



# **Corporate Plan**

## **Interim Update 2008 – 2013**

*(Approved by Corsham Town Council 14 June 2010 v1.1)*



# CONTENTS

SECTION		PAGE
1	INTRODUCTION	
2	A VISION FOR CORSHAM	
3	PURPOSE AND CORPORATE	
4	A PROFILE OF CORSHAM	8
4.1	HISTORY	8
4.2	GEOGRAPHY	8
4.3	FUTURE DEVELOPMENT	9
4.4	ORGANISATION	9
4.5	RESPONSIBILITIES	10
5	STRATEGY 2008 – 2013	11
5.1	INTRODUCTION	11
5.2	PURPOSE OF THE ORGANISATION	11
5.3	OUR VISION	11
5.4	AIMS	11
5.5	HOW THE COUNCIL MIGHT OPERATE IN THE FUTURE AND LIKELY PRIORITIES	11
5.6	THE ISSUES THAT ARE LIKELY TO IMPACT ON THE TOWN COUNCIL	12
5.7	ANALYSIS OF THE COUNCIL AT PRESENT	14
5.8	PLANNING WHAT NEEDS TO BE DONE	15
5.9	PLANNING HOW WE ARE GOING TO DO IT STRATEGY UPDATE	16 17
6	OVERALL CORPORATE OBJECTIVES 2008 - 2013	18
6.1	LIST OF OVERALL CORPORATE OBJECTIVES	19 - 21
7	POLICIES, PROCEDURES AND PLANS	23

## APPENDICES

- A COMMITTEE STRUCTURE
- B STAFF STRUCTURE
- C BUDGET 2010/11
- D CORPORATE PLAN OBJECTIVES FOR 2010/11 – GOALS AND ACTIONS

### Contact details:

Corsham Town Council  
Town Hall  
High Street  
Corsham  
Wiltshire  
SN13 0EZ

Tel: 01249 702130

Email: [towncouncil@corsham.gov.uk](mailto:towncouncil@corsham.gov.uk)

Web: [www.corsham.gov.uk](http://www.corsham.gov.uk)

## 1. INTRODUCTION

The Corporate Plan is a statement of Corsham Town Council's vision, purpose, objectives and values.

The purpose of this document is to give an overview of the Town Council's plans to make Corsham the most desirable place in Wiltshire to live, work and visit. The document forms part of the Council's Corporate Governance responsibility. It helps demonstrate how the Council's functions and services are directed, how they are related to the community, and give a forward view of the Town.

This Plan states the aims and aspirations of the Town Council from 2008 to 2013. The Corporate Objectives are monitored throughout the year and reviewed annually by the Council to ensure that satisfactory progress is made.

This Plan was updated in 2010 to extend the life of the document until after the local elections in 2013. A huge amount of progress has been made between 2007 when the Plan was agreed, and the 2010 review. The Council has a clearer direction and has developed the ability to respond confidently to issues as they arise and plan for the long-term, such as through the Local Development Framework.

Recent developments include using new Powers to award The Freedom of the Town to All Armed Forces Units, Corsham in 2010 and, meeting the requirements to allow the Council to use the Power of Well Being from June 2010.

Corsham Town Council covers the Corsham parish which includes the settlements of Chapel Knapp, Corsham, Cross Keys, Easton, Gastard, Hartham, Hudswell, Leafield, Middlewick, Neston, Pickwick, Rudloe, Upper Pickwick, Westrop and Westwells. Reference to Corsham, in this document, includes these settlements unless otherwise stated. Corsham Area and Corsham Community Area include Corsham parish and the parishes of Box, Colerne and Lacock.

## 2. A VISION FOR CORSHAM

Corsham Town Council put great effort into producing a vision of what Corsham should be like in the future. The following statement sums up that vision -

**Corsham will be the most desirable place in Wiltshire to live, work and visit, with a safe, active, healthy and sustainable community based around a vibrant and useful Town Centre.**

This statement is underpinned with the following aspirations –

- **Active Community** – There will be a wide range of events and activities for people to get involved in, and well-used facilities including a Leisure Centre, Community Centres and Village Halls. Local Elections will be well supported. There will be good educational facilities and academic achievement.
- **Healthy Community** – There will be a Town Transport Plan that influences how people move from place to place. Cycling, walking and public transport will be encouraged. The Town Council will reduce emissions from its own vehicles. There will be good local health service provision including NHS dentistry.
- **Safe Community** – There will be a range of opportunities for young people to get involved in local decision-making such as a youth forum. There will be a modern Youth Centre. Public Open Spaces and Children’s Play Areas will be exciting, attractive and well-maintained. People will feel safe in public and have access to Police within the Town. The Town Council will be working closely with the Police and other agencies to tackle anti-social behaviour through measures such as CCTV. The roads will be safer, with less speeding traffic.
- **Vibrant Town Centre** – Regular events that take place in the Town Centre will be well attended and popular. There will be a successful Tourist Information Service that meets the needs of visitors. Operators of visitor attractions will co-ordinate their efforts to improve the visitor experience. There will be a range of good quality shops set in attractive surroundings. Traders will make an active contribution to the Town with high participation in Corsham in Bloom, Christmas Lights and other such events. There will continue to be a High Street Post Office and a Market will be held at least every month.
- **Attractive Environment** – Corsham will remain a very clean and tidy Town. People will take pride in their environment and there will be minimal evidence of graffiti or litter. The most attractive buildings will be protected against unsuitable development and people will be offered support towards enhancement projects. There will be plenty of attractive open spaces and many more trees. People will be well informed and knowledgeable about environmental issues such as recycling.
- **Sustainable Management** – There will be a strong, co-operative relationship between Corsham Town Council, the Parish Councils in Corsham Community Area and Wiltshire Council with its Area Board. Local leadership will be in evidence through a responsive Town Council. More people will use alternative means of transport to the private car and there will be a reduced need to travel. Less waste will go to landfill sites as people adopt

good waste minimisation practices. The impact of new development will be minimised, with developer agreements in place to offset adverse effects of new buildings. There will be an increase in the availability of affordable housing. The major re-development of Basil Hill will be integrated into the Town. There will be general support for a new hotel in a suitable location such as the Copenacre site. An undeveloped gap will be preserved between Corsham and outlying settlements and the Town Council will have its own policies in place that reflect the views of local people. Resources will be adequate to cope with the services as they expand and get devolved from Wiltshire Council to the Town Council. Land will have been secured for a new cemetery.



