



2011-2013

Strategic Plan

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A copy of this document is also available in different formats such as large print, Braille, audio or in a different language. Please contact the Town Hall if this is required.

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Section A: BACKGROUND TO THE PLAN

This Strategic Plan sets out Chippenham Town Council's corporate Priorities, Aims and Objectives for the period 2011 - 2013.

It has been produced after:

- Consultation with Chippenham Town Councillors and Staff
- Review of current CTC plans and strategic documents, and those of other local authorities and organisations
- Review of previous Committee Reports...(etc)
- Speaking to key partners and outside groups such as Wiltshire Council, Chippenham Vision, ChAP, Chippenham Chamber of Commerce, Westlea Housing, local businesses, existing contractors and outsourced service partners
- Applying industry 'good practice' and previous knowledge and experiences.

Chippenham Town Council has previously set itself Corporate Aims and Objectives. However since the removal of the duty of producing 'Best Value Performance Plans' in 2008 it has not formulated a Strategic Plan setting out the Council's vision, aims and objectives and how it goes about ensuring it delivers them.

This Plan sets out to provide the residents of Chippenham with a better understanding of:

- what the Town Council does for you and how we operate
- what we are setting out to do in the short term

In the absence of a Strategic Plan the 'golden thread' does not exist between the staff and their individual work plans, targets and objectives, the Town Council plan, community expectations and any area or regional based plans.

The Strategic Plan is therefore fundamental to ensure services are delivered in a planned manner. It should serve to set out the Town Council's proposals for improvement and where it is aiming for improvement for the benefit of the town's residents. The Council plan must be the heart of its operation and comprise its performance management framework.

Following adoption of the Strategic Plan, a revised Medium Term Financial Strategy will be produced. The Town Council's future resource planning will be based on the information contained in both documents.

Section B: CONSULTATION & FEEDBACK

The Town Council needs to be confident that this plan reflects the aspirations of Chippenham as a whole. It is a fluid document and will be reviewed regularly. If anyone has views on this plan or any omissions, the Town Council is keen to receive them at any time.

At regular intervals the Town Council will also formally consult on this document to review progress. This will include surveys and a review discussion will be held at a Full Town Council meeting every year.

The latest version of this document can be viewed at www.chippenham.gov.uk

Members of the public are also invited to attend any Council or Committee meeting to ask questions, make comments and raise matters of local interest. The dates of all meetings are published annually and can be found on the website or listed in each quarterly edition of the 'Talk of the Town' newsletter posted to all Chippenham households.

Please send any comments to:

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Telephone: 01249 446699

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Alternatively, contact your local Council Member. A list of all Chippenham Town Councillors is at Appendix A

Section C: ABOUT CHIPPENHAM TOWN COUNCIL

Chippenham is one of the West Country's most dynamic market towns with a population of over 40,000 and is the second largest town next to Salisbury in the Wiltshire Unitary Council area.

Chippenham Town Council is the parish authority for the town of Chippenham, and is the second tier of local government, after Wiltshire Council. Chippenham Town Council was formed in 1984 in response to popular demand for a local authority to provide quality town based amenities and promote the interests of the people of the town.

Its legal powers are granted to it and regulated by various government acts. The Town Council supplements the provision of local government services in Chippenham, and provides a range of social and recreational facilities, while promoting and representing the town with other national and statutory bodies.

C.1 SERVICES AND AMENITIES

Based in the Town Hall, Chippenham Town Council primarily provides town based amenities, services and facilities. It is currently responsible for:

- ❖ Grade 11 listed Town and Neeld Halls
- ❖ Grade 11 listed Museum and Heritage Centre
- ❖ Chippenham Information Point at Town Hall
- ❖ Tourist Information Centre
- ❖ Grade 1 listed Yelde Hall
- ❖ John Coles Park
- ❖ Stanley Park Sports Ground
- ❖ London Road Cemetery
- ❖ Play Areas (7 around the town)
- ❖ Allotment Sites
- ❖ Rivers Route
- ❖ Westmead park, pavilion and car park
- ❖ Town Centre floral displays
- ❖ Christmas lights
- ❖ Top-up street cleaning
- ❖ Additional road gritting
- ❖ CCTV
- ❖ Millennium Wall
- ❖ Derriad's Pond
- ❖ War Memorial

The Town Council also participates in a number of Civic and Ceremonial events, including Civic Sunday, Mayor Making, Remembrance Day and St. Pauls Patronal (which in 2012 will develop into St Pauls Community Sunday).

The Town Council's award-winning John Coles Park, is also the venue for Chippenham's annual Children's Fun Day held on the first Sunday in August, and Sunday afternoon band concerts throughout the summer months.

Chippenham Town Council organises a number of annual events including the town's Pancake Races and the Christmas Lights switch on ceremony held in November.

The Council also supports a number of community led events including The Chippenham Folk Festival and the Chippenham River Festival

C.2. COUNCILLORS

The Council is currently composed of 26 Councillors representing 12 Wards. They are elected by people listed in the Electoral Register in a single election in May every four years. This will change in 2013 when 24 Councillors will be elected representing eight Wards (three per Ward). The Councillors are responsible for making key policy decisions and deciding on the Town Council's spending plans and budget each financial year.

C.2.i. MAYOR

The position of Town Mayor is non-political. The Mayor is Chairman of Council and the first citizen of the town and acts as an ambassador for the Council at public affairs, civic and ceremonial events, both in and outside the town. The Mayor and the Deputy Mayor are elected annually in May. The Mayor and Deputy are also ex-officio members of all other council committees.

Upon election the Mayor is also appointed President of several organisations such as Chippenham Sea Cadets TS Tiger, the Twinning Association and the Abbeyfield Chippenham Society. The Mayor also has opportunity to raise funds during his/her year of office for a named charity.

C.2.ii. LEADER

The Leader of the Council is a political position which is held by the Leader of the largest political grouping on the Town Council. The role of Leader of the Council is to lead the decision-making process and direct strategic policy and budget setting. The position is elected annually. The Leader of the Council is also the elected Chairman of the Strategy and Resources Committee and the Deputy Leader is elected as Vice-Chairman

C.3. COUNCIL AND COMMITTEE MEETINGS

C.3.i. Council

The full Town Council meets every two months. Much of the business of the Town Council is delegated to three Standing Committees and various Sub-Committees and Working Parties.

Meetings of the Town Council and its Standing Committees are open to the public.

The three Standing Committees consist of 12 Members, together with the Mayor and Deputy Mayor ex-officio, and are:

C.3.ii.Strategy and Resources Committee

– delegation for policy, finance, employment, promotional and publicity matters, CCTV, heritage, performance management and measurement, and to incorporate an Urgent Matters Sub-Committee, Personnel Sub-Committee, Museum & Heritage Management Committee, Performance Review Sub-Committee and any single issue Working Group required from time to time.

C.3.iii. Amenities Committee

– delegation for operational management and future development of Town Council services as authorised from time to time by Strategy and Resources Committee and to incorporate any single issue Working Group required from time to time.

C.3.iv. Planning and Environment Committee

– delegation to respond to planning matters including commenting on planning applications, planning appeals, Highway matters and other related activities and to incorporate a Planning Steering Group and a Local Transport Plan Working Party.

C.4. STAFFING

The Town Council's staff is headed by a Clerk & Chief Executive (from January 2012 title changed to Chief Executive) who is the advisor on all matters of policy and has overall responsibility for ensuring the Council's programme and priorities are carried out.

Senior Officers provide support to Councillors as required and at least one attends all Council and Committee meetings to provide practical and legal advice and ensure all decisions are recorded.

Overall the Council employs 26 full-time and 27 part-time employees.

Section D: VISION and MISSION STATEMENT



VISION STATEMENT:

CHIPPENHAM TOWN COUNCIL – Improving the Quality of Town Life

MISSION STATEMENT:

Chippenham Town Council works to ensure a thriving community which is a healthy, vibrant and attractive place to live in, work and visit.

COUNCIL PRIORITIES 2011 - 2013:

PRIORITY 1: STRONG LOCAL LEADERSHIP

**PRIORITY 2: COMMUNITY CONSULTATION, ENGAGEMENT,
COMMUNICATION and DEVELOPMENT**

PRIORITY 3: EFFECTIVE USE OF PUBLIC MONEY

**PRIORITY 4: ECONOMIC, SOCIAL and ENVIRONMENTAL WELLBEING OF
CHIPPENHAM**

**PRIORITY 5: EXCELLENT ARTS, SPORTS and CULTURAL
OPPORTUNITIES FOR ALL**

PRIORITY 6: ENSURE AN EFFECTIVE WORKFORCE

SECTION E: THE STRATEGIC PLAN 2011 – 2013

PRIORITY 1: STRONG LOCAL LEADERSHIP

1.1. EFFECTIVE CORPORATE GOVERNANCE

The Town Council is committed to the very best principles of good governance. We will focus on the organisation's purpose and on outcomes for citizens and service users.

Chippenham Town Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for and used economically, efficiently and effectively. It also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Council has adopted a code of corporate governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy / The Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) Framework Delivering Good Governance in Local Government which includes arrangements for management of risk.

This governance framework comprises the systems, processes, culture and values, by which the authority is directed and controlled together with activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

This will be contained in the Council's Corporate Constitution which will set out how the Council operates and how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to choose. In particular it will set out a clear statement of the roles of committees, the full council, members and senior officers.

The following AIMS and OBJECTIVES link to the six core principles of effective governance.

PRINCIPLE ONE - FOCUSING ON THE PURPOSE OF THE AUTHORITY AND ON OUTCOMES FOR THE COMMUNITY BY CREATING AND IMPLEMENTING A VISION FOR THE LOCAL AREA.

AIM: 1.1.i. The Council aims to use resources effectively and provide high performing, value for money services that focus on customer needs.

Objective : Being clear about the organisation’s purpose and its intended outcomes for citizens and service users			
Action:	When	Who	Completed
The Council to set a three year Strategic Objectives Plan of its priorities. Review every three years.	2011	All Members and staff	
The Council’s Corporate Priorities will be set annually to support strategic objectives.			
Review CTC Committee and sub committee structure and roles and responsibilities to ensure decision making delegation appropriate to meet Council objectives.			
Each service to undertake an annual review of service , to identify its key priorities for the forthcoming year. Create Service Plans as part of the review and identify ways of increasing service contribution to corporate priorities such as value for money and excellent customer service.			
Each member of staff to have an Annual Personal Appraisal where they review performance against targets and set objectives for the forthcoming year. These objectives to feed into their service plan and are also grouped under the Council’s strategic objectives.			
Continue to develop methods to communicate performance to the public including the website, quarterly newsletter –‘Talk of the Town’, Annual Report and Annual Town Meeting			
Set action plan for Performance Review sub Committee			
Christmas Lights Event M&HC Education Service	Feb 2011 Oct 2011		
Review annually the outside bodies Members are appointed to			

Objective: To put in place a range of financial management measures to ensure the effective use and management of resources.

