



Strategic Plan 2014-2018

Corsham - *a place where people want to be*

Foreword

Corsham Town Council operates in a different way to many other councils. Once elected we put aside party political allegiances in order to pursue a higher ideal: what is best for the town, residents and visitors to Corsham.

In July 2013, the Town Councillors got together to ask ourselves asked a few simple, but sometimes challenging, questions:

What did we like about our area?

What are the challenges that face our town?

What strengths would we build upon?

What should Corsham look like in 5 - 10 years time?

This Strategic Plan seeks to address these questions and sets out what the Town Council will be doing to implement improvements, deal with changes and influence how Corsham develops over the next five years and beyond.

There are six main strands to this plan: Managed Development, Open to Business, Destination Corsham, Alive to Centres of Excellence, Safe & Healthy Community and Integration. All these themes are interlinked and will feed into all the decisions the Council will make.

We appreciate that, as a Town Council we do not have the level of resources of large organisations, but what we lack in legal authority and financial backing we will overcome by means of influencing others through sheer hard work and determination. We will work constructively with whoever is most appropriate, including the local community as a whole, to ensure that Corsham continues to improve and develop in a sustainable, positive way.

If you would like to become involved or can assist in the achievement of any of our aims and objectives, please get in touch.



Councillor Mrs Ruth Hopkinson

Chairman, Corsham Town Council

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1. Introduction

Like any other town, Corsham is changing rapidly. The Town grew by over 20% between 2001 and 2011 making it one of the fastest growing towns in Wiltshire. The local population has now exceeded 13,000 and plans for housing development outlined in Wiltshire Council's draft Core Strategy will see the town grow further.

This strategic plan highlights some important facts about our area and identifies the issues and challenges we all face.

- Corsham is the only University town in Wiltshire, with Bath Spa University's Campus expected to expand
- There is a particularly high degree of commuting
- The town centre is benchmark beating - the High Street is strong and bucking national and regional trends
- The MOD is the largest local employer
- There is a very strong sense of community, with numerous clubs, societies and sporting organisations
- It is a place in which people come to stay and settle – people feel positive, hopeful and safe
- There are a few strong links to employers, yet no clear route from school to said employers
- Transport links are excellent in some ways, e.g. access to the M4, yet there are challenges for some, e.g. limited local bus services and lack of a railway station
- Corsham has a strong sense of history

The Town Council has reached consensus on an overall strategic intention and has developed a framework that will deal with the challenges through direct service provision, enabling, influencing and collaboration.

There is a strong desire to make sure the Strategic Plan reflects community aspirations and addresses local issues. Objectives within the plan are based on research and feedback from a wide range of sources.

One of the first actions will be to create structures and align teams to support and strengthen the foundations already established. Then operational plans will be produced in order to turn the Council vision into practical action.

2. The Purpose and Responsibilities of Corsham Town Council

The Town Council exists to improve the economic, social and environmental well-being of Corsham. The Council provides leadership through community governance and engagement in a democratic and representational way.

The Town Council manages its own facilities and services in an efficient, effective and responsive way, at an affordable cost. Where facilities and services are provided by others, the Town Council seeks to influence how they are managed, in accordance with the desires and ambitions of the community.

The Town Council has responsibility for several community assets such as parks, play areas, allotments, cemetery, amenity sites, mobile CCTV, events and much more besides. The Council manages this through three main work streams, which are currently Leisure & Amenities; Community & Events, and Finance & Administration.

3. A Vision for Corsham

Our vision for Corsham is ***'a place where people want to be' - alive with centres of excellence; open to business; and providing an integrated, safe, healthy community built on a foundation of managed development.***

Our vision for Corsham has six strategic themes:

- **Theme 1: Managed Development** is about having a say in how Corsham develops. This can mean promoting desirable changes, such as improving the transport system and increasing the variety of affordable shops, or resisting unwelcome changes which are likely to have a significant negative impact on the Town.
- **Theme 2: Destination Corsham** is about putting Corsham 'on the map'. The intention is to make the Town welcoming and attractive to residents, visitors students and businesses. It will include promoting the Town not just locally, but to others who might not know about all that Corsham has to offer. The Town Council is keen to encourage more events that will bring tourists to the area and help the local economy.
- **Theme 3: Alive with Centres of Excellence** is about bringing people and groups together to achieve more than can be accomplished individually. It means sharing knowledge, skills and experience in a creative way for the benefit of the community.
- **Theme 4: Open to Business** is about making the most of the broad spectrum of employment opportunities that Corsham has to offer and exploring and exploiting the pipeline from school to workplace. Work will be done to gain a better

understanding of what existing and potential businesses and employers are looking for and sharing that information with others who can make good use of it.