### **A Quality Town Council for a Quality Town**

**The Town Council achieved Quality Status in 2005 and was re-accredited in 2009. In gaining this award it has demonstrated that it is an effective organisation which is well placed to achieve excellence, leadership and commitment to continuous improvement. The Town Council is examining its responsibilities and planning for the future.**

**Corsham Town Council makes a significant contribution to quality of life in the Town and improvement within the community. The Council works in partnership with other organisations to represent various elements of the community including the public, voluntary and business sectors.**

### 3. PURPOSE AND CORPORATE OBJECTIVES

The Town Council exists to improve the social, economic and environmental well-being of Corsham.

It does this in a number of ways. It provides a democratic and representational voice for the community. Where services are provided directly they are managed to a good quality standard, in an efficient, effective and responsive way, at an affordable cost.

Where services are provided by others, the Town Council endeavours to ensure that they are dealt with effectively, and in accordance with the wishes of the community.

#### CORPORATE OBJECTIVES

The Town Council has set out its goals and actions for 2008 – 2013. It has agreed five priority areas for 2010/11 –

- i) To have financially viable and sustainable community centres and village halls which offer activities that people want.
- ii) To have a range of good quality facilities for young people.
- iii) To ensure that Katherine Park is integrated into the rest of the Town.
- iv) To have a successful Leisure Centre in the Town.
- v) To have an up-to-date and useful Town Transport Plan.

## 4. A PROFILE OF CORSHAM

Corsham is a market town within a large parish, about 3 miles South-West of Chippenham, 4 miles North-West of Melksham, 7 miles North-East of Bradford on Avon and about 8 miles from Bath. The London to Bristol railway line runs through Corsham and the Eastern end of the famous Box Tunnel lies within the Parish. Regular rail services can be accessed from nearby Chippenham or Bradford on Avon. There is excellent access to the M4 Motorway at Chippenham and Bath. The Parish has a population of over 12000 people having grown rapidly since 2003. Corsham parish includes the settlements of Chapel Knapp, Corsham, Cross Keys, Easton, Gastard, Hartham, Hudswell, Leafield, Middlewick, Neston, Pickwick, Rudloe, Upper Pickwick, Westrop and Westwells.

### 4.1 HISTORY

Corsham itself is thought to be an Anglo-Saxon settlement. From Saxon times a royal lodge existed on, or close to, the present site of Corsham Court.

The Anglo-Saxons farmed sheep on the Cotswolds. In the 13th and 14th centuries sheep farming became a major source of wealth, with wool being exported and a thriving spinning and weaving industry being established.

The availability of limestone in the Cotswolds had made it a convenient building material since at least Roman times. Corsham sits on the Greater Oolitic Seam which, since it extends in about a 20-mile radius of Bath, has been termed "Bath Stone". Until the 19th century, the Corsham area had been quarried chiefly for very local use. The construction of the Box Hill railway tunnel by the great engineer Brunel, however, brought the means of easily transporting stone further afield at the same time as uncovering huge new deposits.

During the First and Second World Wars, abandoned underground stone quarries under Box Hill were used to store ammunition. In the 1950s part of the 35-acre Spring Quarry was developed as a Central Government War Headquarters site to which the government could retreat in the event of a nuclear holocaust. Code-named "Burlington", the radiation-proof bunker is around 30 metres underground.

As the stone industry reduced, a number of light industrial parks rose up to provide a diversified employment base for the local population, and retailing facilities grew in the centre of Corsham to cater for most needs. In recent years, high technology has come to the fore with developments at Hartham Park, Rudloe Manor and Spring Park.

To reflect Corsham's size and status, the Parish Council, which had been in existence since 1895, was made a Town Council in 2000. Corsham has managed to preserve its rural feel and avoid the congestion of places like Chippenham and Bath. As development increases there will be a fine line to tread in maintaining this balance into the future.

### 4.2 GEOGRAPHY

The parish lies on the eastern slopes of the southern Cotswolds and is on the watershed of the Bristol Avon and the By Brook. There is no significant river in the town itself although the Byde

Mill Brook flows through a residential area eastwards out of the parish to Lacock where it joins the River Avon.

Some of the parish boundaries are interesting and ancient. In the South it is a straight line that follows the line of the Roman road between Bath and Silchester. In the North-West it follows the line of a prehistoric track towards Biddestone, while the Eastern boundary would have abutted the Royal forest of Chippenham.

#### 4.3 FUTURE DEVELOPMENT

Corsham will continue to grow rapidly in the next few years, especially in the MoD and technology sectors. This increase in employment opportunities is welcomed. The MoD's Basil Hill site is being re-developed for completion in 2011. The facility is consolidating three MoD sites into one, and freeing up sites for further employment opportunities. There is also planning permission for a data storage centre and offices at Spring Park. Hartham Park Business Park is looking to expand and advanced plans are being considered for RAF Rudloe Manor.