Action:	When	Who	Completed
Revise medium-term financial plan covering both revenue and capital spend which provides a framework for the planning and monitoring of resource requirements to reflect and meet objectives of Strategic Plan.			
A Capital Strategy that aims to ensure that investment is linked to Strategic Objectives.			
Financial stewardship is reported to Councillors quarterly, and is considered regularly by Directorate Management Team and F&OMG. This is supported by an established budget monitoring process by managers supported as required by Finance staff.			
Standing Orders and Financial Regulations contained within the Council's Constitution set out the overall framework that governs the management of the Council's finances.			

AIM: 1.1.ii. To attract investment from both public and private sectors, to ensure the economic well-being of Chippenham's residents.

Objective: Offset project costs thorough external grants and sponsorship

Action	When	Who	Completed
Roundabouts - review the current agreement for the sponsorship of the main 'gateway' roundabouts to the town with a view to increasing sponsorship opportunities			
Christmas Lights – undertake a review of their provision creating fewer of improved quality to promote greater potential sponsorship by local businesses.			
Promote sponsorship by local businesses for the provision of floral displays in the town			
M&HC development investigate grant and sponsorship opportunities			
Explore European funding opportunities for twinning related projects			
Explore partnership working with Wiltshire Council			

AIM: 1.1.iii. To provide funding for approved major capital projects by the provision of long term finance on a cost effective basis.

Objective: Maximise external funding for major capital projects.			
Action:	When	Who	Completed
Develop and review loans and investments policy			

AIM: 1.1.iv. Maintain the highest standards of Corporate Governance in the administration, performance and conduct of the Town Council.

Objective: Ensure that the Town Council is doing the right things in the right way for the right people in a timely, inclusive, open, honest and accountable manner.			
Action	When	Who	Completed
Engage a professional independent Internal Auditor			
Agree and implement 3 year schedule of Internal Audit			
Review and develop Corporate Governance Policy			
Create Corporate Constitution incorporating all policies and update as new policies adopted			
Timetable a schedule of review of all policies ensuring any changes in legislation have been incorporated: Draft and adopt policy in accordance with The Equality Act 2010 to consolidate anti-discrimination legislation			
Review policies according to schedule			
Revise Standing Orders against NALC Model Standing Orders published Jan 2010			
Revise Financial Regulations			
Timetable and implement a schedule of review of all written processes			

Objective: Work to meet all 'Quality Town Council' Status criteria.			
Action	When	Who	Completed
Undertake work required to meet outstanding criteria			
Submit application portfolio			

Objective: The Council to operate a complaints procedure and use this to identify areas where service quality is not satisfactory, and take action to improve, making sure that users receive a high quality service.			
Action:	When	Who	Completed
Review complaints procedure			
Monitor complaints received			
Evaluate complaints and take action to improve			

service in question as necessary			
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PRINCIPLE TWO - MEMBERS AND OFFICERS WORKING TOGETHER TO ACHIEVE A COMMON PURPOSE WITH CLEARLY DEFINED FUNCTIONS AND ROLES.

AIM: 1.1.v. The Council aims to ensure that the roles and responsibilities for governance are defined and allocated so that accountability for decisions made and actions taken are clear.

Objective: Ensure roles and function of Members, Officer and Committees are clearly defined.			
Action:	When	Who	Completed
Produce Council's Corporate Constitution			
Review and revise as necessary Member/Officer protocol which describes and regulates the way in which Members and Officers should interact to work effectively together.			
Ensure all Committees have clear terms of reference that set out their roles and responsibilities.			
Develop committee work programmes.			
Develop any corporate governance procedures required by the Localism Act.			

PRINCIPLE THREE - PROMOTING AND DEMONSTRATING THE VALUES OF GOOD GOVERNANCE THROUGH UPHOLDING HIGH STANDARDS OF CONDUCT AND BEHAVIOUR.

AIM: 1.1.vi. To work to the highest standards of conduct and behaviour.

Objective: Ensure that Members and Officers exemplify good standards of behaviour.			
Action:	When	Who	Completed
Issue all Members with Code of Conduct as adopted and any subsequent revisions	On election	All Members	ongoing
Review and revise as required Officer Code of Conduct			
Review and revise as required Anti-fraud and Anti-corruption Strategy			
Review and revise as required Whistle Blowing Policy			
Human Resources Policies and Procedures regarding disciplinary of staff involved in fraud, corruption or any maladministration			
Develop fraud reporting facility on the website			
Review and revise as required complaints procedure			

PRINCIPLE FOUR - TAKING INFORMED AND TRANSPARENT DECISIONS WHICH ARE SUBJECT TO EFFECTIVE SCRUTINY AND MANAGING RISK.

AIM: 1.1.vii. To work in an open and transparent way.

Objective: Set out how the Council operates and the processes for policy and decision making.			
Action:	When	Who	Completed
Develop Council's Corporate Constitution			
Review and revise as required Policies and procedures governing the Council's operations including:- Financial Regulations and Standing Orders Data Protection Corporate Procurement Risk Management Freedom of Information Business Continuity	2011	C&CE / RFO	
Produce and publicise annual calendar of Council and Committee meeting	March annually		
Develop action plan for Performance Review Sub Committee			
Appoint independent Internal Auditor to provide assurance on the arrangements for risk management, internal control and corporate governance. Table interim internal audit reports to S&R and Council. Implement recommendations made in reports to support achievement of best practice.			
Purchase DMH Solutions The Local Council Risk System Create Risk Register Maintain risk register. Report using summary risk register report facility half-yearly to S&R the 'High' and 'Medium' risks, mitigating actions agreed and taken, etc. so that risk management progress can be monitored			

PRINCIPLE FIVE - DEVELOPING THE CAPACITY AND CAPABILITY OF MEMBERS AND OFFICERS.

AIM: 1.1.viii. The Council aims to ensure that members and officers of the Council have the skills, knowledge and capacity they need to discharge their responsibilities and recognises the value of well trained and competent people in effective service delivery.

Objective: To provide training.			
Action:	When	Who	Completed
Review and revise Member Handbook and induction pack.			
Review and revise Member/Officer Protocol			
All new members and officers undertake an induction to familiarise them with the policies, procedures, values and aims of the Council.			
Deliver Member Training workshop.	10 Dec 2011	All Members and staff with Committee responsibilities	
Offer Members training opportunities offered via outside bodies e.g. NALC, Wilts Council.			
Review as part of budget setting Member and staff training budgets.			
Undertake a Training Needs Analysis as part of staff appraisal scheme.	Appraisal & as opportunities arise	All staff	Ongoing

PRINCIPLE SIX - ENGAGING WITH LOCAL PEOPLE AND OTHER STAKEHOLDERS TO ENSURE ROBUST PUBLIC ACCOUNTABILITY.

AIM: 1.1.ix. As a community leader the Town Council works with numerous partners to contribute to the overall quality of life in the town, but it is also concerned with providing the highest quality public services and the widest access to those services.

Objective: Ensure The Council has a continuous programme of consultation and engagement with its residents and communities.			
Action:	When	Who	Completed
Adopt and implement Community Engagement Strategy			
Work with public sector and independent partners to develop community services to meet the needs of the community Including <ul style="list-style-type: none"> • establish proactive opportunities to with 			

housing associations to improve the town's social housing estates			
Localism Act - Consider and implement relevant sections as required			
Individual services to continuously assess service levels and make improvements in line with legislative requirements and customer feedback.			

1.2. REVIEW OF EFFECTIVENESS

The Town Council is committed to continuous real improvement in our internal controls.

The Council will conduct regular in depth reviews of our functions and processes and will act on recommendations received.

AIM: 1.2.i. The Town Council will meet its responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.

Objective: Ensure the processes for maintaining and reviewing the effectiveness of the governance framework are in place and active.			
Action:	When	Who	Completed
Provide S&R with comprehensive reports throughout the year considering overall financial and performance management Risk management reports.			
Agree cyclical review timetable by Internal Auditor of internal controls in operation within each service area against known and evolving risks.			
Develop annual service plans aligned to service development against Strategic Objectives.			
Present half-yearly reports to S&R on the work of and recommendations made by the Internal Auditor.			
Present annual reviews of the Council's financial accounts and records by the External Auditors leading to their opinion as published in the year-end statements.			
Conduct ongoing reviews of strategic and operational risks in each service area and the risk analysis and management in respect of major projects undertaken by the Council.			
Review and, where appropriate, update the Council's Financial Regulations and Standing			

Orders.			
Present annually to S&R Committee a “Statement of Corporate Governance for approval”			

1.3. MANAGING RISK

The Town Council is committed to:

- *preserve and protect the council's staff, assets and reputation.*
- *promote corporate governance by ensuring that risk and business continuity management and internal control systems are effective and robust.*
- *promote a risk aware culture in order to avoid unnecessary liabilities and costs, but to encourage the taking of calculated risks in pursuit of opportunities that benefit the council.*
- *enhance and protect the local environment.*
- *improve business performance.*

The risk management policy states the Council's objectives, approach, procedures and responsibilities. To support the policy procedures are in place that explain how the council's risk management processes operate.

The Corporate Risk Register will be regularly reviewed and kept up-to-date.

AIM: 1.3.i. Manage the Council's financial, operational and reputational risk.

Objective: Ensure risk management strategies are in place.

Action	When	Who	Completed
Review risk management strategies			
Implement operational changes as required			
Purchase DMH Solutions The Local Council Risk System			
Create Risk Register			
Maintain risk register.			
Review and revise as necessary for all properties access audit asbestos survey fire risk assessment for both halls			

Objective: Provide adequate budget to engage external legal advice as required.

Action:	When	Who	Completed
Review budget annually			

Objective: Ensure adequate insurance provision.

Action:	When	Who	Completed
Review insurance policy	annually	RFO	
Review insurance provider	3 year basis from xxxxx	RFO	

Objective: Ensure that CTC complies with all Occupational Health & Safety legislation applicable to its business activities (Health & Safety at Work Act 1974 as amended).

Action:	When	Who	Completed
Review and revise H&S policy			
Review and revise Risk Assessments and logs for all operations			

1.4: CIVIC AND CEREMONIAL

The Town Council is working to improve the civic life of Chippenham's communities and to maintain the Civic and Ceremonial functions and traditions of the Council and town.

AIM: 1.4.i. To arrange CTC's civic and ceremonial activities in a dignified manner so as to uphold and enhance the status of the Council and Mayor, engender civic pride and sustain the civic and ceremonial traditions of the town.