- **Theme 5: Safe and Healthy Community** is about improving access to activities and opportunities for older people; improving access to activities for young people; supporting and enabling better sports provision; researching local healthcare needs, and working in collaboration with the Police on community safety issues.
- **Theme 6: Integration** is about integration of all parts of the community, but has particular emphasis on growing the Town's relationship with the MOD and Bath Spa university. It will include research into the needs of those major local employers and making sure they form a strong part of Corsham life.

Each theme has a number of goals. These goals are backed up with aims and objectives which form the basis of the Town Council's Plan for 2014-18.

4. Aims to be Achieved by 2018

The Town Council's overall aims are highlighted below under in each theme:

Managed Development	Destination Corsham	Alive with Centres of Excellence	Open to Business	Safe and Healthy Community	Integration
To produce a community-led neighbourhood plan	To produce a Destination Marketing Plan which puts Corsham 'on the map' as a visitor destination	To enhance Corsham as a recognised centre of excellence for the Arts, creative and cultural activity	To establish Corsham as a 'good place to be in business' with emphasis on the high-tech sector	To understand local healthcare needs and put plans in place to improve accessibility and support	To strengthen and sustain strong relationships with Bath Spa University and the MOD as an integral part of Corsham life
To produce an overall plan for the delivery of suitable housing and employment sites, and infrastructure	To enhance the tourist offer locally through a Destination Management Plan	To establish Corsham as a centre of excellence for different sectors, e.g. independent retail	To understand and promote an effective pipeline from school into workplace	To ensure that Corsham is a safe and active place in which to grow up	To understand the needs of those parts of the community that are difficult to reach
To develop an effective transport system	To ensure visitor services are co-ordinated across the relevant agencies	To establish a forum to encourage collaboration between stakeholders	To create a vibrant independent retail environment in Corsham town centre	To encourage the provision of accessible sporting opportunities with high participation levels	

5. Objectives

In order to achieve the Town Council's aims and to facilitate others, a set of objectives has been established.

i) **Managed Development (Appendices 1 and 2)**

Our Objectives

- To achieve a vision, strategy and overall plan for Corsham's development that is supported by those who live and work here
- To establish Corsham Town Council's future geographical area of governance as a defined parameter for the strategic planning process i.e. a boundary review be completed
- To produce a community-led Neighbourhood Plan which identifies how Corsham should develop as a sustainable community
- To identify where local infrastructure needs to be provided or improved in accordance with the managed development plans
- To achieve effective on-street and off-street parking regulation and management
- To reduce the impact of heavy vehicles and freight on the town centre
- To support a useful, connected public transport service
- To influence the case in favour of a new railway station
- To achieve safer, well-maintained roads with lower than average countywide incident rates
- To develop a comprehensive functional cycle network

ii) **Destination Corsham (Appendix 3)**

Our Objectives

- To increase the number of visitors to Corsham from within a 20 mile radius
- To develop an overarching Corsham 'brand' to fit with the vision: 'Corsham – a place where people want to be'
- To encourage visitors through highlighting and promoting Corsham's Unique Selling Points (USPs), such as the Arts, independent retail and heritage

- To extend marketing initiatives to a wider audience of prospective residents, workers, employers and visitors

iii) Alive with Centres of Excellence (Appendix 4)

Our Objectives

- To encourage collaboration between the Arts, creative and cultural stakeholders
- To promote and celebrate our local Arts, creative and cultural sector through the press and social media
- To encourage events and activities that engage the local community
- To use this enhanced activity to promote Corsham as a Centre of Excellence for diverse sectors

iv) Open to Business (Appendix 5)