There is also planning permission for a retirement village in the Westwells area on the former HMS Royal Arthur site.

There is little additional land allocated for residential use but the developments listed above are likely to have a significant impact on the Town, not least increased pressure on the transport infrastructure.

The Local Development Framework is being drafted in 2009 and 2010, and outlines how and where future growth should take place up to 2026.

#### 4.4 ORGANISATION

Corsham Town Council represents the most local tier of local government. It is a statutory body of 20 elected members who annually elect a Chairman. The Council is subject to a wide range of legislation aimed at ensuring accountability and effectiveness. Most legislation consists of Powers (things it can do) but there are also a number of Duties (things it must do). Day-to-day management is carried out under the direction of the Town Clerk who is also the Financial Officer. There are seven full-time and five part-time staff employed by the Council in management, administrative and manual roles. The main source of income is the Precept but income is also generated from hire of facilities, the cemetery and flats.

The Full Council meets monthly and Council (Planning) meetings are held every three weeks. There are three standing committees that meet every other month to make decisions on matters such as policy, recreation facilities and projects.

A copy of the committee structure and staff structure are attached at Appendices A & B.

## 4.5 RESPONSIBILITIES

The Town Council has responsibility for –

- Corsham Town Hall
- Arnold House & Guide Hut
- Recreation Grounds and Children’s Play Areas at Springfield, Meriton Avenue, Rudloe, Westwells, Neston, Gastard and Dicketts Road
- Ladbrook Lane Cemetery, St Batholomew’s Closed Churchyard and the War Memorial
- Amenity sites including Beechfield Nature Area, The Batters and Neston Triangle
- Managing over 100 Allotment Plots at seven sites
- The Garden of Remembrance and the Centenary Garden
- Street furniture such as bins, seats and finger posts
- Several bus shelters
- A top-up litter collection service
- Corsham in Bloom displays and competitions
- Running the Summer Fete and Christmas Lights events
- Maintaining certain footpaths
- Community Safety Initiatives such as mobile CCTV
- Offering grants to local groups
- Tree planting projects
- Production of the Newsletter, website and Town Guide
- Responding to Planning and Development Control Consultation
- Operation of the Community Information Point
- Overseeing the running of Springfield Leisure Centre through representation on the Users Forum and repayment of substantial loans taken out for the swimming pool and sports hall.

## 5. STRATEGY 2008 – 2013 (WITH UPDATES)

*Corsham Town Council's Strategy was approved by the Council in November 2007*

### 5.1 INTRODUCTION

Corsham Town Council represents the most local tier of local government. It is a statutory body of 20 elected members and is subject to a wide range of legislation aimed at ensuring accountability and effectiveness. Most legislation consists of Powers (things it can do) but there are also a number of Duties (things it must do). Day to day management is carried out under the direction of the Town Clerk who is also the Financial Officer. There are seven full-time and five part-time staff employed by the Council in management, administrative and manual roles. The main source of income is the Precept but income is also generated from hire of facilities, the cemetery and flats.

### 5.2 PURPOSE OF THE ORGANISATION

The Council exists to improve the social, economic and environmental well-being of Corsham.

### 5.3 OUR VISION

Corsham Town Council's vision is that 'Corsham will be the most desirable place in Wiltshire to live, work and visit, with a safe, active, healthy and sustainable community based around a vibrant and useful Town Centre.'

### 5.4 AIMS

The Town Council aims to improve quality of life in Corsham through encouraging an active, healthy and safe community, vibrant town centre and attractive environment managed in a sustainable way.

### 5.5 HOW THE COUNCIL MIGHT OPERATE IN THE FUTURE AND LIKELY PRIORITIES

The Council intends to build on the status as a Town Council following this recognition when it changed from being a Parish Council in 2000. Members have a mandate, through being elected to a statutory government organisation, to represent local people. Members are keen to demonstrate their interest in the Town and are willing to become more proactive and have greater input into wider issues such as transport and health. The Council is committed to managing its assets well and providing and facilitating good services locally.

Corsham Town Council achieved Quality Status in 2005 and re-accreditation in 2009 as a means of demonstrating its effectiveness as an organisation.

There is no desire to take on the role of decision-makers in all matters as this may not be appropriate in certain areas such as Development Control. The Council has a role as service provider as well as facilitator and aims to build on its relationships with business and the Local Authorities. It seeks to influence the way services are run by Wiltshire Council which came into being in April 2009 under local government reorganisation. Key issues impacting on the Town over the next few years are transport, the effects of an increasing population, and the transition of Wiltshire Council as a new unitary authority, which will include the devolution of some

services. Corsham Town Council is keen to ensure that these changes happen smoothly and help lead to a sustainable community. There is a willingness to support initiatives that serve to meet the Council's overall aim of improving the quality of life in Corsham.

Good communication between the Council and its customers is important and several methods of communication are used. These include a quarterly newsletter delivered to all residents, press releases, events such as fetes, website, annual town meeting, annual report, and public participation time at all Council meetings.