Objective: Promote Councils civic functions.

Action:	When	Who	Completed
Ensure that the Civic regalia and robes are maintained in good condition			
Improve location and storage			
Engender a civic pride in the town, particularly through the active participation of the <ul style="list-style-type: none"> • Schools • Armed Forces • Community Groups in the town			
Participate in Remembrance Sunday		All Members C&CE Mayors Secretary	Ongoing
Hold an annual Civic Service			
Participate in St Pauls Patronal	April 2011		
Participate in St Pauls Community Sunday			

Objective: Support the Mayoralty.			
Action:	When	Who	Completed
Maintain, uphold and actively promote the dignified status of the Town Mayor, Deputy Mayor and the Town Council			
Produce a Mayor's Christmas card the design to be the winner of an annual children's competition			
Award a Past Mayor's Badge to the outgoing Mayor at the Annual Town Council Meeting			
Support the Mayors Charity			

Objective: To recognise those who have made a significant contribution to the lives of the residents of Chippenham.			
Action:	When	Who	Completed
Civic Award Scheme Review Civic Award Scheme including award criteria, publicity, award event following Civic Sunday, style of award			
Publicise widely and effectively the annual call for nominations for the annual Civic Award Scheme.			
Street Naming Continue to work with Wilts Council in this process and lobby for new street names to be of local people of distinction			
Promote commemorative plaque purchase scheme <ul style="list-style-type: none"> • Park benches • Trees • Decorative features • Playground equipment..... etc 			

Objective: To increase awareness of the towns twinning links.			
Action:	When	Who	Completed
Develop strong links with the Chippenham Twinning Association			
Host Civic Reception for visiting twinning visits			
Explore opportunities for European funding and other sponsorship for twinning related projects			
Explore youth twinning opportunities <ul style="list-style-type: none"> • Youth language exchanges 			

PRIORITY 2: COMMUNITY CONSULTATION, ENGAGEMENT, COMMUNICATION and DEVELOPMENT

CONSULTATION and ENGAGEMENT

The Town Council is democratically accountable to residents and acts in the interest of the whole community and works to improve its quality of life and environment. The Councillors try to provide this service responsibly and openly, in accordance with a strict code of conduct to ensure high standards in the way they undertake their duties.

The Council is committed to consulting and engaging with residents and communities across Chippenham.

2.1: REPRESENTATION

AIM: 2.1. To represent the views and wishes of all the residents of Chippenham.

Objective: Continue to improve cross sector community engagement.			
Action	When	Who	Completed
Develop and implement a Community Engagement Strategy (also requirement for Quality Status).		C&CE	✓
Integration of Cepen Park Wards – Identify project for 'TOWN EXPANSION' EMF spend.	November 2011	Cepen Park Ward Members	
Actively promote Chippenham Town Council's role as the first tier of local government for Chippenham. <ul style="list-style-type: none"> • Elect a Democracy Champion • Promote the opportunity for members of Chippenham's electorate to become Town Councillors. 			

2.2: INCLUSION AND ACCESSIBILITY

Chippenham Town Council is committed to the principles of Access and Equity in all its work and recognises the need to:

- Promote fairness in the distribution of resources, particularly for those most in need.
- Recognise and promote people's rights and improve the accountability of decision makers.
- Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improve their quality of life.
- Give people better opportunities for genuine participation and consultation about decisions affecting their lives.

AIM: 2.2. Promote equity of access to every resident.

Objective: Work to make CTC meet best practice on inclusion and accessibility.			
Action	When	Who	Completed
Review and implement Accessibility and Inclusion Policy			
Engage citizens through online media Website Twitter Facebook			
Surveys – use to obtain detailed feedback about our services (online and in Talk of the Town) Market Survey Events survey			

Objective: Ensure simple access to information for all enquiries for services provided by all local authorities and public bodies in the Chippenham area.			
Action:	When	Who	Completed
TOWN HALL INFORMATION POINT Review operation, function, location, opening times as part of TIC relocation feasibility study			
Bring e-Chippenham info point into core funded service of CTC	April 2011		
Update website			

Objective: Work to help Chippenham meet best practice on inclusion and accessibility.			
Action	When	Who	Completed
Work with Wilts Council Inclusion Officer on Town Centre accessibility audit			
Consult to check that services required by the diverse communities in the town are delivered in the most accessible way			
Shop Mobility Consult and consider whether CTC should support reintroduction of Shop Mobility service			

2.3: YOUTH ENGAGEMENT

AIM 2.3. To enable all Young People in Chippenham to participate in making decisions affecting their lives and those of other Young People. The Council aims to make sure Young People's voices are heard and ensure its services and facilities reflect the needs and expectations of Chippenham's Young people.

Objective: To work with all appropriate bodies to ensure that the quality and scope of provision for youth of all ages is appropriate and reflects the changing needs of the community.			
Action:	When	Who	Completed
Use whatever consultation processes are available to ask young people in the town what facilities and activities they require <ul style="list-style-type: none"> • Website, twitter, Facebook 			
Actively encourage and work in partnership with the Chippenham Children's Parliament and Young Chamber			
Work in partnership with local authorities or other agencies concerned with provision of youth facilities			
Attend as an active partner consultation of Skate Park for Chippenham			
Liaise with schools on Town Council priorities Work with Primary School working Group			
Develop School Olympic project			
Create a Youth Town Council			
Work with Youth Town Council to facilitate projects including: <ul style="list-style-type: none"> • Promote/sponsor a youth business competition e.g. Shell Livewire (allow to sell at markets) • Battle of the Bands competition 			
Elect Member to be Youth Champion			

COMMUNICATION

The council is committed to keeping staff and residents informed and fully involved.

Chippenham Town Council will be working over the next three years to improve its communications to the general public, and to give the public greater opportunity to influence decisions. The 'Talk of the Town' quarterly newsletter is very popular with residents, and the Council will be continuing its publication and increasing its size.

In addition, improvements to our internet presence and a trial of other social media will bring the council's operations closer to the citizen.

Improvements to internal communication channels with staff will also be made.

2.4: INTERNAL COMMUNICATIONS

AIM: 2.4. - To make sure that we communicate effectively with our employees and Members providing useful information in such a way that the recipient understands it.

Objective: To use a wide range of appropriate channels of communication.			
Action:	When	Who	Completed
Utilise appropriate channels of communication: <ul style="list-style-type: none"> • emails or memos • notice boards • staff meetings (see hierarchy below) • trade union channels. 			
Establish relevant hierarchy and frequency of regular meetings <ul style="list-style-type: none"> • C&CE & Leader/Deputy Leader • C&CE & Mayor • Management Team Meetings • F&OMG (Business Unit Manager Meeting) • Lead Officers to consult with Committee Chairman on draft Committee Meeting Agendas and minutes • Team operational meetings 	Fortnightly Weekly Weekly Bi-monthly Ongoing Ongoing		Ongoing
Communicate any resulting decisions from these meetings to staff and Members in a clear, concise and easily understandable way, following the plain English guidelines. (Accessibility and Inclusion policy applies)	ongoing	Section Heads	ongoing

Objective: Maintain good communication between staff and Councillors.			
Action:	When	Who	Completed
Ensure all staff have the opportunity to meet all Councillors. Member/Staff Interaction Day			
Organise tours of all properties and facilities open to Members and staff	annually		
All new staff tour of all properties and facilities as part of induction	ongoing		
Full Council agenda to include a presentation from a service unit on a significant piece of work M&HC Stanley Park JCP LRC	Ongoing Nov 2011		

2.5: EXTERNAL COMMUNICATION

AIM: 2.5. To continue to improve communication with residents and the business community about the role of Chippenham Town Council in local government, how decisions are made, its visions, policies and actions.

Objective: Communicate the Council's vision and activities to residents, the business community and visitors.			
Action:	When	Who	Completed
Publicise public participating at all Council, and Committee meetings			
Increase opportunities for face to face public contact with CTC outside of the normal committee and town office contact <ul style="list-style-type: none"> Meet the Mayor Mayor School Assemblies Members surgeries C&CE and Lead Officers speaking at public meetings representation at local community initiatives, such as Folk Festival Committee, ChAP, Chippenham Vision, etc 			
Maximise use of promotional tools: <ul style="list-style-type: none"> The Website Quarterly newsletter (approx 18,000 copies) distributed to all households & businesses The Official Town Guide (every two years) 			

<ul style="list-style-type: none"> • Issuing regular press releases Social Media - Facebook			
Produce and implement a Communications Strategy			
Produce and implement a Corporate Branding Strategy			
Maintain a good relationship with the local press.			

COMMUNITY DEVELOPMENT

The Town Council is committed to work to help communities help themselves, encouraging people to take an active role in their communities and strengthening local networks.

2.6: IMPROVING THE QUALITY OF LIFE

Aim: 2.6. To work both independently and in partnership with others to improve the quality of life, by developing and improving facilities and services to the highest standards.

Objective: Work with public sector and independent partners to develop community services to meet the needs of the community.			
Action:	When	Who	Completed
Chippenham and Villages Area Partnership Further develop the Town Council's collaboration with ChAP to identify and develop projects with particular reference to ChAP Community Plan.			
Civic Society Further develop the Town Council's collaboration with Chippenham Civic Society to identify and develop projects <ul style="list-style-type: none"> • Blue Plaque – John Coles 			
Chippenham Borough Lands Charity Further develop the Town Council's collaboration with Chippenham Borough Lands Charity to identify and develop projects			

2.7: COMMUNITY RESILIENCE

AIM: 2.7. Contribute to Community Resilience.

In order to ensure that Wiltshire's communities are resilient it is vital that they are aware of the risks which affect them and the assets which they have within their communities.

Community Resilience is not just about the Community Safety agenda, it is much wider than that. It is about how the community, the individual within that community and businesses could best prepare to meet the challenges they may face if confronted with a major incident. It was also about how the community could continue to operate for as long as possible and how it could adapt to its new circumstances once the incident had passed. Community Resilience Plans replace where necessary the Initial Response Plan that some parishes have written some years ago. These plans once written would be kept up to date by a person nominated by the Town/Parish Council.

Objective: Develop Community Resilience Plan.			
Action	When	Who	Completed
Work with Wilts Council Emergency Planning Team to develop a suitable Community Resilience Plan for Chippenham.			

2.8. FAIRTRADE TOWN STATUS

AIM: 2.8. Support Chippenham becoming a Fairtrade Town.

Objective: Continue to support the criteria for making Chippenham a Fairtrade Town.			
Action	When	Who	Completed
Adopt Fairtrade policy statement.	Sept 2011		✓
Appoint link Member to Chippenham Fairtrade Committee.	May annually		✓
Implement Fairtrade policy statement.			
Actively promote use of Fairtrade products by hirers of CTC managed properties.			

