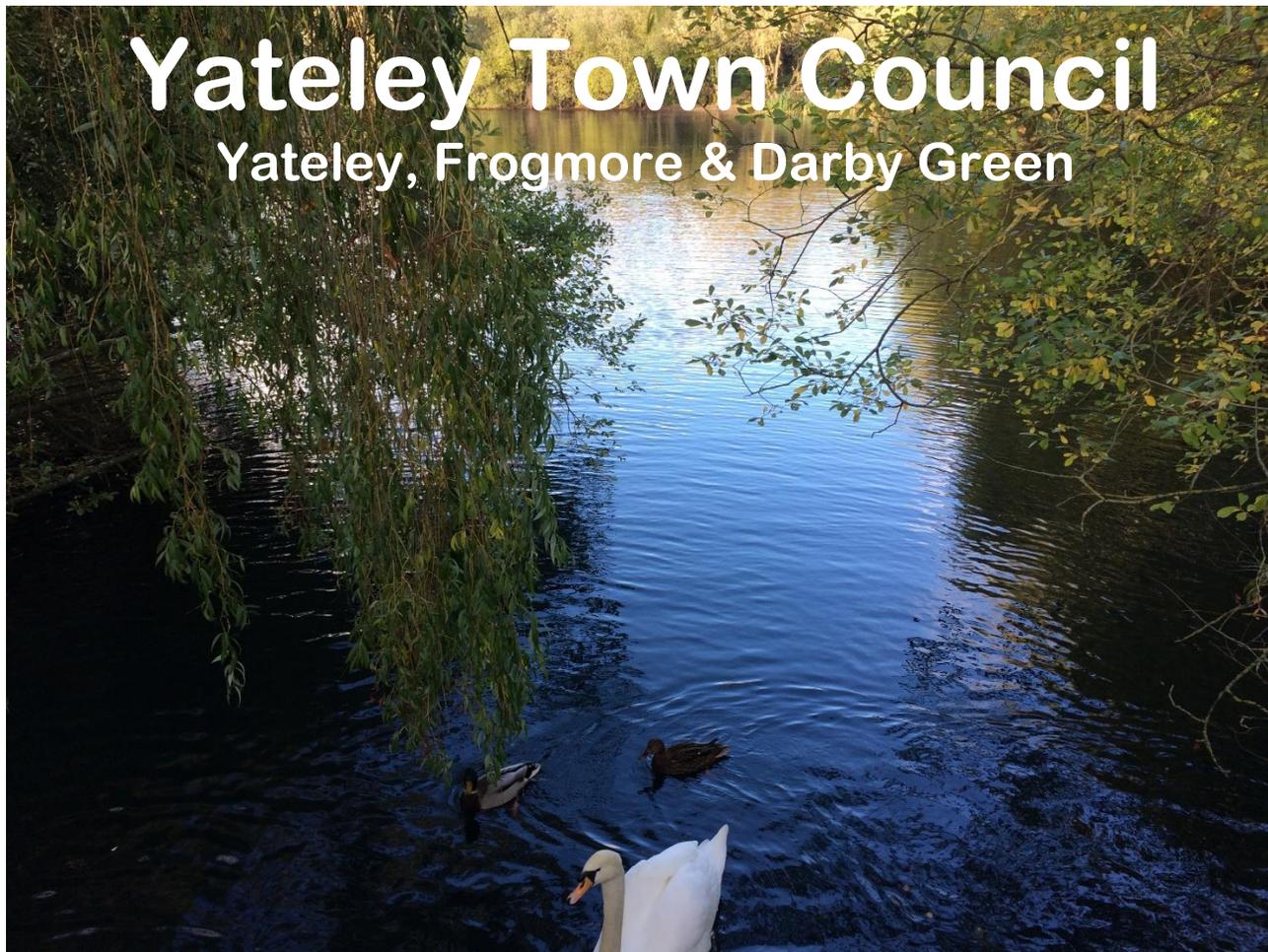




# Yateley Town Council

Yateley, Frogmore & Darby Green



## **Corporate Plan 2020 – 2023:** **Working together to enhance our community**

**DRAFT v.1 (January 2020)**

# Contents

**Introduction** ..... 3

**Executive Summary** ..... 4

**Vision Statement for Yateley, Frogmore & Darby Green**..... 4

**Strategic Priority 1:** Promoting sustainable living, the protection of our environment and enhancing the quality of life for our residents ..... 5

**Strategic Priority 2:** Providing strong community engagement opportunities and effective lines of communication to support the community ..... 6

**Strategic Priority 3:** Generating positive developments in local infrastructure to enable excellent services for all ..... 7