## 5.6 THE ISSUES THAT ARE LIKELY TO IMPACT ON THE TOWN COUNCIL HAVE BEEN IDENTIFIED AS FOLLOWS:

### **Political**

Unitary Council for Wiltshire

Local Authorities moving away from direct service provision

Town Council taking on devolved services

Town Council taking on more responsibility locally in order to raise standards e.g. street cleaning

Regional Government influence e.g. planning

Corsham is on the edge on the South West Regional Development Agency (SWERDA) area, being viewed as having no social problems

### **Economic**

Low unemployment, making it difficult to attract external funding

Skilled employees could move away if larger employers moved out

Need to identify suitable employment land

Redevelopment of Basil Hill and future use of Rudloe Manor Site 2, Copenacre and Spring Quarry

Seek to develop strong relationships with MoD and local trade/industry

Transport links to and from Corsham for commuters

Need to help ensure there is a good range of retailers

Improve the quality of the Town Centre

Parking issues and the impact of parking charges

Tourism

Promotion of the area as a film location

### **Social**

Further opportunities for young people

Vandalism and anti-social behaviour

Future of Springfield Leisure Centre

Requirements of an ageing population

Lack of NHS dental care

Doctors waiting lists too long

Effects of an increasing population

Sustainability of Community Centres and their purpose/use

Education – explore the size, relationships and specialist status of the schools

Venues for community activities

Good number of cultural events  
Importance of village halls to their communities

### **Technological**

Expanding and promoting the website  
Use of equipment to enable better presentations and reports i.e. laptop and projector  
Contact with residents via direct emailing and social networking

### **Legislative**

Likely devolution of services from Wiltshire Council  
Use of the 'Power of Well-Being', by the Town Council, which will enable it to carry out more functions

### **International**

Future of Twinning and clarification of the benefit to the Town and how much support it should be given  
Success of the French morning  
Overseas tourists  
Increase in immigration and the effects of this  
Bed & Breakfast accommodation and how it is promoted, especially registered premises

### **Environmental**

Use of the underground areas when Basil Hill redevelopment is completed  
Desire to preserve and promote the built and natural environment  
More pressure to develop green areas  
Some areas such as Gastard are not growing due to development restrictions, these settlements are becoming almost exclusively for commuters and retired people  
Acute shortage of property for first time buyers  
Have input into the Local Development Framework at all stages  
High cost of housing generally  
Need to get the proportion of affordable and social housing right  
Climate change and energy efficiency

### **Demographic**

Ageing population, as young people are unable to afford to live in the Town  
The Council needs to have a better understanding of the issue

## 5.7 ANALYSIS OF THE COUNCIL AT PRESENT

A SWOT analysis has identified the Council's strengths, weaknesses, opportunities and threats as follows:

### **Strengths**

Corsham in Bloom, Christmas Lights and Summer Fete  
Good reputation – lack of 'sleaze'  
Good housekeeping, especially financial  
Non-political  
Pragmatic approach with no 'in-fighting'  
Effective teamwork and democracy  
Sound property/assets  
Good staff  
Good relationships with outside organisations locally and further afield  
Active Members  
Strong leadership  
Ambition

### **Weaknesses**

Remote location in town with poor parking facilities  
Some successes not promoted widely  
Lack of office/work space to expand services

### **Opportunities**

More involvement with retail and commercial businesses  
Provision of services in partnership with other Councils  
Increased income through the Precept from Katherine Park and other housing development  
Possible creation of a visitors' centre to highlight Corsham underground  
Research and promote the Town's history  
Make the Community more self-sustaining and resilient

### **Threats**

Reduction in level of services provided by Local Authorities e.g. Information Point funding  
Pressure on services through more housing  
Knock-on effects of car parking charges, especially around the Town Centre  
Could run out of office and depot accommodation  
Loss of staff if they are attracted elsewhere  
Erosion of the rural buffers between Corsham and the surrounding settlements

## 5.8 PLANNING WHAT NEEDS TO BE DONE

**Goals** – the Council would like to have a strong influence in how services are provided and decisions are made which affect the lives of the people of Corsham.

**Coping with the changes** – the Council will be responsive to the needs of the community and flexible in the way it tackles issues. It will be actively involved in matters of local interest and importance.

**Structure of the Council** – decisions will be made by the appropriate committee or officer depending on the nature of that decision. All key decisions will be made by the Full Council. The committee structure will be reviewed periodically to ensure it remains effective. Working Groups and sub-committees will be used where particular issues are best dealt with by small, specialist groups. The staff structure will be reviewed from time to time to reflect changes in the workload and skills required.

**Systems** – systems and procedures will be kept under review by staff and committees to ensure efficiency and effectiveness. Key processes will be documented to ensure consistency, enable a number of staff to perform the same task, and to ensure clear audit trails.

**Style** – the Council prides itself on being run on non-political lines. Members feel that working together for the good of the Town is in the best interest of residents. Ward Members are encouraged to express local views especially when considering planning applications. Decision-making is usually as a result of consensus building with committee decisions only being made after giving members the opportunity to speak on the issue. The Council acts as one organisation rather than as several individual members.

The public are encouraged to participate in Council business through direct contact with members of staff, weekly Member surgeries and public question time at Council and committee meetings, and feedback through the newsletter and online. Outside organisations are generally welcomed to attend meetings to discuss items of local interest.

Partnership working is encouraged and the Council is prepared to take a lead role or facilitate where appropriate. The Council takes a pragmatic approach to problem solving with emphasis on its customers.

**Staff** – the Council has adopted positive HR policies and supports and values its staff. Investment is made in training and development, and recruitment processes are aimed at ensuring the right people are attracted to the organisation. Staff appraisals are carried out annually.

**Skills** – the Council is especially effective and efficient at housekeeping and building relationships with outside bodies. Its assets are well cared for. Members and staff have wide ranging skills as individuals and these skills are used to improve Corsham. Skills include: legal, financial, management, marketing, administrative, creative and community.

## 5.9 PLANNING HOW WE ARE GOING TO DO IT

The Council has set its objectives. These objectives are SMART (Specific, Measurable, Achievable, Realistic, Time-related).

These objectives form the basis of the Forward Plan which uses the eight key countywide themes of: economy; education and lifelong learning; crime and community safety; environment, land-based and countryside; transport; social care/health; housing and the built environment; culture inc. leisure and recreation.