PRIORITY 3: EFFECTIVE USE OF PUBLIC MONEY

The Town Council is committed to use resources effectively and provide excellent value for money services.

The council spends over £2.2million of public money each year, and has the responsibility to ensure that it is well spent.

The overall aim is to understand the needs of residents, businesses and visitors and provide them with high quality and efficient services that address these needs.

The Council is committed to ensuring every recipient of its services receives equal treatment through a continuous programme of consultation and engagement. The promotion of a customer-focused culture and improved access will continue to be a priority.

The Council is committed to:

- continuously improving the efficiency and effectiveness of our services
- managing existing financial and property resources carefully
- actively pursue those who do not pay money that they owe
- keeping the costs of delivering services under careful review to give each pound that is spent maximum impact
- continueing to maximise the external funding we receive from sources including the National Lottery, Football Foundation, to deliver specific projects that support the development of services to meet the towns expectations.

The Council is committed to seeking efficiencies within all service areas, reviewing ways of working to reducing costs wherever practicable while not lowering our high standards of service delivery.

3.1: BEST VALUE

AIM: 3.1. Conduct all business in accordance with the principles of Best Value and thereby to secure continuous improvement in services, with regard to economy, effectiveness, efficiency and the expectation of residents.

Objective: Ensure CTC service provision meets the 4 C's of Best Value – Challenge, Compare, Consult, Compete.			
Action	When	Who	Completed
<p>Performance Measurement Compare service provision with other comparable service providers including organisations in the public, private and voluntary sectors in the area to ensure it is as economic, effective and efficient as possible.</p> <p>Develop Benchmarks and Measure performance, both internally and against these</p>			

benchmarks Develop a range of simple operational and performance measures that can be applied to services.			
Customer Care Develop a customer care policy which reflects the importance and value of the customer. Ensure future success of services			
Quality Initiatives Define the concept of quality and consider how it may be applied across our range of services.			
Customer Consultation As part of Community Engagement Strategy develop systems to consult or engage the community and consult as necessary on customer requirements and evolve service delivery to reflect those requirements.	ongoing		

3.2: FUNDING OF AMENITIES AND SERVICES

AIM: 3.2. Manage and support the delivery of amenities and services economically and effectively within a proper framework of approved policies and budgets.

Objective: Determine and monitor the level of spending by CTC to ensure the appropriate level of funding is available for the provision of its services.			
Action	When	Who	Completed
Revise Medium Term Financial Plan to reflect priorities identified in Strategic Plan and phasing identified by project scoping.		RFO/FO	
Ensure that sufficient funding is available to provide a high quality standard of services			
Have due regard to the effect that any spending will have on the Council Tax payers of Chippenham	Ongoing		
Maintain effective control over CTC's expenditure by means of continuous monitoring		All budget holders	

3.3: OPTIMISING USE OF FACILITIES

AIM: 3.3. Optimise the use of and income from Town Council owned or managed property.

Objective: Increase bookings for CTC properties and facilities.			
Action	When	Who	Completed
GENERAL Develop and implement marketing strategies for all properties as part of corporate marketing strategy			
NEELD & TOWN HALL COMPLEX			

<p>Review marketing strategy for Neeld & Town Hall business.</p> <p>Organise a number of special events to raise the profile of the Town Council the halls and to boost income streams – e.g. Valentines Ball, New Year’s Eve Party, Summer (Mayor Charity) Ball</p> <p>Establish a wide ranging programme of productions/concerts appealing to all.</p> <ul style="list-style-type: none"> • Investigate feasibility of working with a professional promoter • Market widely. 		VL / EK	
<p>Undertake a feasibility study for the refurbishment and enhancement of the Neeld Hall</p>			
<p>Seek to acquire the adjacent vacant retail unit thereby alleviating current storage and back-stage problems</p>			
<p>Ensure that any future building enhancement retains the ‘community hall’ use while increasing its appeal to as wide a range of cliental as possible</p>			
<p>Review marketing strategy for Neeld Hall business in light of the possible future improvements and developments to the facility.</p>			

3.4: LONDON ROAD CEMETERY

AIM 3.4. To ensure continued provision of a high quality cemetery facility that is accessible to all members of the public and considers the cultural needs of burial for minority groups within Chippenham through the careful and sympathetic management.

Objective: To provide burial, internment and associated chapel facilities, ensuring the efficient implementation of any approved improvements.			
Action:	When	Who	Completed
Undertake a full review of the Cemetery Regulations.			
Investigate the opportunity that the Cemetery of the Year Award presents.			
Encourage greater use of cemeteries for informal recreation e.g. walking and enhance areas with wildlife value.			
Promote cemeteries as an educational resource, both in terms of heritage value and environmental value.			
Encourage greater community involvement in the management and maintenance of cemetery.			
Investigate opportunities for new innovative services such as natural burial, and online grave records.			
Provide a safe and attractive environment for burial. Design and implement planting scheme to soften appearance of new lawn cemetery extension.			
Continue to seek feedback from users of the service including undertakers, from which improvements will be developed and implemented.			
Maintain accurate record keeping and provide access to information and advice for the bereaved. Install Burial Ground Administration software package.	✓		

3.5: GRANTS AND DONATIONS

AIM 3.5. To help groups deliver projects and activities that benefit the local community

Objective: Make funding available to groups to help them deliver projects and activities that benefit the local community.			
Action:	When	Who	Completed
Review annually grant criteria, allocation criteria, monitoring arrangements and the grants budgets			
Review the application forms ensuring clarity over % of Chippenham residents who benefit from grants and donations.			
Financially support community organisations where there is a quantifiable benefit to the townspeople or the town's facilities			
Give special consideration to supporting community organisations that may have difficulty in attracting funding from other sources			
Publicise widely and effectively the availability of the funding available in the grants budget			

PRIORITY 4: ECONOMIC, SOCIAL and ENVIRONMENTAL WELLBEING OF CHIPPENHAM

The Town Council recognises that maintaining economic growth in the town is vitally important. In creating opportunities for growth, the Council understands the responsibility it has:

- *for improving and protecting the town’s special natural and urban environment*
- *making Chippenham a town where people can get around easily, and where better urban spaces encourage people to walk and stay.*
- *reducing the town’s carbon footprint and playing a full part in tackling the challenge of climate change.*

The Town Council is committed to promoting the sustainability of the local community, by encouraging the improvement of the **Economic, Social and Environmental** wellbeing of Chippenham.

Chippenham is strategically located with excellent transport and communication links to all parts of the country. Promotion of the town as a dynamic market town is at the forefront of our agenda. The Council must continue to work with its partners to promote Chippenham as a place to live, work and visit.

The Council will work with partners to facilitate the continued and sustainable growth of Chippenham’s economy, taking into account the interests of Chippenham residents, and the business community. It wants to be economically inclusive and maximise the potential of all residents so that they are able to benefit from the prosperity of the town and the wider area.

Everyone has a role to play in developing the positive conditions needed for sustainable growth.

Business confidence and investment is required to secure and create new job opportunities. People with the required skills, motivation and aspirations are needed to fill the jobs available. Public and voluntary agencies play a crucial role in contributing to business support.

4.1: ECONOMIC WELLBEING

The Town Council will work to help ensure that Chippenham is a buoyant, dynamic and innovative market town with sustainable growth.

4.1.i. SUSTAINABLE COMMUNITIES ACT (SCA) 2007

AIM: 4.1.i. Take advantage of the opportunities presented by the Sustainable Communities Act (SCA) 2007.

Objective: Link into Sustainable Communities Act (SCA) 2007.			
Action:	When	Who	Completed
Review scope of Act as it applies to Parish			

sector			

4.1.ii: RECESSION BUSTING

AIM: 4.1.ii. Respond to the impact of the recession on businesses and individuals.

Objective: Contribute as appropriate to activities that will assist in securing economic sustainability of Chippenham.			
Action:	When	Who	Completed
Work with the Chamber of Commerce			
Contact Federation of Small Businesses			
Join 'Action For Market Towns'			
Liaise with ChAP			
Be represented on Chippenham Vision Board			
Work with Wilts. Council Economic Regeneration officers on <ul style="list-style-type: none"> • BIDS opportunity • small business start ups • new business incubation centre – consult with Ivybridge TC 			
Arrange Business Lunchtime Seminar Programme 2011 - theme- Manufacturing in Chippenham 2012 – theme -			
Town Centre Forum Invite representation at meetings of a Town Centre Forum to consider possible actions			
Mary Portas - The Future of the High Street Campaign Organise High Street Health Check seminar linking to 'Mary Portas - The Future of the High Street Campaign' – to help 'bring back the bustle' to our town centres and create town centres that we can all be proud of.			
Apprentices working for the council Apply for funding for Apprentice Scheme (Museum)			
Develop Tourism and Marketing Strategy			
Promote initiatives to reduce costs <ul style="list-style-type: none"> • energy conservation 			
Organise special shopping experiences throughout the year: <ul style="list-style-type: none"> • Co-organise Chippenham Alive project 			
Lobby on Car parking/charges Work with Chamber of Commerce and others to keep charges to a minimum and encourage people to come into the town centre to shop			

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Objective: To continue to work for improvements to the town centre.			
Action:	When	Who	Completed
<p>Town Centre Street Scene</p> <p>Conduct street scene audit with Civic Society</p> <p>Consider implementation options for issues highlighted in the audit.</p> <p>Neighbourhood aesthetics:</p> <ul style="list-style-type: none"> • Work for replacement of black tarmac repairs with flagstones • Consider Chippenham Civic Society Sculpture Project • Install more trees in High Street • Extend outdoor eating areas in the high street 			
<p>Pedestrianisation of High Street</p> <p>Continue to support manpower budget for closure of High Street</p> <p>High Street Permits Work with Wiltshire Council to ensure only those who really need a permit are issued with one</p>			
<p>Improving west end of town centre</p> <ul style="list-style-type: none"> • Work with Landlords to formulate agreed scheme for uniformity of exterior paint • Traditional street lights/lanterns • Avenue of street trees 			
<p>Supplementary street cleaning Continue to support budget for service</p>			
<p>Publicity, promotions and events</p> <ul style="list-style-type: none"> • Improve town notice boards • Design new town map • Investigate feasibility of electronic interactive notice board 			

4.1.iii: MARKETS

AIM:4.1.iii. To ensure Chippenham enhances its status as a vibrant market town with quality market offer.