**Strategic Priority 4:** Delivering value for money through continued efficiency and strong governance in order to provide a high quality of service ..... 9

**Strategic Priority 5:** Making local authority services more accessible to our residents ..... 10

**Monitoring & Evaluation of the Corporate Plan** ..... 11

DRAFT

## **Introduction**

(To be completed)

Councillor Gerry Crisp, Town Mayor

DRAFT

## **Executive Summary**

Yateley Town Council's objectives focus on recognising and acting upon both local and wider matters affecting our world, such as climate change, infrastructure development and maintaining attractive open spaces. The Council aims to proactively make a positive and socially conscious contribution to the overall wellbeing of people throughout Yateley, Frogmore and Darby Green and this Corporate Plan has been formulated with this in mind.

At the Council's corporate planning day in November 2019, the Council evaluated what actions could be taken to make a real difference to residents. Suggestions included providing opportunities for the community to come together through a new events programme, growing the Council's offering as a problem solving resource for public services and planning ahead to protect future public services for the benefit of our residents.

The Council has formulated the following strategic priorities, which link with its vision statement:

1. Promoting sustainable living, the protection of our environment and enhancing the quality of life for our residents;
2. Providing strong community engagement opportunities and effective lines of communication to support the community;
3. Generating positive developments in local infrastructure to enable excellent services for all;
4. Delivering value for money through continued efficiency and strong governance in order to provide a high quality of service;
5. Making local authority services more accessible to our residents.

This Corporate Plan will cover projects and activities over the current election term until May 2023. The Council will monitor and review its progress against this Plan on a regular basis to ensure that the agreed priorities are being met.

Whilst the Council's role will continue to focus on delivering value for money, prudent financial planning and delivering excellence for our residents, this Corporate Plan aims to add value to the enjoyment of our residents' lives through a range of quality services, support, facilities and community programmes.

## **Vision Statement for Yateley, Frogmore & Darby Green**

At the Council's Corporate Planning Day in November 2019, the following vision statement was devised to encapsulate Yateley Town Council's philosophy for the current election term:

*A safe and green environment where everyone in the community will have full, healthy lives.*

## Strategic Priority 1: Promoting sustainable living, the protection of our environment and enhancing the quality of life for our residents

### Objectives & Key Tasks

#### 1.1 To encourage greener living and sustainability

2020/21

- Joint initiatives with other Councils.
- Educational schemes in schools and in the community – recycling, litter, grant funding & championing schemes.
- More dual recycling bins and lobbying HCC to expand kerbside recycling.
- A climate change focus in the Neighbourhood Plan.

#### 1.2 Protection of the parish environment

2020/21

- Installing mains water fountains in the town and roll out with Council branded water bottles.
- Engage shops in national water bottle refilling scheme and tap into any water company promotions.

#### 1.3 Facilitating a sense of wellbeing in the community

2020/21

- Community events programme to support enjoyment, fitness and mental health.
- Signposting residents to help access to services.
- Tackling antisocial behaviour through more youth service support and liaison with the Police.

#### 1.4 To make the most of our open and green spaces

2021/22

- Maintaining and promoting the Town's ponds as valuable ecological and amenity space.
- Community-led wildflower areas, community orchard and additional allotments.
- Community litter picks.
- Encouraging grazing on Yateley Common.
- Planting more trees and tap into any grant funding to support plans.

#### 1.5 To future-proof the Council's buildings

2022/23+

- More energy efficient heating, windows and solar panels in all Council buildings – include into long term maintenance plan.

#### Resources required:

- Water refilling station £2,000 per unit.
- Dual recycling bins £350 per unit.
- Solar panels £7,000 (estimated for small property size).
- Longer term budget line for sustainability projects, including educational support.
- Commissioning model for youth services.

#### Expected outcomes:

- Operating the Council's functions in a more sustainable way.
- Greater knowledge by residents of green initiatives, actions that can be taken regarding climate change and recycling.

- Community cohesion and offering a range of activities within close proximity to enhance residents' quality of life.

## **Strategic Priority 2: Providing strong community engagement opportunities and effective lines of communication to support the community**

### **Objectives & Key Tasks**

#### **2.1 To evaluate the effectiveness of current communication methods**

**2020/21**

- Complete IT and communications audit to identify gaps.
- Write a communications strategy to address known issues and to identify new opportunities for engagement. Consider all aspects of communication, including the Council's tone, frequency and methods.
- Review of the website to identify improvements to functionality and improvements to transform it as a go-to resource. Measure the number of visits to the Council's website and social media posts (use Google Analytics).

#### **2.2 To maintain and grow the sense of community connection**

**2020/21**

- Launch the community events programme.
- Explore partnership working opportunities to integrate the Council further with the community, e.g. working with schools, community groups and retailers.