Our Objectives

- To facilitate a network or forum/s for local businesses to: network and generate opportunities to collaborate; share and optimise resources; localise supply chains; share insights and, respond to common threats
- To encourage more independent retail start-ups and enable better survival rates
- To develop a reputation amongst retailers and shoppers as being a 'good place for independent retail'
- To encourage more high-tech businesses to set-up in Corsham
- To develop relationships between local high-tech employers and local schools, to create a pipeline into local employment for students and, to encourage the development of technology skills amongst school leavers

v) Safe & Healthy Community (Appendices 6 and 7)

Our Objectives

- To make Corsham a place where residents have good access to healthcare at an affordable cost
- To have a clear picture of Corsham's healthcare needs and priorities
- To have an influence over healthcare providers to ensure they recognise and work towards meeting Corsham's needs
- To ensure there are plans in place to provide the infrastructure needed to deal with increasing healthcare demands
- To create a town where young people feel safe and are able to participate in a wide variety of positive activities
- To ensure availability of a wide range of local sports and fitness activities
- To share knowledge of what sports and fitness opportunities are available and know where the gaps are
- To offer sports clubs encouragement and support in increasing participation in sport from grass roots to excellence
- To encourage collaboration between sports clubs and facility providers

vi) Integration (Appendix 8)

Our Objectives

- To obtain relevant and useful data about our community
- To establish a community liaison panel with Bath Spa University
- To have research-based knowledge about the needs of those who work at MOD Corsham

6. Forward Plan

A Forward Plan will define the overall priorities and set out which areas and themes are a priority in any given time period. Strategic Planning Monitoring and Evaluation Sheets are provided for each area to outline the key objectives, actions, priorities, resource requirements and budgets. These will be used to define what the Town Council is seeking to achieve and assist in the monitoring, review and evaluation within each priority area.

7. Asset Management and Overview of Resources

The management of Town Council assets, resources and commitments are of critical importance in delivering the Strategic Plan. Assets and resources include land and buildings; people (staff, councillors and volunteers); skills and knowledge.

Once the Town Council's strategic objectives have been agreed, the following matters will be addressed:

- Asset Transfer and Delegation of Services – This means deciding which assets and services the Town Council should operate in order to achieve its Strategic Objectives. This will include agreeing a package of assets and services which should be devolved from Wiltshire Council and implementing transfers where appropriate and achievable.
- Asset Management Plan – This will involve reviewing the Town Council's existing assets in the context of the strategic objectives and deciding which assets should be improved, maintained or disposed of.
- Decision-making – A review of the decision-making process will be completed to ensure that the Town Council is able to make effective decisions in the short, medium and longer term. This will include reviewing and aligning committee and staff structures in order to ensure that decision-making is carried out efficiently.
- Councillor and Staff Learning and Development – This will involve making sure the Council has the right skills and abilities in place or access to those skills to be able to deliver the Strategic Objectives.

8. Delivering and Influencing

As a result of the Localism Act 2011 the Town Council has the opportunity to embrace the principle of local control over a wider range of facilities.

'This Act passes significant new rights direct to communities and individuals, making it easier for them to get things done and achieve their ambitions for the place where they live.'¹ (*Localism Act 2011*).

In addition to the wide range of services already provided by the Town Council, such as play areas, allotments, the cemetery and floral displays, there are several ways in which other service providers and individuals can be influenced.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/1896534.pdf

The Town Council is committed to: delivering its own responsibilities to a high standard; influencing and challenging others to make decisions in the best interests of Corsham's residents; and exploring, where appropriate, new and innovative methods of service delivery and community engagement.

These methods of influencing others are:

- **Encouraging** (This may include financial incentives, such as match-funding, grants and concessions)
- **Enabling** (For example, making it easier for people to get the support they need through simplifying internal policies and processes)
- **Engaging** (Building strong relationships, with effective communication and dialogue, partnerships and collaborative working)
- **Exemplifying** (Leading by example, demonstrating shared responsibility and positive general attitudes)

9. Monitoring and Review

The Strategic Plan progress will be monitored and reviewed by the Town Council and its Committees on a regular basis. The frequency of monitoring report is determined annually. Reports and updates will be considered by Councillors and staff. Overall measures of success and achievements will form part of an annual report.