Objective: Help boost trade and revitalise Chippenham Markets.			
Action:	When	Who	Completed
Continue to work in partnership with Wiltshire Council to ensure there is a vibrant street market offer available to all visitors and residents			
Encourage Wiltshire Council to look at extending the street market offer to include farmer's market and organise other markets i.e. continental market			
Maximise the Neeld Hall's potential as a location for specialist markets <ul style="list-style-type: none"> • Christmas market • End of school table top sale 			
Encourage street choir/band performances – similar rota to the bands in John Coles park, Saturday mid afternoon (during the quietest time to bring in family and friends of performers)			

4.1.iv: PUBLICITY, PROMOTION AND TOURISM

AIM:4.1.iv. To promote Chippenham as welcoming, interesting and varied, so that it attracts visitors throughout the year, with the result that the economic and cultural benefits of tourism are realised to the advantage of the town.

Objective: To promote the historic riverside market town of Chippenham as a centre for tourism.			
Action:	When	Who	Completed
Develop tourism & marketing plan			
Consider establishment of a resident Chippenham Town Crier			
Work with Chamber of Commerce on Town Map highlighting areas of cultural and retail interest			
TOURIST INFORMATION CENTRE			
Review location, branding and service offered			
Review and produce updated Town Guide			

4.2: SOCIAL WELLBEING

AIM:4.2.i. Work to ensure Chippenham continues to be a SAFE TOWN.

Objective: To work in partnership to improve the safety and security in the town.			
Action:	When	Who	Completed
CCTV promote the CCTV systems in the town centre to reduce crime and the fear of crime Review options for operation of the system			
Night –Time Economy Group Attend all meetings as an active partner			
Street Pastors Support set up of scheme			
Police and PCSO Liaise regularly and support initiatives			

4.3: ENVIRONMENTAL WELLBEING

The environment is the most valuable and precious asset the town possess, depending on it for quality of life, food, resources, energy, recreation and the success of the economy.

The Town Council recognises this and places an emphasis on ensuring Chippenham develops in a balanced and sustainable way.

Climate change is one of the most serious threats to the world. The Council has an important role in reducing the extent and impact of climate change. There are a number of key challenges that must be tackled. Improvement can be made in various ways including reducing the towns' greenhouse gas, reducing traffic congestion and associated air pollution levels, as well as increasing recycling of waste.

Work will be undertaken to implement a Carbon Management Plan and target a reduction in carbon emissions by 2012/13.

AIM: 4.3.i. To campaign and work in partnership to preserve and improve the town's environment and to contribute to addressing environmental issues and reducing the causes and minimising the impact of climate change.

Objective: To demonstrate throughout the organisation best practice in minimising environmental impact.			
Action:	When	Who	Completed
Develop a long-term sustainability strategy to ensure the Council's activities are sustainable			

and environmental impacts are minimised. This involves identifying the environmental impacts of all the Council's activities and then setting clear and achievable objectives and targets as far as is practicable to reduce these impacts.			
Review and update Environmental Report commissioned in 2008 highlighting areas where the Council can be more environmentally efficient and where it already meets the requirements. Energy efficiency drive Movement detectors connected to lights			
Improve recycling facilities throughout the Council's operational sites			
Investigate feasibility of supporting Cycle to Work scheme			

Objective: Reduce Town Council Carbon Emissions.

Action:	When	Who	Completed
Develop Carbon Management Plan			
Calculate baseline carbon footprint			
Set target for reduction of carbon footprint through various energy saving, transport and procurement projects			

Objective: Reduce Chippenham's Carbon Emissions.

Action:	When	Who	Completed
Work with Chamber of Commerce on 'greening your business' awareness raising campaigns			
Consider the provision of energy monitors for local businesses			

Objective: Make the town a greener place and help to offset our carbon emissions.

Action:	When	Who	Completed
To compile a tree survey for all parks and open spaces within the Council's responsibility and investigate the benefit of acquiring a specialist tree management software system to assist in the future management of the trees			
Install more trees in the High Street			
Investigate the potential to provide further tree (re)planting at other sites as part of an ongoing programme to increase biodiversity and create new habitat for wildlife, including fruit trees on			

footpaths			
Work with volunteers to help care for the open spaces River corridor Baydons Wood Derriads Pond LRC			
Engage with Housing Associations on issues on street scene and greenspace improvement (replacement of chicken wire fencing and planting of trees in front gardens surrounding areas)			
Lobby to safeguard areas with potential for recreational development			

Objective: To encourage greater use of public transport with the aims of reducing traffic congestion and dependence on the private car, and promoting walking and cycling, transfer of passenger and freight traffic from road to rail where appropriate, and generally supporting developments that may lead to environmental improvements.

Action:	When	Who	Completed
Traffic calming/speed limits campaign			

Objective: To encourage consultation with the public over environmental and transport developments that affects the community.

Action:	When	Who	Completed
'Twenty is Plenty' initiative Support campaign for 20mph speed limit outside schools and elsewhere			
'Safe Routes To School' plans Support Charter Primary School's 'Taking Action on School Journeys' Challenge			

AIM 4.3.ii: SUSTAINABLE PLANNING AND DEVELOPMENT

Objective: To ensure that development is consistent with sustainability aims, whilst addressing the social and economic needs of the community.

Action:	When	Who	Completed
Contribute to Core Strategy consultation	✓		
Be an active member of the Chippenham Vision Board	✓ Ongoing		
Lobby on Affordable Homes provision			
Lobby for development of brownfield sites			

Objective: Link to Localism Act.

Action:	When	Who	Completed
Review reforms to planning system as it relates to Parish/Town councils.			
Supports measures contained in the Localism Act to require prospective developers to consult communities before submitting applications for some developments.			
Work on Neighbourhood Plans and Neighbourhood Development Orders etc. as required by the Localism Act in collaboration with Chippenham Vision and relevant communities and special interest groups.			
Work on Masterplan and Design Statement in collaboration with Chippenham Vision.			

PRIORITY 5: EXCELLENT ARTS, SPORTS and CULTURAL OPPORTUNITIES FOR ALL

The Town Council is committed to ensuring people have opportunities to participate in arts, sport and cultural activities to improve their quality of life.

5.1: CULTURE AND TRADITIONS

AIM: 5.1. Support and Promote the Culture and Traditions Of The Town.

Objective: Support the continuation of community run culture and heritage events.			
Action	When	Who	Completed
Consult with Rivers Festival on their continuation strategy and consider what actions CTC could offer to facilitate continuation			
Consult with Folk Festival on their continuation strategy and consider what actions CTC could offer to facilitate continuation			
Review level of grants budget to be allocated to culture and traditions annually			

Objective: Support the continuation and development of CTC run culture and heritage events.			
Action	When	Who	Completed
Run public consultations to evaluate events that CTC organise and request ideas for new events.			
Continue to review and develop Christmas Lights Switch on event and Festive Season programme.			
Produce Christmas in Chippenham Guide	Launch Nov 2011 then annually	EJK	✓
Continue to review and develop Pancake Day Race.			
Continue to review and develop May Day dance event.			
Develop and deliver annual summer weekend event in Monkton Park.			
Consider culture and traditions priorities and review level of budget to be allocated annually.			
Organise Regimental Freedom of Chippenham: <ul style="list-style-type: none"> • 9th Royal Logistic Corps. • 1st Rifles 	19/01/12	C&CE	

<ul style="list-style-type: none"> Colerne based regiment 			
2012 Olympiad <ul style="list-style-type: none"> Develop and deliver community celebration to launch the Olympic Torch leaving Chippenham 23rd May. Work collaboratively with schools on inclusive Schools Olympics in Stanley Park. 			
Diamond Jubilee <ul style="list-style-type: none"> Facilitate projects to mark the Queens Diamond Jubilee. 			

Objective: Recognise excellence achieved in different cultural fields.			
Action	When	Who	Completed
Organise a reception hosted by the Mayor inviting representatives of town based organisations or individuals who have demonstrated achieving a level of excellence in a particular field at county or higher level. <ul style="list-style-type: none"> Sport ???? ???? 	Nov 2011 Nov 2012 Nov 2013		

5.2 DEVOLUTION OF SERVICES AND FACILITIES

AIM: 5.2. Seek to acquire complimentary amenities and facilities from partner authorities to strengthen the cultural offer to residents and visitors alike.

Objective: Devolution of Services and additional recreational facilities within the Town from Wiltshire Council to Chippenham Town Council.			
Action:	When	Who	Completed
Actively pursue with Wiltshire Council devolution of Monkton Park, Island Park open space and Patterdown allotment and shooting range			

5.3 HEALTHY LIVING

AIM: 5.3. To provide a range of positive activities for young people and families to engender the benefits of healthy lifestyles, outdoor recreation and to increase usage of the Council's open spaces.

Objective: Increase open space usage.			
Action:	When	Who	Completed
'GET ACTIVE' – introduce a number of initiatives within our parks and open spaces encouraging the residents of Chippenham to get active – e.g. health walks, Family Active activities in JCP, cycling routes, Green Active (allotments and links with schools on healthy			

eating initiatives), install trim trail and track distance markers in appropriate locations.			
Develop programme of special events in partnership with other organisations: National Days – Bird Box Day, Apple Day etc.			

5.4: SPORTS, PLAY AND RECREATIONAL FACILITIES

AIM: 5.4. To provide and enhance the provision of facilities for sports, play and other recreational activities to meet the needs of residents.

5.4.i. JOHN COLES PARK

Objective: Continue to enhance the facilities and increase visitor satisfaction levels.			
Action:	When	Who	Completed
Commit to the pursuance of Green Flag status			
Review all methods used in maintaining the park and open space to ensure they are environmentally sound and rely on best practises			
Ensure a policy is in place for litter vandalism and maintenance			
The opportunity to create a community volunteers group – Friends of John Coles Park – should be actively pursued			
Forge closer links with the events team with a view to organising a number of key events in the Park and building on the success of the annual Children’s Funday			
Introduce a number of Positive Activities for Young People making full use of the MUGA and spaces – e.g. tennis/basketball coaching			
Compile a dog walkers code of conduct			
Investigate the cost to refurbish the toilet facilities	Considered by Amenities Committee 11 th Jan		
Review disabled access and facilities at the Park.			

Objective: Ensure the Bowls and Tennis sections thrive and their needs are met in accordance with their respective partnership agreements.			
Action:	When	Who	Completed
Further pursue the option to transfer the maintenance and upkeep of the John Coles Park bowling green to the Chippenham Park			

Bowls Club.			
Work in close partnership with both the Park Bowls Club and Park Tennis Club in their pursuit of improved facilities and sports development opportunities.			

5.4.ii. STANLEY PARK SPORTS GROUND

Objective: Increase bookings of function room.			
Action:	When	Who	Completed
Promote SP Function Room as a venue with on site parking and full disabled access suitable for business and social meetings. Install Wi-Fi			
Link SP IT to TH central server to enable room booking package to be accessed by both sites.			