#### **2.3 To nurture the connections between all parts of Yateley Parish residents – Yateley, Frogmore and Darby Green**

**2020/21**

- Conduct surveys in the distinct parts of the parish.
- Plan events and activities to take place all over the parish.
- Alter the Council's logo / Council name to incorporate Frogmore & Darby Green.
- Update gateway signage showing areas within parish.
- Christmas lights in Frogmore.

#### **2.4 To develop and promote the Council's communication channels as a go-to resource for residents**

**2020/21**

- Create a strapline to sit underneath logo to encapsulate vision statement.
- Staff training to instil service delivery mindset.
- Arrange Councillor surgeries before Full Council meetings and encourage Councillors to attend community events.
- Councillor magnetic name badges and photos on noticeboards.
- Refresh and update noticeboards – are they in the right place and do residents know what info they can expect to find there?
- Communications Officer to update website and social regularly.
- Newsletter 4 times per year and agree an outline plan for content.
- Annual Town Meeting – revamp format.
- Make more use of online polls and surveys at events to keep in touch with residents.
- Set up an Instagram account.

**2021/22**

- Implement and manage text message alert system for major alerts www.textlocal.com.
- Forum on website for comments.

**2.5 To manage internal and external communications to celebrate success and grow visibility of the Council's work****2020/21**

- Set a dynamic programme of PR – press releases, social media posts & stories, promotion of achievements at community events, shouting about one-team successes and good news stories. Utilise local radio, press and enter industry awards.
- Communicating what the Council can do for residents.
- Sharing of information on road closures, public consultations etc online.
- Make changes to website to comply with accessibility regulations by 23.09.20.
- Consider ways of developing internal communications.

**Resources required:**

- Additional 12 hours per week for the Events & Communications Officer (£11,942).
- Web development (£3,000 estimated).
- Additional newsletters (£2,300 per edition)
- Community events programme (£10,000).
- Updated parish gateway signs (£500 - £2,500).

**Expected outcomes:**

- Updated social media and website functionality to include online bookings, payments and automated reporting of issues.
- Greater residents' knowledge about services offered and a two-way process of listening and supporting.
- Darby Green and Frogmore feeling part of the parish whilst maintaining their own identity.
- Opportunities provided for members of the community to participate in joint activities.
- A positive, active image for the Council via the promotion of success stories and future plans.

**Strategic Priority 3: Generating positive developments in local infrastructure to enable excellent services for all****Objectives & Key Tasks****3.1 To take the lead on promoting inclusivity and accessibility****2020/21**

- Pavements and pedestrian access point accessibility reviews.
- Updating playgrounds with accessible equipment.
- Reviewing location of Town Council office to improve all round accessible and central location.
- Consider opportunities to transform The Tythings changing rooms.

**3.2 For the sound management of the Council's own infrastructure assets****2020/21**

- Costed management plan for Council assets, with rolling programme of maintenance.

- Cemetery extension plan (10 year provision remaining and new site is in Special Protection Area). Engage professional planners.

### **3.3 To proactively influence the Town Council’s planning policy and to develop partnership working with others**

**2020/21**

- Finalise the Neighbourhood Plan to address planning and infrastructure issues and community aspirations.
- Evaluate and agree selected infrastructure projects the Council can directly work on (e.g. with s106 / CIL or other funding).

### **3.4 To develop a greater understanding of medium – long term demographic changes to help target community support**

**2020/21+**

- Seek demographic evidence sources to highlight main issues, e.g. District Council data.
- Consider how to tackle changing community dynamics, e.g. communal office space for those working from home, more support for youth services, ageing population and social isolation.

### **3.5 Identifying and facilitating cost effective and creative solutions to infrastructure issues**

**2022/23**

- Investigate parish-led community transport.
- Lobby for better public transport links to railway stations.
- Addressing parking enforcement issues through Traffic Partnership meetings.
- Support sustainable transport – supporting electric vehicle charging, walking routes to buses and trains.
- Review overall provision for cyclists and consider required improvements.
- Pedestrianisation of Church End Green and park and ride scheme.
- Lobby improvements to telecoms.
- Crime prevention – greater dialogue with Policing team to share issues.
- Influence improved retail provision – weekly market extended to Frogmore and trialled at Church End Green. Include in Neighbourhood Plan the provision of better shops and places to eat.
- Investigate a central venue in Frogmore and Darby Green area for social gatherings.
- Explore external grant funding to support infrastructure projects.

#### **Resources required:**

- Cemetery planning & extension of cemetery paths (£8,000 estimated).
- Playground equipment (within existing budget spread over several years).
- Review of community transport model.
- Feasibility study required for The Tythings changing room project.