10. Summary

This Strategic Plan sets out Corsham Town Council's vision and explains how it aims to achieve its objectives for 2014 to 2018, in line with localism principles. The Plan explains how the Council's objectives are monitored, reviewed and evaluated. By following this Plan, Corsham aims to become ***'a place where people want to be' - alive with centres of excellence; open to business; and providing an integrated, safe, healthy community built on a foundation of managed development.***

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App.1)

Theme: Managed Development (1 of 2)

Aims: To produce a community-led neighbourhood plan

To produce an overall plan for the delivery of suitable housing and employment sites, and infrastructure

Our Objectives

To achieve a vision, strategy and overall plan for Corsham's development that is supported by those who live and work here

To establish Corsham Town Council's future geographical area of governance as a defined parameter for the strategic planning process i.e. a boundary review be completed

To produce a community-led Neighbourhood Plan which identifies how Corsham should develop as a sustainable community

To identify where local infrastructure needs to be provided or improved in accordance with the managed development plans

To preserve an undeveloped gap between Corsham and outlying settlements, and between smaller, individual settlements

The Actions

Identify, agree and map the preferred sites for housing and economic development, taking into consideration the overall development strategy

Produce clear policies regarding major development and infrastructure which reflect what the community identifies as the most significant issues and concerns

Prepare draft policy statements for the sustainable development of Corsham for public consultation

Through a variety of methods, consult the public on the overall vision for the future development of Corsham

Submit a formal request to Wiltshire Council for a Community Governance Review

Decide where the parish boundary should be, taking into account potential future development

Provide evidence to inform a boundary review

Decide the most appropriate mechanism for producing a community-led Neighbourhood Plan

Facilitate the establishment of a neighbourhood planning group and agree the level of Town Council support it needs

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App.1)

Produce a costed set of options for the production of a Neighbourhood Plan

Consider neighbouring councils concerns and aspirations

Implement the most appropriate community engagement methods in order to help develop the Neighbourhood Plan

Prioritise possible sites for housing and economic development required as a result of the preferred development strategy

Identify the need, type and location of new infrastructure required (e.g. highways, rail, health and education) to support agreed economic and housing sites

Ensure that opportunities to improve existing infrastructure are included in development plans and are highlighted through development control consultation

The Challenges

Timetabling in relation to a possible Community Governance Review and the outcome of the Wiltshire Core Strategy

Achieving effective community engagement and public consultation that reflects local opinion and complies with the National Planning Policy Framework and other legislative requirements

Managing our relationships with neighbouring councils

Addressing Chippenham Town Council's aspirations regarding land to the east of Corsham parish near Chippenham's settlement boundary

Understanding the impact that any changes might have on their communities

Agreeing the scope of the plan both in geographical terms and level of detail

Partnership working

Scale of work involved

Consensus building between agencies and public

Lack of control over use of MOD-owned or private land

Developers are pressing to develop land before an overall plan is in place

Resources Required (inc. Budget)

For publicity through newsletters, websites etc. Possible road shows and attendance at public events

Staff and Councillor time and training

Budget requirement: Minimum of £25,000

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App.1)

Evaluation Measures and Status		
Level of community engagement		
Clarity of public response		
A parish boundary that fairly reflects Corsham as a community until at least the end of the Wiltshire Core Strategy period (2026)		
The completion of a community led Corsham Neighbourhood Plan adopted as planning policy by Wiltshire Council		
Completed identification of suitable sites		
Completion of a comprehensive infrastructure plan		
Priority (H/M/L)	Timeframe (Start/End Dates)	Who (Committee/Work Stream/Lead Person)
		Partners: Wiltshire Council, Corsham Neighbourhood Planning Group (to be formed)

Ref: C14/V2.1

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App.2)

Theme: Managed Development (2 of 2)

Aim: To Develop an Effective Transport System

Our Objectives

To achieve effective on-street and off-street parking regulation and management

To reduce the impact of heavy vehicles and freight on the town

To support a useful, connected public transport service

To influence the case in favour of a new railway station

To achieve safer, well-maintained roads with lower than average countywide incident rates

To develop a comprehensive functional cycle network

The Actions

Review and improve the pricing structure for off-street parking to encourage shoppers and visitors