Policies are agreed by the Council and its Committees and each Committee has its own plans and procedures in place in line with the overall aim.

*(Approved by Corsham Town Council 12 November 2007: revised April and June 2010)*

## STRATEGY UPDATE

Following adoption of the Council Strategy a number of goals and actions were identified. The priority goals are agreed each year as part of the forward planning process. The goals for 2010/11 have been highlighted and a sheet has been produced for each one showing the task, success measure/target, time frame/due dates and status and evaluation. These are monitored, reviewed and updated by the Council and Committees at least every two months.

The Council has reviewed its Committee and Staff structures to reflect the strategy and improve efficiency and effectiveness. Systems and procedures are reviewed periodically and critical processes are clearly documented.

The Town Council has become much more ambitious and resilient since 2007 and has the ability to respond quickly to local issues and emerging trends. For example, it has a good understanding of what sustainable communities mean and is using this knowledge to plan for the future through its policy formulation and involvement in the Local Development Framework process. International issues such as climate change and carbon emissions are interpreted locally and addressed as far as reasonably practicable through initiatives including Corsham in Bloom, energy efficiency improvements, Corsham Cycle Network, and Corsham Walking Map. The Climate Change theme runs through all Council activities and is always considered as part of its decision-making process, and policies are adapted accordingly to reduce unnecessary carbon emissions.

The Town Council has re-enforced its commitment to sport and leisure. It is represented on the Springfield Leisure Centre Users Forum; is refurbishing Springfield Tennis Courts; and is exploring the establishment of a sports forum for the Town. The Town Council continues to repay substantial loans taken out for the swimming pool and sports hall at Springfield Leisure Centre. These loans will not be completely paid off until 2028.

Transport features highly on the Council's agenda, and this is an area that Councillors keep under constant review.

Tourism and Town Promotion is being explored by a working group set up for the purpose. The emphasis is on seeing how the Town can benefit from tourism, whilst taking care not to spoil it for residents.

Another area being given more attention is culture and the Town's artistic heritage. The return of Bath Spa University to Corsham in 2009 after a virtual absence since 1986 has helped to consolidate this and undoubtedly provide the Town with some well-known artists for the future. In response to demands from young people a youth cinema has been established in partnership with The Pound and it is hoped that it will be well-supported and financially sustainable.

The relationship with Wiltshire Council is developing despite slow progress on the delegation and devolvement of services to the Town Council. It is hoped that the Area Board will become a relevant forum for dealing publicly with local issues.

The new housing development of Katherine Park was completed in 2009 although the adoption of the roads and amenity areas is subject to negotiation. This aspect of the development may not become the full responsibility of Wiltshire Council or the Town Council

until late 2010 or beyond.

Corsham Area Community Partnership was re-launched in 2009 when it became Corsham Community Area Network. The Town Council continues to be represented on the group and it is likely that a close working relationship will continue. The Corsham Area Community Plan 2005-2015 was updated in 2008-2009 to reflect what has been achieved and identify new issues. Many of the achievements have been influenced by the Town Council.

The Local Agreement for Wiltshire (LAW) was agreed in 2008 and covers the period up to 2011. The Agreement is between organisations who can take action to improve the quality of life in Wiltshire. The topics covered are: resilient communities; affordable housing; lives not services; economic growth; communities safe and feel safer; and natural environment and CO<sub>2</sub>. The Town Council will have regard to the LAW when forming policy and making decisions.

The Corsham Community Area Joint Strategic Needs Assessment was carried out in 2009 to help plan the right health and well-being according to the identified needs. The document was produced by NHS Wiltshire in collaboration with Wiltshire Council. In summary, a higher percentage of Corsham residents say they are in good health than the Wiltshire average and fewer people were killed or injured on Corsham's roads than average. It compares unfavourably for diabetes admissions and for Chronic Obstructive Pulmonary Disease. The Town Council will support initiatives that help address these concerns.

## 6. OVERALL CORPORATE OBJECTIVES 2008-2013.

The overall objectives were first developed by the Town Council during 2007 but many of the themes have been priorities for several years. The initial document was adopted in autumn 2007 and the key priorities for 2008, 2009 and 2010 have been agreed since then. These priorities were considered in detail by Members and goals and actions approved for each one. These are monitored and evaluated by the Council and Committees on a regular basis and updates are given at each meeting. The priorities for 2010 were agreed in autumn 2009 and help inform the budget setting process.

The Corporate Objectives sheets for each priority in 2010 are attached (APPENDIX D)

