

# Strategic Plan 2018-2022

*Corsham – a place where  
people want to be*



## FOREWORD

This new plan has pedigree. It comes out of the Council's first Strategic Plan for the period 2014-2018 which resulted in a much clearer focus on a set of priorities for improving the town based on six main strands of policy. Much has been achieved over the last four years and the Council is determined to continue improving the town for the benefit of residents, businesses and visitors.

We face a more difficult operating environment now with the effect of central government austerity measures showing through in reductions in services provided by Wiltshire Council. We have already taken on some services previously delivered by Wiltshire Council and have been given notice that we will be expected to take on more services in the near future. Nevertheless, we believe there is a strong case for continued investment in the town's community and infrastructure.

Our new plan has been put together taking account of a huge range of views expressed by members of our community over the last four years. A new group of Councillors coming on to the Council in or after the 2017 elections has added fresh thinking in a number of areas. We have taken time over the last few months to review the priorities and there are a number of major issues set out in this plan on which we would like to make progress.

There will be difficult decisions to be made over the next four years – on priorities for spending and on decisions about how best to spend the money that we receive through Council Tax contributions and other sources. I said earlier that the Council is determined to continue improving the town and that may involve increasing our spending. We recognise that it will be important to get clear support from the community on significant spending plans as they are developed.

**Councillor Steve Abbott**

Chairman Corsham Town Council

July 2018

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## INTRODUCTION

Corsham is going through a period of rapid change. There are obvious changes, such as how new housebuilding is changing our environment, along with more subtle changes, such as how the way people shop is affecting our town centre.

Change brings challenges and opportunities. This Strategic Plan sets out many of the issues we face and suggests ways the Town Council can address them, directly or indirectly. As a public body we recognise that the decisions we make have an impact on people's lives and that the impact can be short or longer term. We also accept that we are accountable to residents and must use our assets and resources responsibly. This includes recognition that it is residents' money being raised through the precept and spent on local facilities and services.

Through this strategy, the Town Council aims to ensure that Corsham thrives as a place to live, work and visit. We want Corsham to grow sustainably as a safe and healthy community that encourages and supports business and is a place where people can thrive. We want to make the most of Corsham's cultural and historic assets and help it become a widely recognised 'destination' town which is attractive for people to live, work, stay and visit.

Below are some important facts about Corsham, along with many of the issues and challenges we now face.

- Corsham is predicted to grow by a further 500 homes between 2018 and 2022. The local population is around 14,000 and new housing development under construction or with planning permission will see the town grow more rapidly than anticipated in Wiltshire's Core Strategy.
- The Town Council is firmly not party-political. This means Councillors have an equal say in how things are done and allows them to govern effectively in the best interests of the community. However, there is concern that none of the Corsham

Town Council elections were contested in 2017, meaning many of the current local councillors are co-opted rather than elected.

- The Town Council is keen to support town centre retailers and other businesses through promoting the town and investing in public realm improvements.
- The MOD is the largest local employer, with approximately 2,500 staff on site. Around 22% of these live within three miles of MOD Corsham.
- There is strong support for better health facilities to deal with the growing and ageing population with increasing healthcare needs.
- Corsham is the only University town in Wiltshire, with Bath Spa University's Campus growing in recognition. The Town Council is working with BSU on a range of community projects.
- Wiltshire Council's Springfield Community Campus is one of the largest investments in community facilities that Wiltshire has seen in recent years.
- Since 2014, the Town Council has taken over assets and services from Wiltshire Council including Ladbrook Lane Old Cemetery and the public conveniences in Newlands Road. The Town Council is planning to take over further services by 2022, including more play areas, open spaces and certain litter and cleaning functions.
- The Corsham Neighbourhood Plan, due for adoption in late 2018, will give greater control over future development and help protect our heritage and environment. This includes giving added protection to the rare and important species of bats which thrive in the area. The Neighbourhood Plan also seeks to address infrastructure issues including health, schools and transport.