Objective: Growth & Retention.			
Action:	When	Who	Completed
Retain existing teams & Clubs, and maintain good level of support & communication to all.			
Set up a formal link/partnership with Abbeyfield School regarding their potential use of the new 3G Artificial Grass Pitch and/or the new meeting room/teaching space in addition to improved pupil development, primary school awareness and the setting up of a Football Academy.			
Set up a formal link/partnership with Abbeyfield School, with ref Facilities use, Pupil development and Primary School awareness.			
To continue FITC scheme, and improve links with All Chippenham Primary schools & Clubs so all continue to grow.			
To develop and publicise 'Player Development Pathway' from age 3 through to adult football, so all players have a clear understanding of their life through football in Chippenham, both genders, all ages and abilities.			
Successfully Host and help run South West Ability Counts festival for the next 5 years, annually.			
Set up adult affiliated 6 aside leagues on the new 3G AGP pitch at non-primary times slots .			

Objective: Raising Standards & Addressing Abusive Behaviour.			
Action:	When	Who	Completed
Continue to support and implement changes with ref the FA Respect Campaign.			

To assist current Charter Standard Clubs to achieve the next level of this FA award.			
To host 3 Wiltshire County Football Coaches Association (WCFCA) events at site per year, so to aid the development of volunteer sports coaches.			
To host 8 Wiltshire County FA courses per year to aid volunteer development and ensure standards are met and exceeded.			
Organise an Annual awards evening for Chippenham based Teams/clubs/coaches. Committee to be formed through Clubs so can be completed on a nomination basis. A chance to reward volunteers, and winners can be put through to County and regional awards/recognition.			
Organise pre-season briefing meetings with all club secretaries & users heads detailing standards and behaviour expected on site to create positive playing environments. To continue to follow FA guidelines and procedures regarding club welfare, and support County FA with implementation of updates.			
To consider working with Sunday Morning adult teams to achieve FA Charter Standard award.			

Objective: Better Players.

Action:	When	Who	Completed
To work/set up with a recognised Sports coaching partner (Coerver Coaching) various sessions to cover all sporting opportunities for children.			
To continue to run and develop the primary to secondary school transition day for specialised pupils.			
To continue & develop the Stanley Park Cup for children and teams making the transition from 7v7 to 11v11 football.			
To develop and publicise 'Player Development Pathway' from age 3 through to adult football, so all players have a clear understanding of their life through football in Chippenham, both genders, all ages and abilities, so they can make the most out of the sport.			

Objective: Running the Game.

Action:	When	Who	Completed
The CFDO to continue attending Local Club committee meetings so to help monitor and			

develop clubs.			
Ensure all records and data bases are kept up to date.			
Consider setting up a Coaches Support Group for Chippenham so to offer help & guidance at a local level.			

Objective: Workforce Development.

Action:	When	Who	Completed
develop 3 groundstaff to IOG level 2 standard			
develop CFDO & Assistant to IOG level 3 standard.			
develop 3 groundstaff to IOG Synthetic Turf care standard.			
Work with local clubs to recruit a Volunteer Co-ordinator for each club, this person will then become key for volunteer development and direction.			
host 4 Wiltshire County FA courses at the site per year to aid volunteer develop and ensure standards are meet and kept.			
help develop/support 14-16yr old boys and girls through work placements/experience so to help them develop a pathway into playing, coaching, refereeing, groundcare in football.			

Objective: Facility Development.

Action:	When	Who	Completed
To continue to manage & maintain the facility to a high standard for all users and levels.			
To ensure the successful implementation of the 'next stage' project with ref Extension & Floodlit all weather pitch.	✓ Opened 01 Dec 2011		
To ensure the successful implementation of the 'next stage' project with reference to the new building extension and 3G Artificial Grass Pitch in the 2011/12 season.			
Pursue the opportunities that arise from the erection of a permanent fencing structure around the premier football pitch and the potential sponsorship and income generating opportunities that this brings.			
Implement and successfully promote the 'Walk of Support' campaign with the sponsorship of paving bricks in the new patio area.			
To ensure that all machinery and equipment is regularly appraised and a replacement programme is in place, meeting the changing needs of the facility.			

To undertake a feasibility study into the provision of solar panels and low cost energy provision together with the estimated cost to provide such technologies.			
Consider the setting up and development of a Out of School Hours IT/Sport development Centre for Young/adult persons.			
Develop an additional adult pitch on undeveloped 10 acres.			
Maintain and increase profile of BMX track on site through Community heads and volunteers.			
Continue the development and planning for 3 x 2 acre fishing lakes on undeveloped 10 acres. To include educational areas, kayaking, bird watching.			
To consider the replacement of current equipment/machinery for the betterment of the site/standards level.			

Objective: Promotion.

Action:	When	Who	Completed
Continue and develop links with all sporting governing bodies, and develop an annual action plan with clear objectives and plans.			
Effectively promote and advertise successes through local media and press.			
To continue to update and enhance the sites webpage on the Town Council's website and to pursue promotional opportunities via other social websites such as Facebook and Twitter.			
To investigate the purchase of portable advertising tools to use at off-site venues to help promote the Town Council and specifically the facilities at Stanley Park.			
Continue to update and develop Site area/section of Chippenham Town Council website.			
To host a annual open day/evening for All at the beginning of each football season.			
To continue to effectively the use of all notice boards at the site and the town hall to communicate with all users and future users.			
Once next stage is completed to ensure signage on site reflects positively the Chippenham, Town Council input and impact.			

Objective: Community & Education

Action:	When	Who	Completed
Promote & increase health awareness in the Town and Local area. Establish links with			

Sports physios, health workers, primary care trust, and to provide consultation sessions at the site.			
To continue to work with Sports partners to set up future sessions on Friday evenings and Saturday morning to keep kids off the streets and in sport.			
To continue to promote anti-racism and advertise on site.			
Consider the setting up and development of a Out of School Hours IT/Sport development Centre for Young/adult persons.			
To continue to develop and work with local clubs, specifically CTFC with ref links into sport and bringing the community together, and most importantly working together.			
Establish a User Group to replace Stanley Park Development Working Party			

5.4.iii. OTHER PLAY AREAS

Objective: Ensure that a range of quality and safe play equipment is available at a number of locations around the town to maximise children's learning opportunities from a young age.			
Action:	When	Who	Completed
provide further play (adventure) equipment at a number of current play sites.			
To investigate the provision of play, outdoor fitness equipment, Multi Use Sports/Games Areas suitable for older children and teenagers.			
Investigate the possibility of providing outdoor fitness equipment in order to create a 'Chippenham Health Trail' at a number of locations within the Town e.g. John Coles Park, the River Route (town area along Monkton Park).			
Provide a Multi Use Sports/Games Area at Little Battens together with a youth shelter.			
To work in partnership with other agencies to facilitate new and improved play provision for all age groups.			
To investigate the potential for external developer (Section 106) funding to assist with the financing of all future play facilities.			

5.4.iv. RIVERS ROUTE

AIM 5.4.iv. To maintain under agreement with Wiltshire Council the Calne to Lacock section of National Cycle Network Route 403 as a traffic-free walking and cycling route to be accessed and enjoyed by all.

Objective: Maintain Calne to Lacock section of National Cycle Network Route 403.			
Action:	When	Who	Completed
Renew SLA with Wilts Council			
Review management plan			

Objective: Develop and promote riverside town trail.			
Action:	When	Who	Completed
Continue to maintain Millennium Wall			
Work with relevant community groups on development of riverside town trail			

5.4.v. CEPEN PARK

Objective: Enhance facilities for residents.			
Action:	When	Who	Completed
Provide additional street furniture incl. litter bins, benches and notice board and investigate other play opportunities			
Seek to secure green space in Curlew Drive as open green community space			

5.4.vi. DERRIADS POND

Objective: Maintain and develop the area as a community facility and as a wildlife conservation amenity.			
Action:	When	Who	Completed
Further develop a management plan for Derriads Pond and adjacent former balancing pond ground as a wildlife conservation area. <ul style="list-style-type: none"> involve local groups interested in wildlife conservation, schools etc. 			
Investigate the possibility of a notice board, picnic table, seating and other enhancements			
Investigate the planting of additional trees around the pond using native varieties			

5.4.vii. WESTMEAD

Objective: To maintain, protect and enhance the open space at Westmead and promote it as a valuable space for both passive and active recreational opportunities.

Action:	When	Who	Completed
Seek to raise the awareness of Westmead as a valuable green space and informal recreational open space which forms part of the River corridor and Rivers Route			
Raise awareness of accessible open space provision and the value of sites in relation to wildlife, health and educational benefits e.g. through promotion on the Council website, on site signage and leaflets			
Undertake an education campaign in Chippenham to raise awareness of the problem with dog foul on open spaces and highlight the associated health risks.			
Raise awareness that dog waste can now be disposed of in general waste/dual waste litterbins.			
Seek to develop and stage a community event at Westmead open space			

5.5. ALLOTMENT PROVISION

The Town Council recognises its duty to provide allotments and will continue to hold designated sites in perpetuity for the good of the town.

AIM 5.5.i. To maintain and improve the infrastructure, facilities and quality of the allotment sites, making sure the sites are safe and welcoming for all and to seek opportunities to meet the demand for additional allotments.

Objective: To provide high quality allotments and explore opportunities to meet demand for more.			
Action:	When	Who	Completed
Work closely with the Chippenham Garden & Allotment Society to identify further improvements and enhancements			
Ensure CG&AS is aware of all its health and safety requirements on Tenants of all allotment sites			
Identify potential new sites to address growing demand for allotments as identified by the waiting list			
Work with Chippenham Garden & Allotment Society to organise an open day at one of the larger allotments (e.g. Cricketts Lane) to promote growing own food, composting etc. as well as social interaction and physical activity/health benefits			
Rationalise the provision of large plots and identify those that have potential to be split into two to become more manageable for tenants and also to work towards meeting waiting list demand.			
Encourage greater use of allotments by schools and community groups, through increased promotion.			
Continue to invest in site quality and security as funding allows			

5.6: MUSEUM & HERITAGE CENTRE

Mission Statement:

The Museum and Heritage Centre holds in trust geological and environmental specimens, archaeological artefacts and items of social and historical significance from Chippenham and its immediate area. Its dual role is to provide opportunities for local people and visitors to contribute interact and benefit from the collection and to preserve and document it for future generations. The Museum facility providers, staff, and community will add to this collection and its supporting material when and where appropriate, and help interpret and enhance it for the inspiration, learning and enjoyment of all.

The Museum will be invited to re-apply for Accreditation status on 4th of February 2013. As part of the accreditation criteria the M&HC publishes a full report and updated strategic plan annually. The following aims are taken from these reports.

AIM 5.6.i.: Maintain current core standards and procedures within new Accreditation guidelines.