Review Traffic Regulation Orders and decide where they should be increased, amended or removed

Monitor heavy traffic movement through the town centre and press for necessary improvements

Monitor and review bus routes and usage and encourage service providers to ensure the services meet the identified needs

Support the case for a new railway station through information gathering, lobbying and responding to planning applications

Support road safety initiatives through partnership funding where it will have the greatest effect

Complete development of the Corsham Cycle Network and promote its use

The Challenges

Convincing and persuading other bodies to implement the desired changes within the limited resources available

Sustaining the effort and enthusiasm required to achieve the objectives

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App.2)

Resources Required (inc. Budget)		
Staff and Councillor time and skills		
External expertise and advise on specific projects		
Project funding		
Evaluation Measures and Status		
High use of off-street car parks		
Few problems relating to on-street parking		
Heavy vehicles using preferred routes as opposed to the town centre		
High use of public transport		
A new railway station approved by government		
Low accident rates on our roads		
A completed cycle network		
Priority (H/M/L)	Timeframe (Start/End Dates)	Who (Committee/Work Stream/Lead Person)
		Partners: Wiltshire Council, bus companies, Network Rail and rail service operators

Ref: C14/V2.1

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 3)

Theme: Destination Corsham

Aims: To produce a Destination Marketing Plan which puts Corsham ‘on the map’ as a visitor destination

To enhance the tourist offer locally through a Destination Management Plan

To ensure visitor services are co-ordinated across the relevant agencies

Our Objectives

To increase the number of visitors to Corsham from within a 20 mile radius

To develop an overarching Corsham ‘brand’ to fit with the vision: ‘Corsham – a place where people want to be’

To encourage visitors through highlighting and promoting Corsham’s Unique Selling Points (USPs), such as the Arts, independent retail and heritage

To extend marketing initiatives to a wider audience of prospective residents, workers, employers and visitors

The Actions

Produce a Destination Marketing Plan

Produce a Destination Management Plan that supports an enhanced marketing plan

Engage a marketing professional to review local marketing and branding materials, and recommend improvements

Expand the remit of the Communications and Marketing Working Group to deal with branding, marketing and promotion

Consider creating a specific Communications and Marketing role within the Town Council team

Use innovative ways of local marketing, e.g. advertising on buses, social media, association with existing events and community groups

Explore potential collaborations with major local employers and institutions, e.g. Bath Spa University and the MOD, in order to market to their existing staff and students, and to encourage a deeper relationship with the town, its history, its character and its culture

Work with existing events and organisers to better market major events within the town, e.g. Sci-Fi Day, the Food and Drink Festival and the Peacock Arts Trail

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 3)

Initiate contact with local tourist attractions and agencies to explore: who our existing visitors are and why do they come here; how we can build links and associations with more successful tourist venues such as Lacock, Bath, and Bradford on Avon, and how we can we enhance our existing attractions or develop new ones

Build on our emerging walking groups and potential Walkers are Welcome status to enhance Corsham as a walking and/or cycling destination

Review and improve existing signage, interpretation and promotional materials

Create new physical and electronic materials to support the marketing strategy, including a Town Map outlining attractions/shopping opportunities/facilities, and an Annual Events Programme

The Challenges

Competition from other local towns and tourist destinations

Achieving market penetration (financial and staff costs)

Keeping the number of USPs down – resisting being all things to all people and all interest groups

Distinguishing ourselves in a region with a lot of natural and architectural beauty and many other market towns with Arts, cultural and retail aspirations

Sourcing the appropriate professional guidance to create an effective brand

Competition from local sites as they might not want to collaborate

The lack of a clear ‘honeypot’ attraction to draw in visitors and the patchwork ownership of existing sites which lacks coherence

Coordinating the marketing strategy effectively alongside the Destination Management Plan

Coordinating the work and input of different agencies responsible

Resources Required (inc. Budget)

Finance to employ marketing role within the Town Council team

Finance to employ marketing professional

Finance to implement projects

Finance to create new signage and materials

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 3)