- Corsham has a thriving digital economy and this will continue to grow through initiatives such as Wiltshire Council's Corsham Digital Mansion House, which becomes available for high-tech start-ups from 2018/19.
- There is a very strong sense of community, with dozens of clubs, societies and sporting organisations. Corsham has been a Fairtrade town since 2013 and has held Walkers Are Welcome status since 2014. It is of concern that the pool of volunteers for these community organisations will shrink as people work longer.
- Transport links are excellent in some ways, e.g. access to the M4, yet there are challenges for some, especially the limited local bus services, lack of a railway station, inadequate routes into and around the town for heavy traffic, and poor connections into the town from outlying estates and villages.
- Corsham's parish boundary was changed in April 2017, when Rudloe Estate transferred to Box Parish and areas formerly in Box, were transferred to Corsham. Corsham West Ward was created at the same time.
- As a direct result of the previous Strategic Plan, the Town Council re-aligned its budget, committees and staff structure to match its overall aims and objectives.
- At the time of writing, Brexit is very much a hot topic. Whilst this causes a degree of uncertainty, the impact on the Town has yet to be quantified. The Town Council is aware that Brexit could increase economic pressures in the public and private sector.

The Town Council maintains a consensus over its overall strategic intention and has developed a framework that deals with the challenges through direct service provision, enabling, influencing and collaboration.

There is a strong commitment to make sure the Strategic Plan reflects community aspirations and addresses local issues. The objectives within this Plan are based on research and discussion from various sources including sub-groups of Councillors working together on specific themes.

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## THE PURPOSE AND RESPONSIBILITIES OF CORSHAM TOWN COUNCIL

The Town Council exists to improve the economic, social and environmental well-being of the people 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, closed churchyards, amenity sites, mobile CCTV, public conveniences, events and much more besides. The Council manages this through three main work streams, which are currently Property & Amenities, Community Services and Finance & Administration.

Service areas which have been expanding in recent years include: neighbourhood planning, creative industries, destination management and marketing, health and well-being initiatives and improvements to the public realm.

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## A VISION FOR CORSHAM

The first stage of producing this Strategic Plan was a review of the overall vision by Councillors and Staff. It was agreed that the vision should remain the same for 2018-2022:

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.

A guiding principle of delivering our vision is the strong desire to create a sustainable community, enjoyed by present and future generations, that balances environmental, social, cultural and economic needs.

The next stage of the plan was to review the previous themes and decide whether they were still relevant or if they needed updating. A great deal of progress had been made since the 2014-2018 Plan was introduced and it was clear that some of the themes were no longer applicable in their existing form. Workshops were held to discuss priorities, resulting in five new overall strategic themes:

- **THEME 1 – A SAFE AND HEALTHY COMMUNITY** is about identifying, promoting and co-ordinating measures within our local community to provide opportunities for everyone in Corsham to enjoy a safe and healthy lifestyle.

- **THEME 2 – OPEN FOR BUSINESS** is about establishing and enhancing Corsham as a good place to be in business; providing a vibrant community of sustainable businesses, which offer a good selection of goods and services for its residents and create opportunities for local people to gain good employment.
- **THEME 3 – OPPORTUNITIES TO THRIVE** is about allowing residents to flourish and succeed by ensuring the provision of a broad range of appropriate, desirable and accessible opportunities to achieve personal fulfilment.
- **THEME 4 – CULTURAL CORSHAM** is about promoting Corsham as a centre of cultural excellence, heritage, charm and innovation to attract creative industries and jobs, creators and leisure visitors.
- **THEME 5 – SUSTAINABLE CORSHAM** will be delivered through: the Corsham Neighbourhood Plan; helping address concerns around affordable housing; encouraging improvements in transport links; influencing public service provision and focussing activities and resources on maintaining the public realm.

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## OBJECTIVES

Each theme has a set of objectives which form the basis of the Town Council's Plan for 2018-2022.