**Overall Corporate Objectives 2008-2013**

<b>Priority</b>	<b>Goals</b>	<b>Actions</b>	<b>Theme*</b>	<b>Cttee</b>
<b>Active Community</b>	Events - maximise participation	Promote and market the town and help co-ordinate activities and events	Cultural	Leisure
	Local Groups - wide range of opportunities for people to get involved in groups/clubs	Offer grants towards activities & events that promote the town and encourage participation. Allow grant applications bi-monthly	Cultural	F&GP
		Ensure sufficient funding for Summer Fete		Leisure
		Offer funding over a period of years rather than a one off		Council
		Investigate setting up a sports forum (new for 2010)		Leisure
	Community Centres & Village Halls - offer activities that people want	Help ensure they are sustainable by offering long-term support and/or finance where needed	Social Care	Council
	Facilities for young people	Continue to improve play areas whether owned by CTC or not	Social Care	Leisure
	Katherine Park integrated into the Town	Establish what amenities are needed. Provide and manage them	Hsg/Built Env	Leisure
	Successful Leisure Centre	Raise awareness of the importance of the facility with Wiltshire Council.	Social Care	Leisure
		Support activities and help promote the Centre		Leisure
		Work with management to improve the tennis courts		Leisure
	Higher turnout for local elections	Polling Stations located in the most suitable places	Social Care	Council
		Ward boundaries reviewed in order to reflect local communities		Council
<b>Healthy Community</b>	Cycling - increase opportunities for people to cycle instead of using cars	Facilitate a cycle route through Springfield Rec	Transport	Leisure
		Press Wiltshire Council to produce the plans and contribute towards projects - establish a specific budget		Council
		Create cycle practice area at Neston Rec		Leisure
	Walking - increase the number of people who take walks on a regular basis	Produce and promote footpath leaflet	Social Care	Amenities
		Review the Spring Walks and promote them widely		Leisure
		Produce further publications such as the Tree Trail leaflet		Amenities
	Vehicles - reduce emissions from CTC vehicles	Cut unnecessary journeys, when vehicles need replacing, use environmentally friendly models e.g. LPG	Transport	F&GP
		Public Transport	Promote alternatives to the car to reduce pollution	Transport
	Health Service Provision	Encourage the provision of services locally esp NHS dentistry	Social Care	Council
	Royal Arthur developed as a 'Retirement Village'	Support appropriate development of the former MoD site, subject to the necessary safeguards in place over the impact it will have on the community	Social Care	Planning
<b>Safe Community</b>	Range of opportunities for young people	Hold regular meetings with young people e.g. Youth Forum	Social Care	Council
		Support the Youth Centre		Council
	Good quality open spaces and play areas	Continue to improve play areas whether owned by CTC or not	Social Care	Leisure
		Keep facilities in good order with regular inspection and maintenance		Leis/Amen
	Successful events and activities	Organise and/or contribute towards events and activities for young people	Social Care	Leisure
	People feel safe in public	Provide, monitor and review Mobile CCTV system	Com. Safety	F&GP/Amen
		Publish regular newsletter articles on community safety		Council
		Work with the Police and other agencies to deal with anti-social behaviour		Council
	Public have access to police locally	Ensure there is a Police contact point and lost property point in Town Centre	Com. Safety	F&GP
	Good communication between TC and Police	Regular contact with Police (at least monthly)	Com. Safety	Council
Invite Police to Council meetings and report to Annual Town Meeting			Council	

	Safer roads and less speeding traffic	Identify problem areas and consider the most appropriate course of action	Com. Safety	Council
<b>Overall Corporate Objectives 2008-2011</b>				
<b>Priority</b>	<b>Goals</b>	<b>Actions</b>	<b>Theme*</b>	<b>Cttee</b>
<b>Safe Community</b>		Consider requests for improvements from residents		Council
<b>cont.</b>	New youth centre	Work with Wiltshire Council to find suitable site for new Youth Centre	Social Care	Council/Leis
<b>Vibrant Town Centre</b>	Good, well attended events	Offer grant support, help co-ordinate and promote events	Cultural	Leisure
	Successful Tourist Information service	Offer rent free accommodation in return for targets being met	Economy	F&GP/Amen
		Member representation on Development Trust		Council
	Range of good quality shops	Discourage shops changing to residential use	Economy	Planning
		Encourage shopping locally		F&GP
		Purchase locally where practicable		F&GP
		Push for 'first hour free' in car parks		Council
		Consider applying for Fair Trade status		F&GP
		Promote Corsham as a shopping destination		F&GP
	Attractive Town Centre	Complete the Town Centre environmental improvements with Wiltshire Council	Economy	Amenities
		Keep the Town Centre clean and tidy		Amenities
		Promote and encourage participation in 'Corsham in Bloom'		Amenities
	Town Centre Market	Explore and encourage a Town Centre Market	Economy	Amenities
<b>Attractive Environment</b>	Clean and tidy Town	Ensure that there is an effective litter collection service	Hsg/Built Env	Amenities
		Help organise clean-up events at least twice per year		Amenities
		Consider taking on street cleaning as a devolved service		F&GP/Amen
		Consider offering graffiti removal service		Amenities
		Press Wiltshire Council, as the authority responsible, to keep the Town		Amenities
		clean and tidy		Amenities
	Protect attractive buildings	Keep the Town Council's assets in good order	Hsg/Built Env	Amenities
		Through Development Control, resist changes that are detrimental to the Town		Planning
	Plenty of attractive open spaces	Complete the tree planting plan for Corsham	Land Based	Amenities
		Offer and promote tree planting grants		F&GP
	Series of enhancement projects	Offer grants and support for environmental improvements	Hsg/Built Env	F&GP
	Increased awareness of environmental issues such as recycling	Promote and support environmental initiatives through events and publicity	Land Based	Amenities
<b>Sustainable Management</b>	More people using alternative transport to the car	Encourage and support completion of a cycle network	Transport	Council/Leis
		Help ensure that bus services meet local needs		Council*
		Support steps to re-open Corsham Railway Station		Council
	Minimise waste going to landfill	Adopt good practices such as recycling and re-use	Land Based	Council
	Reduce the need to travel	Less meetings, encourage Members to car share	Transport	Council
	Minimise impact of new development	Support development in the most sustainable locations	Hsg/Built Env	Planning
		Have input into Section 106 Agreements		
	Increase in affordable housing	Support additional affordable housing through the planning system	Hsg/Built Env	Planning
	New cemetery	Provide a new cemetery	Land Based	F&GP/Amen

	Basil Hill/Corsham 09 integrated into the Community	Regular dialogue with MoD over Corsham 09 and other MoD sites to ensure they compliment local aspirations	Hsg/Built Env	Council/Planning
<b>Overall Corporate Objectives 2008-2011</b>				
<b>Priority</b>	<b>Goals</b>	<b>Actions</b>	<b>Theme*</b>	<b>Cttee</b>
<b>Sustainable</b>	A major new hotel	Support a new hotel in the appropriate location to meet visitors needs	Hsg/Built Env	Planning
<b>Management cont.</b>	Protect rural buffers	Ensure that a green open space between Corsham and surrounding villages is retained	Land Based	Planning
	Wiltshire Council Assets & issues are dealt with effectively	Dialogue maintained through the transition period so that CTC desires are communicated and considered	Hsg/Built Env	Council
	Adequate staff resources & accommodation	Consider staffing, ICT and accommodation issues as the Town expands and services are devolved	Land Based	F&GP
Notes: '*1' broad theme only. Some actions cover multiple themes. Some actions will be similar under multiple headings.				