Objective: Maintain and improve museum environment for the storage & display of artefacts			
Action	When	Who	Completed
Receive annual conservation report from MDO, Wiltshire Council.	Sept 2011 Sept 2012 Sept 2013	Curator/ Assistant Curator	Sept 2011
Act on recommendations	Oct 2011- Oct 2013	Curator/Assistant Curator	
Apply for any grants available for improvements of collection e.g. Wiltshire Project Fund & Renaissance funding	Oct 2011	Assistant Curator	Oct 2011
Consider and improve environmental conditions within museum including storage, display, lighting and heating	On-going	Curator/Assistant Curator	
Continue to maintain building to recommended and acceptable standards	On-going	Curator	

Objective 2: Maintain and improve collection management to accepted standards.			
Action	When	Who	Completed
Continue on-going full collection audit, as per Collection Management Plan 2009-2012	Phase I completed Phase II on-going	AC/Volunteers	
Identify any 'missing' and un-numbered	June 2012	AC/Volunteers	

objects in store			
Identify any relevant objects for disposal	Dec 2011	C/AC	
Manage incoming and outgoing Loans	On-going	AC	
Eradicate existing collection backlog	June 2012	AC	
Document new acquisitions	On-going	AC	
Maintain documentation procedures	On-going	AC/C/Vols	
Digitise collection – add images to Modes database	On-going	AC/Vols	
Transfer database from MfW to MODES XML	2012	AC	
Make Collections information available online	On Wiltshire Treasures	AC	
Research and enhance collection information – History Files	On-going	C/AC/Admin O/Vols	

AIM 5.6.ii: Undertake major project to potentially integrate TIC; extend building and display area to include current leased out office space; develop new uses and update displays in current museum area. REVISE IN LIGHT OF POLICY DECISION OF S&R COMMITTEE TO RELOCATE TIC TO TOWN HALL

There is a separate Development Plan

Objective 1: Complete Initial Tasks – Year 1- 2011-12.			
Action	When	Who	Completed
Brief Chippenham stakeholders including Town Council, Civic Society, Wilts Council	Aug 2011 onwards	Curator	Civic Society
Establish working party & development group	Jan 2012	Curator	
Supply estimated costs to CTC	Aug 2011	Curator	
Contact architect for discussion	Oct 2011	Curator	
Write initial project plan & design brief	Oct 2011	Curator	
Obtain planning permission	Feb 2012	Curator	
Obtain Listed Building Consent	Feb 2012	Curator	
Consult Building Regulations (including fire and safety)	Oct 2011	Curator	
Establish statutory requirements, CDM, DDA etc.	2012	Curator	
Initial development plan for Yelde Hall Task: Inform Atwell's Motor Museum about projected date for return of Fire engine	2012	Curator	
SWOT/PESTLE/risk assessment	2012	Curator	

Objective 2: Funding & development plan – Year 2 – 2012-13.			
Action	When	Who	Completed
Consider new access to museum via Stone Gallery	Sept 2012	All	

Themes for new displays	2012	Curator/Assistant Curator/ Working party	
Yelde Hall development	Sept 2012	All	
Seek sponsorship partners	Sept 2012	Curator	
Consider professional support. Designers, architects, surveyors	2012	All	

Objective 3: Funding and development Plan – Year 3- 2013-14.

Action	When	Who	Completed
Detailed design spec for display change	April 2013	Working party	
Major building work	April 2013	Working party	

Objective 4: Consider how access to collections can be improved and developed.

Action	When	Who	Completed
Consider improvements to static displays especially in relation to people e.g. oral history displays: Task : Memories of working at Westinghouse	On-going	Management Team	
Encourage partners to work with museum including joint activities with schools, colleges, other museums	On-going	Management Team	
Organise special exhibitions/events with community involvement and participation	On-going	Management Team	
Take professional (education) advice about label design	On-going	Management Team	
Access to collections via I.T and website	On -going	Assistant Curator	
New activity – Curator's Choice	December 2011 To be launched at Warden's AGM	Assistant Curator	

AIM 5.6.iii. Develop current Education Service into an exemplar service for schools, colleges and the public- including non-traditional audiences.

Objective 1: Undertake a review of the education Service.			
Action	When	Who	Completed
Deliver initial report to the CTC scrutiny committee outlining current situation and any issues	Oct 2011	Curator/ Assistant Curator	
Act on recommendations of committee			
Contact Stakeholders and interested groups	Nov 2011	Curator	
Provide a report to Scrutiny committee	Dec 2011	Curator/ Assistant Curator	
Provide estimates and costs for any changes	Jan 2012	Curator/Assistant Curator	

Objective 2: Improve and develop current service.			
Action	When	Who	Completed
Investigate funding for provision of an enhanced service	After review/on-going	Curator/Assistant Curator	
Change current emphasis by offering local schools ideas to develop their own tailored version of the National Curriculum e.g. use local examples	On going	Curator/Assistant Curator/ Education Team	
Update School Session info leaflet(July each year)	Part of Review	Curator/Assistant Curator/ Education Team	
Devise a range of educational resource packs for the use of schools and colleges e.g.; the Saxons	After Review	Curator/Assistant Curator/ Education Team	
Develop collection service to relate to Museum themes and offer more structured service for local schools	After Review	Curator/Assistant Curator/ Education Team	
Examine potential for web development. Particularly in relation to child friendly/ interactive pages	After Review	Curator/Assistant Curator/ Education Team	

Investigate potential for non-traditional teaching for e.g. special needs groups, reminiscence groups or gifted and talented school children	On-going	Curator/Assistant Curator/ Education Team	
Arrange focus group for potential partners	Part of Review	Cur/Ed	
Develop reminiscence boxes/other handling collections from duplicate/unprovenanced material	Set after Review	Curator/Assistant Curator/ Education team	
Review Saturday club	Early Oct 2011	Cur/Ali	
Encourage feedback so new audiences can be targeted through outreach & encourage follow-up visits	Part of Review	Curator/Assistant Curator/ Education Team	
Evaluate performance of education staff on a regular basis	On-going	Assistant curator	
Deliver Archaeology project in schools- separate project plan	August 2012	Education officers/All	
Deliver oral history project & provide training for staff	2012	Curator/Assistant Curator/	
Deliver banners project on schools & display in Needd Hall	April 2012	Assistant Curator	
Consider better use of volunteers in educational activities	In progress	All	

AIM 5.6.iv. Develop support networks for the Museum and its workforce by developing partnership working and setting up a Friends' Group.

Objective 1: Establish a Friends of the Museum group.			
Action	When	Who	Completed
Produce plan of action & present to Council	June 2011	Curator	June 2011
Set up steering group	Announce at Dec AGM	Curator	
Establish committee & draft constitution	Jan 2012	Curator/volunteers	

Objective 2: Develop communication & feedback for volunteers & wardens.

Action	When	Who	Completed
Make newsletter more regular and improve presentation. Deliver to a wider audience	Dec 2011	Admin	
Consider e- newsletter	Dec 2011	Admin	
Organise more social events	Dec 2011	Admin	

Objective 3: Continue to build good relationships with other museums in North Wilts, the Wilts. Council Museums Service /Community Services and other areas with exchange of ideas, research and inter museum object loans for display and research purposes.

Action	When	Who	Completed
Review contact database	2011	Admin	
Work together on WWI commemoration in 2014	2013	All	
Support & promote establishment of a countywide heritage forum or museum's group	2013	Curator	
Work with the Civic Society to research and promote the blue plaque scheme	2011-2012	Curator	
Maintain relationships with other larger Museums. Devizes, Trowbridge, Swindon & Salisbury	On-going		
Consider joint events/promotions etc. with voluntary museums & history groups in the area i.e. Calne, Lacock, Corsham	On-going		

AIM 5.6.v. Development Marketing Plan and Sustainability Policy in particular to improve web presence and internet services.

Objective 1: To improve ICT provision to open up access to all collections for the public. Including an improved web site and social network sites.

Action	When	Who	Completed
Work with Systems Administrator to review website provision. Task: Consider Web Site content for the museum micro site.	2012	Curator/Assistant Curator	
Work with Wilts. Council on their MDO project to assess and advise on museum web sites	2012	Curator/Assistant Curator/ Education	
E selling	2012	Curator/AC / Education /TIC	
Publicise Facebook presence &	September	Curator	Sept 2011

consider all types of social networking	2011		
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Objective 2: improve general marketing of the museum and education service.

Action	When	Who	Completed
Consistency of quality and design-house style- brand identity.		All	
Task: establish a museum logo	2011/2012	Curator	
Review marketing policy	2012	Curator/AC	
Review funding mix and consider possible new additional sources of income e.g. selling on-line images of the town from the collection to the public	On-going	Curator/Assistant Curator	
Consider leaflets in different languages	2012	Curator/Assistant Curator	
Continue leaflet/poster marketing, review distribution and investigate new locations.	On-going	All	
Task: Compile list of volunteers/friends who can distribute	December 2011	Admin Officer	
Consider quarterly programme of events leaflets	2012	Curator	
Continue to improve relationships with local media. Use of official press release.	On –going	All	

Objective 3: use events, outreach , local and national campaigns to maximum effect.

Action	When	Who	Completed
Maintain awareness of campaigns and adapt & use if possible e.g. BBC hands on history.			
Task : organise & publicise or			

participate in:- festival Chippenham Folk fortnight events Archaeology Art in the Park River festival Heritage Open Days Task: organise & publicise events & activities At Half term At Easter In Summer	May July August August September Feb & May & Oct 2012/13 April 2012/13 August 2012/13	All All	
Use wider publicity e.g. Diamond Jubilee celebrations, Olympics to market to a wider audience Task : organise & publicise Jubilee exhibition/event in museum	June 2012	Curator/Research Team	
Consider establishing links with twinning association	2012	Curator	
Consider other events in including participation in Heritage Open Days, Late night opening in town, Christmas lights switch -on	On-going	All	

AIM 5.6.vi. Maintain high standards of customer services.

Objective 1: To ensure best use of volunteers and staff.			
Action	When	Who	Completed
To provide an assessment of administration service	2012	CTC/CM	
Clarification of roles	On-going	Curator	
To provide training to permanent staff & extend informal training to volunteer staff	On-going	Curator	
Regular appraisal of all staff	Starting Nov 2011	All	
Ensure volunteers facilities including a workstation/ computer access is available when needed	On-going	Admin	
Ensure supporters/volunteers, staff, are aware of mission /Aims and achievements	Jan 2012	Curator	

Objective 2: To improve and develop an exhibition and publication programme.			
Action	When	Who	Completed
Continue to plan ,develop and publicise a varied and relevant exhibition programme	On –going	Management team	
Market and publicise current in house publications	On-going	All	
Facilitate and edit the next book in the series ‘Chippenham Studies’ Moravian Church (Slavery), Local Inns	On-going	Assistant Curator	
Consider new series of pamphlets in a Chippenham biographies series	November 2011	Research team	
Review opportunities for selling outside the museum	On-going	All	
Consider printing postcards and print for sale	On-going	All	

Objective 3: To maintain awareness of the museum's relationship with the environment/locality.