### I) A SAFE AND HEALTHY COMMUNITY

#### OUR OBJECTIVES

- To support and provide public safety measures such as: supporting community policing; providing civic amenities; assisting in safety/road safety campaigns, and tackling environmental concerns including litter, dog fouling and graffiti.
- To encourage greater physical activity through measures such as: helping facilitate and improve walking, running and cycling trails; maintaining outdoor gyms and children's play areas; supporting swimming pools and fitness classes, sporting events etc, and incentivising sports and fitness clubs.
- To improve access to healthcare services, including doctors and dentists; support and promote preventative measure initiatives through health and well-being groups, including steps to improve mental health and dementia care.
- To help improve access throughout the Corsham area across various modes of transport including cycling, buses, rail and the car, as well as helping maintain safe pedestrian and cycling routes and addressing any identified heavy traffic and congestion issues.
- To strengthen social cohesion through running and supporting activities including sports events, fetes, festivals, youth initiatives and clubs alongside managing Town Council facilities and shared spaces for the community.
- To target old-age loneliness and explore opportunities to bring old and young together; promote diversity and equality and explore opportunities for improving education for all.

### II) OPEN FOR BUSINESS

#### OUR OBJECTIVES

- To encourage and promote spaces where new and growing businesses will want to embed themselves firmly in the community.
- To explore measures to enhance the High Street experience for residents and visitors.
- To explore 'buy local' schemes and incentives for residents and businesses to source goods and services locally and support the local economy.
- To enhance transport connectivity for the Town.
- To continue to support and collaborate with formal and informal business groups to connect them to one another and to the community.
- To support and encourage new and existing businesses to create and grow a diverse economy.

### III) OPPORTUNITIES TO THRIVE

#### OUR OBJECTIVES

- To promote, assist and support the full range of community groups in proving opportunities to thrive.
- To develop mutual support between the Town Council and local schools, improving awareness of complementary and conflicting interest and developing shared strategies.
- To gather and understand baseline educational attainment (including lifelong learning) and leavers' destinations data.
- To support implementation of structures to help meet digital and IT needs of residents.

- To explore how work experience and apprenticeships can benefit residents and businesses.
- To explore what opportunities could exist for reskilling/upskilling of adults who are out of work, underemployed or returning to the workplace.
- To review volunteering and the co-ordination of volunteering activities.

#### IV) CULTURAL CORSHAM

##### OUR OBJECTIVES

- To develop a bold 'Destination Corsham' marketing strategy targeting local, regional and national attention (in that order) with stronger emphasis on online promotion.
- To create an overall 'Cultural Corsham' brand to promote and establish Corsham as a place in which to live and create, to source creative products and services and to enjoy and visit for cultural and heritage experiences.
- To engage with the wider Corsham community through planning and creating a permanent Street Art Walk around the town and surrounding villages.
- To encourage a year-round programme of community and cultural events throughout the town and villages.
- To work with others to create a social hub for Corsham artists and creative businesses.
- To make the Town Council a welcome 'go-to' place to help creative ideas happen through linking people and their customers in Corsham.
- To help facilitate a literary festival, with a year-round element.

#### V) SUSTAINABLE CORSHAM

##### OUR OBJECTIVES

- To achieve maximum community benefits through implementation of the Corsham Neighbourhood Plan.
- To help address concerns around the shortage of affordable housing.
- To press for improvements in sustainable transport links and networks; on- and off-street parking, and supporting and encouraging initiatives such as new cycling routes and road safety initiatives.
- To influence public service provision with emphasis on activities and resources which maintain and improve the community infrastructure and public realm.
- To make Corsham environmentally sustainable through protection of our environment.
- To encourage businesses in the sustainable use of the natural environment.