There has been progress in almost every area since the objectives were agreed. Each year the Council decides which areas to focus on which has made decision-making easier.



## 7. POLICIES, PROCEDURES AND PLANS

The Town Council has produced and adopted several key policies and documented procedures to assist in the smooth running of the organisation. These had tended to be on an ad hoc basis but have been reviewed by the Town Clerk. The policies listed below are gradually being documented. This is a time-consuming and complex task as it involves reviewing all of the Council's documents. The aim is to complete them by 2011.

There are a number of management plans in place covering such areas as the Cemetery, Allotments and Open Spaces. Numerous routine and recurring actions are not written down or are simply used with reference to forms and checklists (e.g. Christmas lights, Corsham in Bloom, litter collection, vehicle check sheets and filing). An annual work plan is produced, that highlights the key projects and activities that each member of staff is expected to carry out during the year. These are monitored and evaluated by the Town Clerk.

Documented policies and procedures are being put in place for the following areas –

### **Policy/Committee**

#### **1 Council**

- 1.1 Corporate Plan
- 1.2 Forward Planning
- 1.3 Communications
- 1.4 Councillors

#### **2 Council (Planning)**

- 2.1 Planning Policies & Procedures

#### **3 Methuen (Town) Hall**

- 3.1 Marketing
- 3.2 Bookings

#### **4 Finance & General Purposes**

- 4.1 Standing Orders & Financial Regulations
- 4.2 Finance
- 4.3 Meetings
- 4.4 Personnel
- 4.5 Health & Safety
- 4.6 Community Safety
- 4.7 Environmental
- 4.8 Information & Communications Technology
- 4.9 Customer Care
- 4.10 Risk Assessment
- 4.11 Emergency Planning (including Severe Weather & Disaster Recovery)
- 4.12 Marketing
- 4.13 Twinning