Action	When	Who	Completed
To consider environmental impact when buying goods and services	Always	All	
Minimise environmental impact of business	Always	All	
Continue relationships with local businesses, services where at all possible	On-going	All	

Objective 4 –Improve and develop shop.

	When	Who	Completed
Review of stock held & rotation of stock	2012	All	
Consider design of shop space	2012	All	

5.7: HISTORIC MONUMENTS & BUILDINGS

The Town Council will continue to support the historic built environment.

AIM: 5.7.i. Protect and promote Chippenham's historic built environment.

Objective: Ensure that Chippenham's historic built environment is protected and enhanced.			
Action:	When	Who	Completed
<p>Work with Civic Society on identifying Chippenham's significant historic monuments & buildings listed and unlisted</p> <p>Develop proposals for preservation and usage</p>			
<p>Derriads Barn Arrange Site visit with representatives of CTC and Wiltshire Council Consider options report prepared by Wiltshire Council (due Sept 2011)</p>			
<p>Railway Viaduct –THE ARCHES - (Grade II listed building)</p> <p>Collaborate with Chippenham Civic Society in lobbying for improved maintenance and refurbishment</p> <ul style="list-style-type: none"> • Meeting arranged at TH on 18 April 2011 Representatives present from Chippenham Civic Society / Mouchel / Network Rail / CTC • Follow up regularly and ensure agreements are implemented 			
<p>Replacement of Pedestrian footbridge adjacent to the Railway Station Consider proposals by Network Rail</p>			
<p>Buttercross</p>			

PRIORITY 6.0: ENSURE AN EFFECTIVE WORKFORCE

The Town Council is committed to responding to what the community and employees tell us about its role as a model employer.

Chippenham Town Council has a committed workforce many of whom are residents of the town and have made a career choice to provide public services in their home town. In many service areas these staff are the most essential element to ensuring high quality services for our residents.

The Council wants:

- to be an 'employer of choice' with both a strong reputation and good people management practices.
- to ensure that all staff are consistently aware of what is required of them, skilled to meet those requirements and clear about how they are doing.
- to achieve fair pay for a good day's work, provide better development opportunities, recognise the essential need for flexible working to increase our efficiency and have productive industrial relations.
- to have HR technology that supports staff and managers to do their jobs quickly and cost effectively.

6.1: SUPPORTING STAFF

AIM: 6.1. To recruit, retain and support high calibre members of staff in order to enable CTC to deliver its corporate aims efficiently, economically and effectively.

Objective: Support the Council's agenda in relation to the development of an effective and motivated workforce.			
Action	When	Who	Completed
Ensure that the Council meets the requirements of National Agreements and current Employment Legislation			
Consider adoption of NALC SLCC National Agreement on Terms and Conditions of Employment for the Clerk and Chief Executive as a minimum standard			
Review recruitment policy			
Revise recruitment packs as necessary			

Objective: Promote constructive relationships with trade unions.			
Action	When	Who	Completed
C&CE meet with UNISON representative			
UNISON invited to appoint staff convenor			

Objective: Progress the Council's modernisation agenda in relation to employment issues particularly ensuring that staff are clear about their roles and responsibilities with particular reference to their service area and that they are suitably qualified, trained and motivated to deliver them (Links to Corp Gov AIM: 1.1.v).

Action	When	Who	Completed
Develop an employee appraisal scheme linked to performance and target setting.	2011	C&CE	✓
Implement Employee appraisal scheme	From Oct 2011	Line Managers	Ongoing
Undertake a Training Needs Analysis	Annually	all Section Heads	ongoing
Staff Handbook to form a section of the Councils Corporate Constitution Develop a Staff Handbook Distribute Staff Handbook to all existing staff Embed Staff Handbook as core of Induction Pack for new staff	2011		
Raise awareness of zero tolerance to bullying			
Work to achieve an employer's quality standard such as Investors in People			

Objective: Ensure that staff levels and departmental structures are commensurate with the services being provided.

Action:	When	Who	Completed
Review sections 3 yearly cycle Service Delivery TIC M&HC Support Services Halls Letting Staff Stanley Park Staff	Sept 2011 01 April 2012 01 April 2012		

Objective: Ensure that staff have the necessary and sufficient equipment to carry out their work efficiently and safely.

Action:	When	Who	Completed
Review recommendations arising from Annual Appraisals	yearly	Service managers	ongoing
Review recommendations arising from team meetings	ongoing		

6.2: INFORMATION TECHNOLOGY

The Council recognises that IT has a critical role to play in supporting the council's transformation agenda in providing more efficient ways of working for staff and improving services for the public.

IT will play an important part in the range of communications tools available, but it is recognised that face to face communication is still the most effective means of communication.

The financial constraints facing the Council mean that there will be an increased emphasis on the role that IT and efficient information management can play in providing efficiency savings through a more productive working environment.

AIM: 6.2. Provide cost effective, reliable and user friendly IT systems and ICT infrastructure to enable all the Council's strategic requirements and business objectives to be met.











Objective: Improve ITC Technical Robustness & Efficiency.			
Action:	When	Who	Completed
Invite independent specialist companies to review the Council's ICT system and produce costed strategic business plan identifying: <ul style="list-style-type: none"> • key business and service infrastructure requirements • proposals for improving business efficiency and effectiveness through the appropriate use of corporate ICT solutions • proposals for unification of systems where possible in order to enhance overall service delivery and provide value for money ICT services 			
Let contract and agree schedule for 3 year phased introduction of effective ICT solutions			
Update ICT budget and 3 year Medium Term Financial Plan			
Promote use of Electronic Calendar by all business units			
Promote use of e-mail 'out of office' messaging facility			
Contract company to develop a new improved DDA compliant website that meets the needs of all business units that can be updated in-house including Online sales: Online shop/Ticket sales/booking / box office service / room booking			
Review ACT database usage and meld databases to a single central database that can	Dec 2011	Office Manager	✓











be accessed by all services			
Develop social media presence – Facebook Stanley Park M&HC Events CTC Corporate	Sept 2011 Sept 2011 Sept 2011		✓ ✓ ✓
Review staff Continuous Professional Development needs and ensure relevant training is undertaken to maximise IT skills base			
Network Town Hall photocopier	2010	Office Manager	✓

APPENDIX A: CHIPPENHAM TOWN COUNCILLORS 2010 – 2013

WARD	COUNCILLORS		
Allington	Mrs Sylvia Ann Gibson	Robert Jones	
Avon	Andrew C G Noblet	David L B Powell	John R Scragg
Cepen Park Central	Martin C Coates		
Cepen Park North	Brian S Patterson	Mrs Mary Pile	
Cepen Park South	Terence C Bate		
Hill Rise	Paul R Darby	Mrs Marian E Stickland	
London Road	Mrs June M Wood	William A Wood	
Monkton Park	Mrs Lynda K Andre	Ms Sheila Veitch	
Park	William J Douglas	Mrs Elizabeth Annette Kennedy	Mrs Lorraine S Roberts-Rance
Pewsham	Mrs Mary M Fallon	Mark AC Packard	Richard HP Purdon
Redland	Mrs Maureen F Lloyd	John Andrew Phillips	Mrs Nina M Phillips
Westcroft / Queens	Mrs Desna B Allen	Mrs Sandra E Oakes	

<p>Mrs Desna B Allen Liberal Democrat</p> <p>Ward: Westcroft/Queens Address: 23 Minster Way Chippenham SN14 OPY Tel: 01249 659503 Mob: 07762 117377</p> <p>Email: desna.allen@sky.com</p> 	<p>Martin C Coates Independent</p> <p>Ward: Cepen Park South Address: The Town Hall High Street Chippenham SN15 3ER Tel: 01249 446462 Mob: 07838 037485</p> <p>Email: martincoates@btinternet.com</p> 
<p>Lyn K Andre Liberal Democrat</p> <p>Ward: Monkton Park Address: 12 Matford Hill Chippenham SN15 3NX Tel: 01249 658553 Mob: 07812 896921</p> <p>Email: lyn.andre@wiltshirelibdems.org.uk</p> 	<p>Paul R Darby Liberal Democrat</p> <p>Ward: Hill Rise Address: 49 Greenway Gardens Chippenham SN15 1AL Tel: 01249 443986</p> <p>Email: prdarby@tiscali.co.uk</p> 
<p>Terence C Bate Independent</p> <p>Ward: Cepen Park South Address: 2 Clarence Road Chippenham Wiltshire SN14 0UH Tel: 01249 445702</p> <p>Email: Terence@fernside.u-net.com</p> 	<p>William J Douglas Liberal Democrat</p> <p>Ward: Park Address: 33 Ridings Mead Chippenham SN15 1PQ Tel: 01249 652067 Mob: 07824422613</p> <p>Email: williejohnuk@yahoo.co.uk</p> 

<p>Mary M Fallon Liberal Democrat</p> <p>Ward: Pewsham Address: 10 Parkfields Chippenham SN15 1NX Tel: 01249 651580 Mob: 07950 135855</p> <p>Email: maryminstrelsong@googlemail.com</p> 	<p>Andrew C G Noblet Liberal Democrat</p> <p>Ward: Avon Address: 39 The Ridings Kington St Michael Chippenham SN14 6JG Tel: 01249 750534</p> <p>Email: a.j.noblet@phonecoop.coop</p> 
<p>Mrs Sylvia Ann Gibson Liberal Democrat</p> <p>Ward: Allington Address: 10 Carnarvon Close Chippenham SN14 0PN Tel: 01249 444206</p> <p>Email: Sylvia.Gibson@hotmail.com</p> 	<p>Mrs Sandra E Oakes Liberal Democrat</p> <p>Ward: Westcroft/Queens Address: 36 Wells Close Chippenham SN14 0QD Tel: 01249 656457</p> <p>Email: mfoakes@globalnet.co.uk</p> 
<p>Robert Jones Liberal Democrat</p> <p>Ward: Allington Address: 82 London Road Chippenham SN15 3AZ Tel: 01249 460130 Mob: 07852 285617</p> <p>Email: Robertjones244@btinternet.com</p> 	<p>Mark A C Packard Liberal Democrat</p> <p>Ward: Pewsham Address: 4 Bewley Mews Bewley Lane Lacock Chippenham SN15 2NW Tel: 01249 730135</p> <p>Email: markpackard_uk@yahoo.com</p> 
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