## ASSET MANAGEMENT AND OVERVIEW OF RESOURCES

The effective management of Town Council assets, resources and commitments is 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 prioritised, the following will be addressed:

- **Asset Transfer and Delegation of Services** – Agreeing the remaining package of assets and services to be devolved from Wiltshire Council and implementing transfers.
- **Asset Management Plan** – Reviewing and updating the Town Council's Asset Management Plan in the context of the strategic objectives.
- **Decision-making** – Producing a scheme of delegation which ensures decisions are made efficiently and effectively and at the right level.
- **Councillor and Staff Learning and Development** – Continuing to invest in training and development of staff and Councillors to make sure the Council has the right skills and abilities in place to be able to deliver the strategic objectives.

**Major Projects** – In addition to the above, the Town Council has several large projects which are either underway, committed or due to be assessed. These projects will require high levels of resources. The major projects are: the play area improvement programme; public realm strategy; sale of Arnold House; a new workshop; new cemetery; cycle network; off-street parking subsidies, and work towards a new railway station.

## DELIVERING AND INFLUENCING

Through 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.' (*Localism Act 2011*).

The level of service delegation and transfer of assets from Wiltshire Council to town and parish councils has increased significantly in the past few years, and financial pressures on the local authority mean this trend will continue throughout the new Strategic Plan period and beyond. There is no indication that the funding constraints placed on local authorities will be reversed in the foreseeable future, so what we are experiencing now is a permanent delegation of certain functions to the local council sector.

The Town Council takes a measured and pragmatic approach to service delegation and asset transfer, ensuring any additional responsibilities are in the best interests of the community and are financially sustainable.

In addition to the services currently provided by the Town Council, there are many ways in which other service providers and individuals are influenced. 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 new and innovative methods of service delivery and community engagement. The Town Council uses a wide range of channels of communication to connect with people, including social media alongside the more traditional methods. We are strongly influenced by what local people have to say about Corsham. We are keen to maintain an open dialogue and will listen and respond to suggestions and concerns which are brought to our attention. We encourage residents to attend our meetings or contact Councillors and staff to help, support and advise them about Council business and other matters affecting their lives.

Our methods of influencing others include:

- Encouraging – Such as financial incentives through grants and concessions and bringing groups together to help their development.
- Enabling – Making it easy for people to get the support they need through having clear and simple policies and processes.
- Engaging – Community engagement through building strong relationships, partnerships and collaborative working.
- Exemplifying – Leading by example, demonstrating shared responsibility and having a positive attitude.

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## ACTION PLAN

An Action Plan to accompany this Strategic Plan will define the overall priorities and set out which areas and themes are a priority in any given period. The Action Plan 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. As we work through the Plan we will engage

with a broad range of the community through social media and more traditional methods, including print, where appropriate. The priorities in the Plan were arrived at through a prioritisation exercise which categorised each objective based on estimated impact and effort (Appendix 6 and 7).

## BUDGETING AND FINANCIAL PLANNING

The Town Council has robust systems in place to manage its finances and has built up sufficient flexibilities and reserves to cope with a rapidly changing environment which means it can, within reason, adapt to matters outside of its immediate control – such as cuts in local authority services.

The Town Council has an annual budget and a three-year forward spending plan to account for its income and expenditure and is not hampered by a 'use it or lose it' annual spending plan (where money cannot be rolled forward into a new financial year).

Nevertheless, there will be difficult decisions to be made over the next four years – on priorities for spending and decisions about how best to spend the money received through council tax and other sources. We will be consulting and asking for views on spending plans as they are developed.

The Town Council has a financial risk management strategy, and an investment policy with the priorities of security, liquidity and yield, followed by ethical considerations.

## MONITORING AND REVIEW

The Strategic Plan progress will be monitored and reviewed by the Town Council at least quarterly. Reports and updates will be considered by Councillors and staff.

## SUMMARY

This Strategic Plan sets out Corsham Town Council's vision and explains how it aims to achieve its objectives for 2018 -2022. The Plan explains how the Council's objectives are monitored, reviewed and evaluated.

Implementation of this Strategic Plan will help achieve the Town Council's aim for Corsham 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.