#### **Expected outcomes:**

- Improved accessibility across the town, including footpaths and parking enforcement action.
- Opportunities for a reduction in car usage, improved cycle links and safe cycle lock-up zones.
- Greater understanding of demographic information to support future budget planning.

## **Strategic Priority 4: Delivering value for money through continued efficiency and strong governance in order to provide a high quality of service**

### **Objectives & Key Tasks**

#### **4.1 To drive efficiencies and build capacity for future service delivery needs**

**2020/21**

- IT systems to free up Officer time.
- Working with other Councils to achieve economies of scale, e.g. shared procurement.
- Networking with other Councils and inter-Council mentoring to share best practice.

#### **4.2 The continued accountability and best value for taxpayers' money**

**2020/21**

- Consider additional ways to generate income from Council's assets.
- Staff and Councillor training in finance and governance.
- Review Council charging and procurement policies to ensure that they deliver best value.

#### **4.3 Driving excellence and high standards of customer service**

**2020/21**

- Staff and Councillor skills and strengths mapping exercise.
- Following through resident enquiries to the end.
- Completing satisfaction surveys with residents.
- Developing internal communications and celebrating success.

#### **4.4 To take a proactive approach to planning future service needs**

**2021/22**

- Early identification of gaps in services at all local authority levels – monitored through dual-role Councillors.
- Use of simple change management assessment tools to perform an evaluation.

#### **4.5 To set performance indicators for the Council**

**2021/22**

- Agree how to present key performance information to residents in an accessible way – explore sector best practice.
- Modify format for Annual Town Meeting to increase engagement value.
- Setting parameters for dealing with and recording enquiries and reporting on this information.

#### **Resources needed:**

- Hall hire booking module for finance software (£1,620).
- Online tennis court booking system (£850).
- Venue and refreshment costs for Annual Town Meeting (£300).
- Staff and Councillor training (within current budget).

#### **Expected outcomes:**

- Understanding Council's skills and capability to enable opportunities to be realised and service delivery requirements to be met.
- Full value for residents from current and emerging Council operations.
- Internal cultural shift to promote high standards of working.

- To enable an evaluation of how responsive the Council could be to operational changes and what resources are needed to maintain excellent public services for residents.

## Strategic Priority 5: Making local authority services more accessible to our residents

### Objectives & Key Tasks

#### 5.1 To plan ahead for changes in service provision by District and County Councils 2021/22

- Monitor changes through District and County Councillors.
- Complete assessment of how quickly the Council can react to change in service delivery and consider earmarking strategic fund in reserves.

#### 5.2 To provide a hub from which to coordinate services from other agencies 2022/23

- Provide access to housing officers, for example, and volunteer services within Town Council office hub.

#### 5.3 To create a single point of reporting contact for all Town, District and County Councils responsibilities – *Your Council* 2022/23+

- Log and follow up resident enquiries for all Council tiers.
- Communicating enquiry timeframes to residents.
- Virtual online assistant.

#### Resources required:

- Management time to research the location, availability and cost of relocating the Town Council Offices to a more central, accessible location. Consider disused shop units.
- Technology and people resourcing to build capacity for the single point of contact service.

#### Expected outcomes:

- Recognition of evolving community requirements and services that suit residents' needs.
- Continued high standard of public service functions for the benefit of residents.

# Monitoring & Evaluation of the Corporate Plan

## Monitoring

This Plan will be monitored at the following intervals during Council meetings:

- **Finance & Policy Committee:** January / April / September
- **Community & Environment Committee:** April / October
- **Personnel:** September
- **Full Council:** October

Further reviews will be scheduled as required to effectively manage larger planned projects.

All proposed changes to the Plan will be ratified through Full Council. A full annual review will be completed by Full Council in October as part of the budget setting process.

## Evaluation Criteria

1. A status report will be produced by the Town Clerk for monitoring purposes and will highlight: general and specific progress on objectives and reasons / barriers preventing the completion of key tasks, any recommendations and intervention required by the Council.
2. Internal and external factors affecting the Plan will be reported to the Council. This includes emerging opportunities for new projects and factors impacting the Council's ability to achieve its objectives.
3. An evaluation of the key tasks will be completed at each review to ensure a link back to the original objectives and the Council's vision statement.
4. Any additional budgetary requirements to achieve the Council's objectives will be identified as part of the usual budgeting process.
5. Public engagement for specific projects will be organised to obtain feedback on specific projects and to communicate successes.
6. The annual review of the Plan will include the opportunity for reflection to ensure that objectives remain realistic and to help improve the future planning process.