Evaluation Measures and Status		
Increased local tourism value and engagement in events		
Increased take-up of local services, events, and amenities by staff and students at major local employers		
Increased visitor numbers		
Pre- and post- rebrand surveying of regional populations about their perceptions of Corsham as a place to live, work, and visit		
Customer surveys of visitors to Corsham		
Priority (H/M/L)	Timeframe (Start/End Dates)	Who (Committee/Work Stream/Lead Person)
		Partners: Visit Wiltshire, Wiltshire Council, tourist service providers, visitor attractions

Ref: C14/V2.0

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 4)

Theme: Alive with Centres of Excellence

Aims: To enhance Corsham as a recognised Centre of Excellence for the Arts, creative and cultural activity

To establish Corsham as a Centre of Excellence for different sectors, e.g. independent retail

To establish a forum to encourage collaboration between stakeholders

Our Objectives

To encourage collaboration between the Arts, creative and cultural stakeholders

To promote and celebrate our local Arts, creative and cultural sector through the press and social media

To encourage events and activities that engage the local community

To use this enhanced activity to promote Corsham as a Centre of Excellence for diverse sectors

The Actions

Produce list of initial target sectors and their stakeholders

Establish quarterly forums for different sectors in Corsham, e.g. independent retail, community groups and associations, sports clubs – provide refreshments and facilitation to encourage networking and engagement

Encourage collaborative activities and projects to emerge from stakeholder forums with priority access to funds and Town Council facilities

Identify the number of existing local groups and clusters of activity which have the potential to contribute towards Corsham as a Centre of Excellence

Identify existing spend on each sector and redesign processes and messaging around funding applications from those sectors

Develop a regular newsletter/website/social media presence for a collected 'what's on' guide to local events

Establish contacts with local Press and their arts/events editors

Produce a list of stakeholders, e.g. The Pound, Bath Spa University, schools, Goldfish Bowl, Right Angle Picture Framing, Corsham Art Society, the Peacock Arts Trail, Springfield Campus)

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 4)

Creating a survey of Arts, creative and cultural group and event awareness in the town – circulate via social media and hard copies to groups

As sectors emerge, research sources of funding and support locally, nationally and from the EU, to which stakeholders can be directed

The Challenges

Identifying and inviting both appropriate sectors and the relevant stakeholders to the appropriate forum

Persuading the stakeholders that the forum has value

Altering existing processes to accommodate prioritising collaborative projects over single-stakeholder applications

Making sufficient funds available for an increased number and scale of applications

Identifying other sources of funding and communicating the information to others

Resources Required (inc. Budget)

Staff and councillor time

Hospitality

Funding of any studies

Evaluation Measures and Status

Number of collaborative grant applications received and events held

Number of events receiving local, regional and national Press coverage

Surveying awareness of existing activities and support and resources available before and after forum activities

Number of activities that successfully attract external funds beyond the Town Council

Participation in the forum

Priority (H/M/L)	Timeframe (Start/End Dates)	Who (Committee/Work Stream/Lead Person)
		Partners: local independent businesses, stakeholders from the Arts, creative and cultural sector

Ref: C14/V2.0

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 5)

Theme: Open to Business

Aims: To establish Corsham as a ‘good place to be in business’ with emphasis on the high-tech sector

To understand and promote an effective pipeline from school into workplace

To create a vibrant independent retail environment in Corsham town centre

Our Objectives

To facilitate a network or forum/s for local businesses to: network and generate opportunities to collaborate; share and optimise resources; localise supply chains; share insights and, respond to common threats

To encourage more independent retail start-ups and enable better survival rates

To develop a reputation amongst retailers and shoppers as being a ‘good place for independent retail’

To encourage more high-tech businesses to set-up in Corsham

To develop relationships between local high-tech employers and local schools, to create a pipeline into local employment for students and, to encourage the development of technology skills amongst school leavers

The Actions

Facilitate a quarterly business forum at the Town Hall to encourage networking and engagement

Facilitate engagement via simple networking format: quick headline updates from all; emerging opportunities and threats; register of needs and resources and, networking

Create a LinkedIn group to support the forum

Explore whether the Town Council and other significant local organisations can make more use of local suppliers

Revisit retail and business research conducted on Corsham and the surrounding areas to produce a list of businesses or business sectors which could be drawn into the area

Enable better access to property in the area for start-ups and growing businesses through a survey of commercial landlords