# APPENDIX 1

## THEME 1: A SAFE AND HEALTHY COMMUNITY

**AIMS:** A Safe and Healthy Community is about identifying, promoting and co-ordinating measures within our local community to provide an opportunity for everyone in Corsham to enjoy a safe and healthy lifestyle.

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<p><b>SH1</b></p> <p>To target old-age loneliness and explore opportunities to bring old and young together; promote diversity and equality, and explore opportunities for improving education for all</p>	<ul style="list-style-type: none"> <li>• Target old-age loneliness and explore opportunities to bring old and young together</li> <li>• Help to promote diversity and equality</li> <li>• Explore opportunities for improving education in schools and for adults</li> </ul>	<ul style="list-style-type: none"> <li>• CTC to analyse best practice elsewhere</li> <li>• Liaison with specialist groups: (Equal Opportunity, Help the Aged, Adult Education etc)</li> </ul>
<p><b>SH2</b></p> <p>To encourage greater physical activity through measures such as: helping facilitate and improve walking, running and cycling paths and bridle ways; maintaining outdoor gyms and children's play areas; supporting swimming pools and fitness classes, sporting events etc, and incentivising sports and fitness clubs.</p>	<ul style="list-style-type: none"> <li>• Create nature, walking and running trails</li> <li>• Provide outdoor gyms and children's play areas and support the provision of gyms, swimming pools, fitness classes etc</li> <li>• Encourage and support walking groups and fitness events such as Corsham For Walking and Corsham 10k</li> <li>• Incentivise sports and fitness clubs, including identification of mutual support opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and prioritise through CTC Cttees</li> <li>• Public canvassing; appoint CTC Walking Rep</li> <li>• Co-ordinate with walking groups and fitness clubs</li> <li>• A range of sporting opportunities accessible to everybody</li> </ul>
<p><b>SH3</b></p> <p>To improve access to healthcare services, including doctors and dentists; support and promote preventative measure initiatives through health and well-being groups, including steps to improve mental health and dementia care.</p>	<ul style="list-style-type: none"> <li>• Monitor access to healthcare services including doctors and dentists</li> <li>• Monitor realistic doctor/patient ratios, capacity and acceptable waiting times</li> <li>• Support and promote preventative measure initiatives through health and well-being groups</li> <li>• Support improvements to mental health and dementia care</li> </ul>	<ul style="list-style-type: none"> <li>• Research existing healthcare provision and map future requirements</li> <li>• Liaise with appropriate groups (including NHS and WC) and target CTC support</li> </ul>

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<p><b>SH4</b></p> <p>To help improve access throughout the Corsham area across various modes of transport including cycling, buses, rail and the car, as well as helping maintain safe pedestrian and cycling routes and addressing any identified heavy traffic and congestion issues.</p>	<ul style="list-style-type: none"> <li>• Improve the Corsham Cycle Network</li> <li>• Help maintain safe pedestrian routes including footpaths, gates and stiles</li> <li>• Encourage the provision of reliable, regular bus services</li> <li>• Work towards a new Corsham rail service and station</li> <li>• Monitor heavy traffic and congestion issues, with a view to addressing identified problems</li> <li>• Encourage maintenance of roads to a decent standard, including road markings, signage and reducing the number of potholes</li> <li>• Support equal access to transport services for people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• WC liaison</li> <li>• Action through CTC Cttees</li> <li>• Public feedback</li> <li>• Co-ordinate with transport services; prioritisation of CTC staff activity</li> </ul>
<p><b>SH5</b></p> <p>To strengthen social cohesion through running and supporting activities including sports events, fetes, festivals, youth initiatives and clubs alongside managing Town Council facilities and shared spaces for the community</p>	<ul style="list-style-type: none"> <li>• Run and support activities which improve social cohesion, including sports events, fetes and festivals</li> <li>• Support youth initiatives, activities, clubs and events</li> <li>• Manage Town Council facilities and shared spaces for the community and maintain them in good order</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise through CTC Cttees</li> <li>• Public feedback</li> <li>• Co-ordinate with sports clubs</li> <li>• Prioritisation of CTC staff activity</li> </ul>
<p><b>SH6</b></p> <p>To support and provide public safety measures such as: supporting community policing; providing civic amenities; assisting in safety/road safety campaigns, and tackling environmental concerns including litter, dog fouling and graffiti.</p>	<ul style="list-style-type: none"> <li>• Maintain an effective public/police interface</li> <li>• Provide facilities including defibrillators, public toilets, public drinking water and benches</li> <li>• Provide targeted CCTV coverage</li> <li>• Support anti-bullying, anti-social behaviour and awareness initiatives</li> <li>• Address issues of speeding traffic including exploring 20mph areas</li> <li>• Reduce environmental concerns including dog faeces, litter, graffiti etc.</li> <li>• Ensure adequate emergency flood planning</li> </ul>	<ul style="list-style-type: none"> <li>• Police liaison and attendance at CTC meetings</li> <li>• Action through CTC Cttees</li> <li>• Public feedback</li> <li>• Prioritisation of CTC staff activity</li> </ul>