4.14 Freedom of Information & Data Protection

4.15 Record Keeping

## **5 Amenities**

5.1 Town Hall (excluding bookings)

5.2 Arnold House & Guide Hut

5.3 Cemetery & Closed Churchyards

5.4 Amenity Sites

5.5 Street Furniture (including bus shelters)

5.6 Asset Management Plan

5.7 Litter Collection

5.8 Corsham in Bloom

5.9 Footpaths

5.10 Tree Planting

5.11 Transport & Highways

## **6 Leisure**

6.1 Recreation Grounds and Play Areas

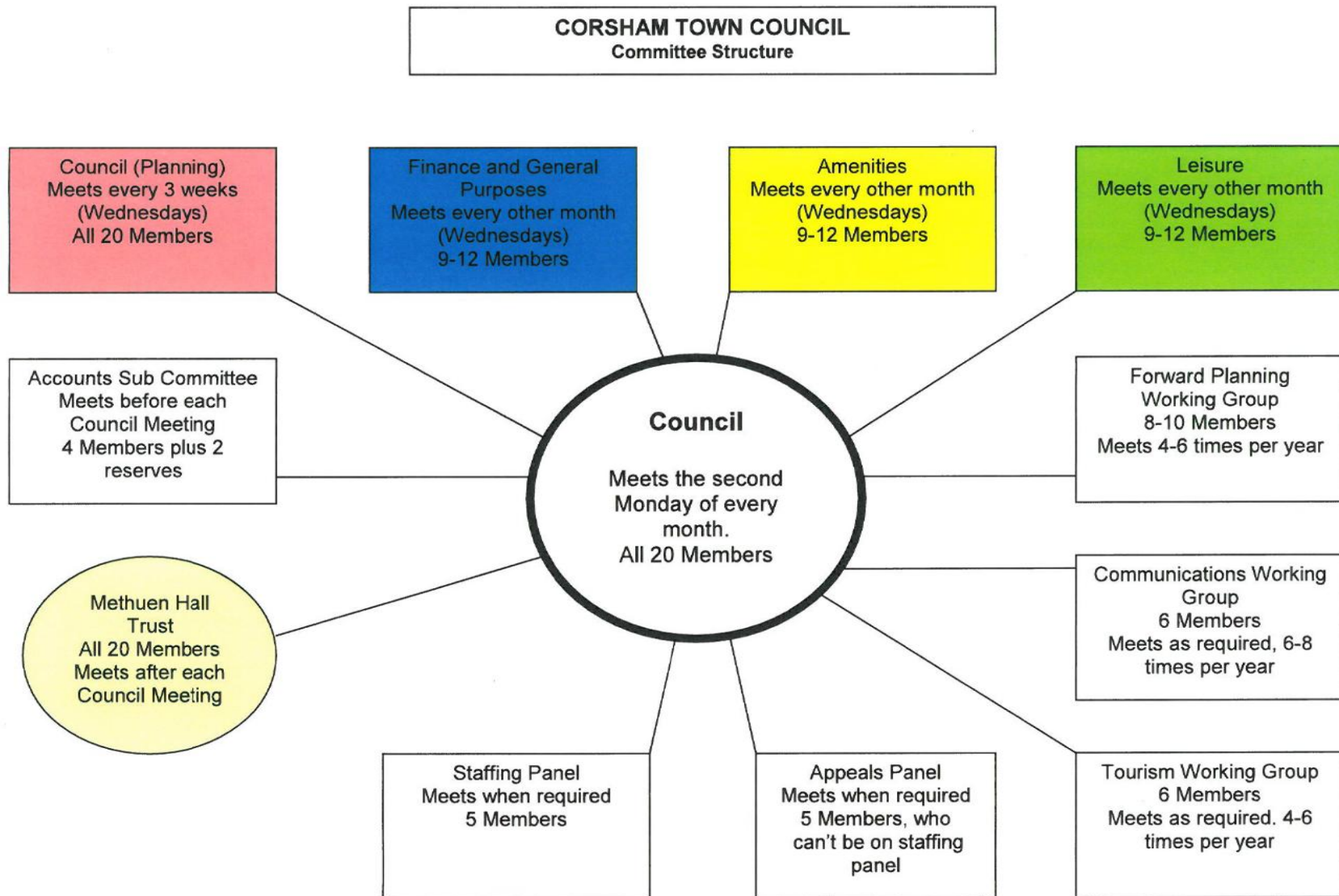
6.2 Allotments

6.3 Events

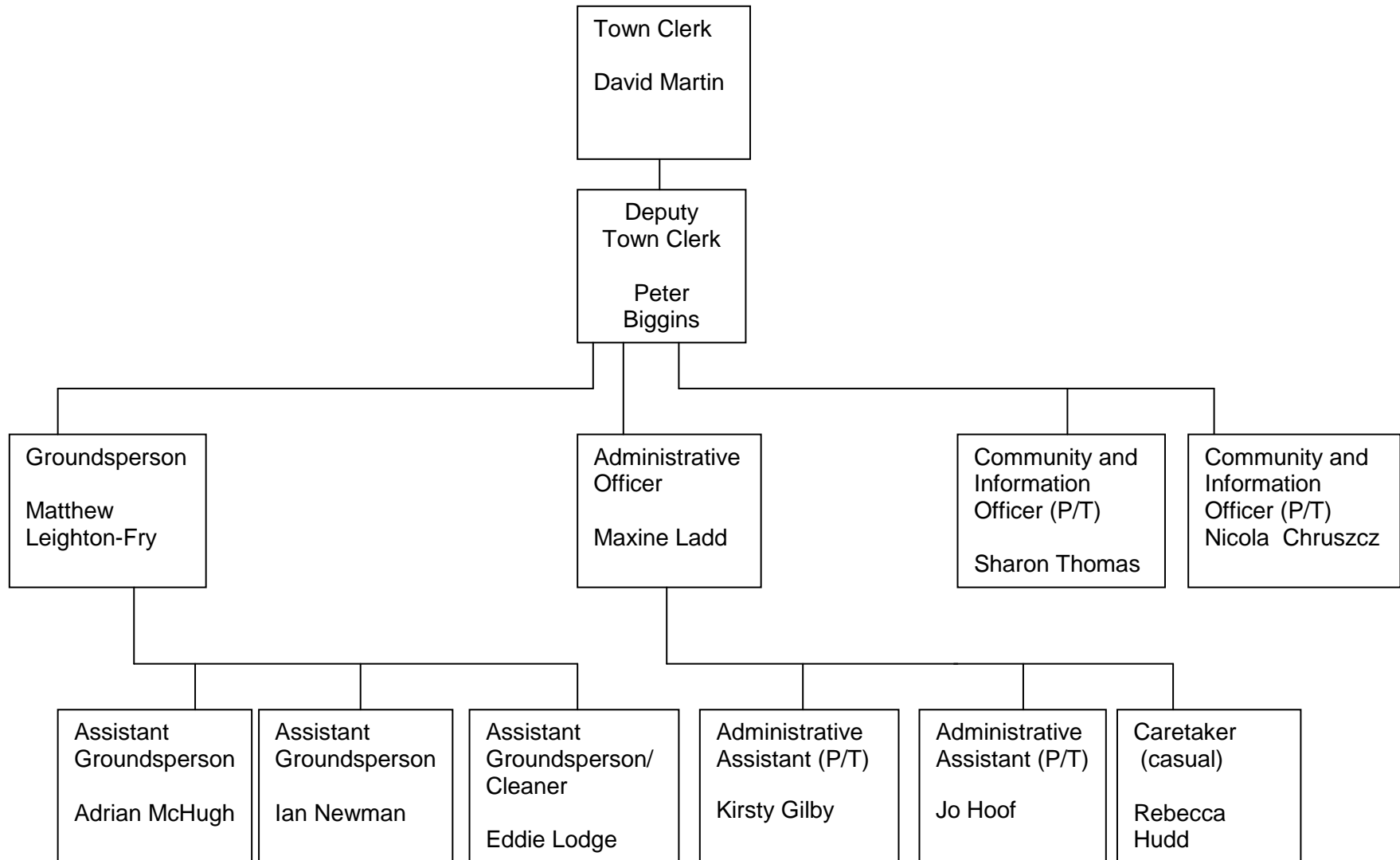
6.4 Tourism

A programme of service reviews has been drawn up, with the first phase of these being carried out in 2010/11 covering transport, bus shelters, events and community safety.

# APPENDIX A



**Corsham Town Council  
Staff Structure  
April 2010**



## APPENDIX C – BUDGET 2010/11

The 2010/11 budget is attached.

APPENDIX D – CORPORATE PLAN OBJECTIVES FOR 2010 – GOALS AND ACTIONS.

Corporate Objectives sheets for the priority areas in 2010/11 are attached.