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 5)

Engage local retail landlords to explore rent relief (discounts, holidays, royalty-based schemes) for independent retailers

Explore 'pop-up' retail opportunities via stalls and use of empty retail units. Advertise Corsham as an 'incubator' for independent retail to encourage regular and consistent use of the space

Run a 'shop local' publicity campaign on a yearly or twice-yearly basis

Encourage local independent retailers to network (formally or informally) to optimise resources, share best practice and, potentially, form purchasing consortia

Create a (physical and/or electronic) brochure highlighting local independent retailers

Explore the 'Your Street' independent retail gift card system as a promotional scheme

Engage existing firms in dialogue to better understand their needs – supply chains, infrastructure, transportation, and recruitment

Explore what happens from leaving school into further education and employment

Explore how local employers can help and support young people in getting jobs

Work with local business landlords and property developers to better encourage the expansion of a high-tech cluster in Corsham

Work with other regional high-tech clusters (Bristol, Bath, Oxford and Swindon) to invest in infrastructure such as Corsham Railway Station

Work with Wiltshire Council and telecoms providers to encourage the provision of a reliable and accessible high-speed broadband service

The Challenges

Working with the existing Chamber of Commerce and overcoming any cynicism or pessimism

Persuading the stakeholders that the forum has value

Finding the right format to satisfy local needs

Much of the power to change the environment for local retail is in the hands of others, including national and local government, landlords and neighbouring retail areas

Creating relationships with existing companies with whom the Town Council has had little previous engagement.

Persuading high-tech companies, which tend to work in a global rather than a local environment, to appreciate the value of local connectivity

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 5)

Resources Required (inc. Budget)		
Staff and councillor time and skills		
Hospitality		
Evaluation Measures and Status		
Positive feedback from retailers and shoppers		
Participation in the forum		
Surveys of and feedback from local businesses		
A reputation as a 'good place to be in business'		
Higher numbers of independent retailers		
Improved ratio of independent to chain retailers		
Improved survival rates for independent retailers		
High levels of employment of young people in the Corsham area		
Higher numbers of high-tech employers		
Improved growth rates for high-tech companies		
A comprehensive high-speed broadband service		
Priority (H/M/L)	Timeframe (Start/End Dates)	Who (Committee/Work Stream/Lead Person)
		Partners: Chambers of Commerce (Wessex and Corsham), Wiltshire Council

Ref: C14/V2.0

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 6)

Theme: Safe and Healthy Community (1 of 2)

Aim: To understand local healthcare needs and put plans in place to improve accessibility and support

Our Objectives

To make Corsham a place where residents have good access to healthcare at an affordable cost

To have a clear picture of Corsham's healthcare needs and priorities

To have an influence over healthcare providers to ensure they recognise and work towards meeting Corsham's needs

To ensure there are plans in place to provide the infrastructure needed to deal with increasing healthcare demands

The Actions

Research and map what is already known about existing healthcare provision

Gain an understanding of how an ageing population will impact on future service provision

Identify where needs are not being met and seek solutions through collaboration with relevant bodies

Make local healthcare information more widely available where it is not obvious

Facilitate networking between those groups which provide services and activities for older people

Identify good practice elsewhere and use that knowledge to implement what is best for Corsham

Identify what healthcare facilities will be needed and where they should go

Liaise with various healthcare agencies and providers, including doctors, dentists, care homes, hospitals, clinics and social services, with a view to understanding the challenges and plans

Establish where the Town Council can lend support, and influence future service delivery, through mechanisms such as consultation on planning applications

The Challenges

Lack of finance in the public healthcare sector

Lack of knowledge of local needs and demands

Lack of co-ordination and collaboration between service providers

Identifying sufficient resources to meet the aspirations identified in the research

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 6)