## APPENDIX 2

### THEME 2: OPEN FOR BUSINESS

**AIMS:** Open for Business is about establishing and enhancing Corsham as a good place to be in business; providing a vibrant community of sustainable businesses, which offer a good selection of goods and services for its residents and create opportunities for local people to gain good employment.

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<p><b>OB1</b></p> <p>To support and encourage new and existing businesses to create and grow a diverse economy</p>	<ul style="list-style-type: none"> <li>Engage with the appropriate regional inward investment organisation (Swindon and Wiltshire Local Enterprise Partnership) and commercial landlords/estate agents to explore how Corsham is promoted as a destination for businesses</li> <li>Engage Wiltshire Chamber of Commerce and business support agencies to establish accessible support for businesses in the area</li> </ul>	<ul style="list-style-type: none"> <li>Good understanding of how businesses are attracted to Corsham</li> <li>Accessible business support available through various agencies</li> </ul>
<p><b>OB2</b></p> <p>To enhance transport connectivity for the town</p>	<ul style="list-style-type: none"> <li>Commit to ongoing support for the new railway station and associated groups</li> <li>Continue to review car parking provision and public transport provision</li> </ul>	<ul style="list-style-type: none"> <li>Commitment from rail industry</li> <li>Effective car parking scheme in place</li> </ul>
<p><b>OB3</b></p> <p>To encourage and promote spaces where new and growing businesses will want to embed themselves firmly in the community</p>	<ul style="list-style-type: none"> <li>Work closely with Wiltshire Council to ensure the Mansion House development is well connected with the community and the strategic plans for the town</li> <li>Work closely with partners to ensure the Arnold House development is well connected with the community and the strategic plans for the town</li> <li>Encourage provision of workspace for diverse businesses including creative, cultural and social enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Development of some form of 'community commitment' to engage in town strategy</li> <li>Development of some form of 'community commitment' to engage in town strategy</li> <li>Review of businesses and workspaces in the town</li> </ul>
<p><b>OB4</b></p> <p>To explore 'buy local' schemes and incentives for residents and businesses to source goods and services locally and support the local economy</p>	<ul style="list-style-type: none"> <li>Work with business groups to identify opportunities to incentivise buying local between businesses – a 'Corsham Commitment' scheme</li> <li>Explore showcasing Corsham businesses' online presence to residents who would buy locally online</li> </ul>	<ul style="list-style-type: none"> <li>Engage Chamber of Commerce in first instance, or High St, or Leafield, to see what is being sourced locally</li> <li>Collect up the online presences of Corsham Businesses for promotion and distribution</li> </ul>

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<p><b>OB5</b></p> <p>To explore measures to enhance the High Street experience for residents and visitors</p>	<ul style="list-style-type: none"> <li>• Continue to review car-parking including the provision of free parking for specific events and activities</li> <li>• Continue to make public realm improvements</li> <li>• Review the provision of the town's market and explore ways to improve this activity</li> <li>• Explore potential schemes for encouraging further independent and pop-up retailers to open in the town, building on the work of the Creative Market and Peacock Arts Trail</li> <li>• Work with landlords to consider a range of options in addition to retail to make the best use of empty and/or under-utilised shop and office spaces in the town centre</li> </ul>	<ul style="list-style-type: none"> <li>• Routine public surveys, annual review of subsidised events</li> <li>• Annual review of public realm improvements</li> <li>• Research into role-model markets elsewhere, reviewing numbers each week – both stalls and visitors</li> <li>• Research venues, prospective retailers and explore schemes to reduce business rate overheads (e.g. charity status)</li> <li>• Annual monitoring of empty commercial and retail spaces</li> <li>• Research into alternative uses for long-term empty retail and office spaces</li> </ul>
<p><b>OB6</b></p> <p>To continue to support and collaborate with formal and informal business groups to connect them to one another and to the community</p>	<ul style="list-style-type: none"> <li>• Continue to support the Chamber of Commerce as a network of support for local businesses</li> <li>• Continue to engage with High Street businesses to deliver a compelling retail and hospitality offer</li> <li>• Explore a 'business health' annual monitor with the Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Effective partnership in place</li> <li>• High level of engagement with town centre businesses</li> <li>• Annual business health-check in place</li> </ul>

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## APPENDIX 3

### THEME 3: OPPORTUNITIES TO THRIVE

**OVERALL AIM:** Opportunities to Thrive is about allowing residents to flourish and succeed by ensuring the provision of broad range of appropriate, desirable and accessible opportunities to gain health, wealth and knowledge.

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<p><b>OT1</b></p> <p>To explore what opportunities could exist for reskilling/upskilling of adults who are out of work, underemployed or returning to the workplace</p>	<ul style="list-style-type: none"> <li>Engage with stakeholders to understand opportunities, requirements, barriers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Current approach to the opportunities is identified and understood. Role for the Council clearly identified</li> </ul>
<p><b>OT2</b></p> <p>To promote, assist and support the full range of community groups in providing opportunities to thrive.</p>	<ul style="list-style-type: none"> <li>Identify full range of community groups and engage with them directly to agree the most suitable approach</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from community groups and residents</li> </ul>
<p><b>OT3</b></p> <p>To develop mutual support between the Town Council and local schools, improving awareness of complementary and conflicting interest and developing shared strategies</p>	<ul style="list-style-type: none"> <li>Develop business case for shared strategy to ensure further school engagement</li> <li>Establish series of liaison meetings</li> <li>Explore nursery provision with Wiltshire Council and Bath Spa University</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of a shared strategy (or similar) and a plan in place for regular review and further collaborative working</li> </ul>
<p><b>OT4</b></p> <p>To gather and understand baseline educational attainment (including lifelong learning) and leavers' destinations data</p>	<ul style="list-style-type: none"> <li>Identify available data</li> <li>Undertake data-based research including comparison to other similar settlements</li> </ul>	<ul style="list-style-type: none"> <li>Good understanding of local educational attainment along with relevant comparable data</li> </ul>
<p><b>OT5</b></p> <p>To support implementation of structures to help meet digital and IT needs of residents</p>	<ul style="list-style-type: none"> <li>Assess need – who are the groups most in need?</li> <li>Identify and trial methods of support/ upskilling</li> <li>Establish where support can come from, eg Corsham Institute</li> </ul>	<ul style="list-style-type: none"> <li>Trials completed. Implementation of something that is having a positive impact</li> </ul>
<p><b>OT6</b></p> <p>To explore how work experience and apprenticeships can benefit residents and businesses</p>	<ul style="list-style-type: none"> <li>Engage with businesses, FE/HE institutions and individuals to assess awareness, uptake, attitude towards, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of the benefits, and how CTC can ensure those benefits are realised</li> </ul>
<p><b>OT7</b></p> <p>To review volunteering and the co-ordination of volunteering activities</p>	<ul style="list-style-type: none"> <li>Conduct a piece of research to identify and record volunteering (and volunteering opportunities) in the area</li> <li>Establish what needs are being met and where the gaps are</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations for the future approach to volunteering, including gap analysis and potential for a hub model</li> </ul>