<p>Co-ordination between a wide range of service providers</p> <p>Understanding the complex and competing issues from an under-informed starting position</p>		
<p>Resources Required (inc. Budget)</p> <p>Staff, councillor and volunteer time and skills</p> <p>Research costs</p>		
<p>Evaluation Measures and Status</p> <p>Increased awareness of services and activities, especially for older people</p> <p>Closer working between those who work with older people</p> <p>Increased participation in activities for older people through social and community groups</p> <p>Production of a report, supported by clear policies and an action plan which explains Corsham's healthcare issues and needs</p>		
<p>Priority (H/M/L)</p>	<p>Timeframe (Start/End Dates)</p>	<p>Who (Committee/Work Stream/Lead Person)</p>
		<p>Partners: Healthwatch Wiltshire, Wiltshire Council, The Porch Surgery, other healthcare providers and charities</p>

Ref: C14/V2.0

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 7)

Theme: Safe and Healthy Community (2 of 2)

Aims: To ensure that Corsham is a safe and active place in which to grow up

To encourage the provision of accessible sporting opportunities with high participation levels

Our Objectives

To create a town where young people feel safe and are able to participate in a wide variety of positive activities

To ensure availability of a wide range of local sports and fitness activities

To share knowledge of what sports and fitness opportunities are available and know where the gaps are

To offer sports clubs encouragement and support in increasing participation in sport from grass roots to excellence

To encourage collaboration between sports clubs and facility providers

The Actions

Work with Corsham Youth Council to research existing activities and opportunities for young people and create a resource where the information can be shared. Identify existing level and quality of sports provision and identify future sporting needs and aspirations

Facilitate regular networking between youth groups through formal and informal communication channels

Listen to young people in order to identify where demands are not being met and take steps to meet their needs

Create and support more activities for young families

Devise a funding support scheme targeted at clubs who contribute towards meeting the Town Council's objectives

Establish a sports forum which meets at least annually to encourage collaboration and co-ordination between clubs, and increase the opportunity of joint funding

Maximise the benefit of grants by increasing awards to those who collaborate

Provide incentives that encourage people to arrange affordable fitness classes

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 7)

<p>Research the transport needs of young people to identify where improvements should be made</p> <p>Encourage public transport providers to provide service which meets the needs of young people</p>		
<p>The Challenges</p> <p>Managing young people’s expectations and being realistic about what can be delivered</p> <p>Dealing with potentially conflicting priorities between young people and adults</p> <p>Sustaining a sufficient level of interest from clubs to make the forum a success</p>		
<p>Resources Required (inc. Budget)</p> <p>Staff time and grant funding</p> <p>Councillor and Staff time and skills</p> <p>Project funding</p>		
<p>Evaluation Measures and Status</p> <p>Satisfaction surveys through Corsham Youth Council</p> <p>Reliable data on what happens to young people after they have left school</p> <p>Increased activities for young families</p> <p>Higher participation in sport and fitness</p> <p>A wider range of sports available</p> <p>A well-attended sports forum</p>		
<p>Priority (H/M/L)</p>	<p>Timeframe (Start/End Dates)</p>	<p>Who (Committee/Work Stream/Lead Person)</p>
		<p>Partners: Wiltshire Council, schools, youth groups and sports clubs</p>

Ref: C14/V2.0

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 8)

Theme: Integration

Aims: To strengthen and sustain strong relationships with Bath Spa University and the MOD as an integral part of Corsham life

To understand the needs of those parts of the community that are difficult to reach

Our Objectives

To obtain relevant and useful data about our community

To strengthen the relationship with Bath Spa University

To have research-based knowledge about the needs of those who work at MOD Corsham

The Actions

Maintain a close working relationship with MOD Corsham through regular Community Liaison Panel meetings

Carry out a scoping exercise to identify what useful data is held about our area

Identify where there are gaps in the information available and carry out research to bridge those gaps

Establish a Community Liaison Panel with Bath Spa University

The Challenges

Maintaining the level of interest from outside bodies over a long period

Identifying what information is available and of most value

Obtaining relevant data from Bath Spa University and MOD Corsham

Resources Required (inc. Budget)

Staff and Councillor time

Hospitality

Consultancy costs

Research skills

Strategic Planning Objectives – Monitoring and Evaluation Sheet (App. 8)

Evaluation Measures and Status		
Regular liaison panel meetings		
Data obtained		
35		
Priority (H/M/L)	Timeframe (Start/End Dates)	Who (Committee/Work Stream/Lead Person)
		Partners Bath Spa University, MOD Corsham, Wiltshire Council

Ref: C14/V2.0

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