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## APPENDIX 4

### THEME 4: CULTURAL CORSHAM

**AIMS:** Cultural Corsham is about promoting Corsham as a centre of cultural excellence, heritage, charm and innovation to attract creative industries and jobs, creators and leisure visitors.

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<p><b>CC1</b></p> <p>To encourage a year-round programme of community and cultural events throughout the town and villages</p>	<ul style="list-style-type: none"> <li>Establish community-based location sourcing and commissioning process incorporating local art groups, Peacock Arts Trail, Bath Spa University, Martingate and Pound Arts</li> </ul>	<ul style="list-style-type: none"> <li>Footfall count at events</li> <li>Ticket sales for Pound Arts</li> </ul>
<p><b>CC2</b></p> <p>To create an overall 'Cultural Corsham' brand to promote and establish Corsham as a place in which to live and create, to source creative products and services and to enjoy and visit for cultural and heritage experiences</p>	<ul style="list-style-type: none"> <li>Branding, marketing and stewardship – bringing together all stakeholders and presenting them with an overarching plan to link stakeholder groups, various events (Council run and otherwise), businesses, associations, creative individuals and the wider community</li> <li>Form a Cultural Corsham stakeholder group to agree goals, create brand imagery and a mission statement</li> <li>Review and update the Creative Corsham document and put to the creative community</li> <li>Respond to feedback and publish revised plan. Seek funding to create budget for staffing, marketing and support budget</li> </ul>	<ul style="list-style-type: none"> <li>Initial stakeholder questionnaire and survey</li> <li>Stakeholder survey of proposed plan to feed into final plan</li> <li>On-going public awareness and stakeholder satisfaction monitoring.</li> <li>On-line analytics</li> <li>Quarterly progress review</li> </ul>
<p><b>CC3</b></p> <p>To work with others to create a social hub for Corsham artists and creative businesses</p>	<ul style="list-style-type: none"> <li>Establish need, undertake feasibility study, find a base if needed</li> </ul>	<ul style="list-style-type: none"> <li>Initial stakeholder survey</li> <li>Set goals and timeline. Bi-annual progress monitoring</li> </ul>
<p><b>CC4</b></p> <p>To make the Town Council a welcome 'go-to' place to help creative ideas happen through linking people and their customers in Corsham</p>	<ul style="list-style-type: none"> <li>Subcontract local business/individual to manage operation and sales as part of the Corsham website (See Objective 1 above)</li> <li>Attract income from advertising and sponsorship</li> <li>Set development schedule and income targets</li> </ul>	<ul style="list-style-type: none"> <li>Engage stakeholders to establish demand</li> <li>Create business plan</li> <li>Monitor with online analytics and online user comment forum</li> <li>Bi-annual review</li> </ul>

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<p><b>CC5</b></p> <p>To help facilitate a literary festival, with a year-round element</p>	<ul style="list-style-type: none"> <li>• Sign up stakeholders – Bath Spa, CI, Pound Arts, schools, businesses, community groups to take ownership of Storytown events</li> <li>• Agree logo and create web page/ Facebook page. Confirm action schedule and stakeholder roles</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly progress review</li> <li>• Public awareness survey</li> <li>• Ticket sales monitoring</li> </ul>
<p><b>CC6</b></p> <p>To engage with the wider Corsham community through planning and creating a permanent Street Art Walk around the town and surrounding villages.</p>	<ul style="list-style-type: none"> <li>• Source arts funding for the Street Art Walk – possibly Community Infrastructure Levy</li> </ul>	<ul style="list-style-type: none"> <li>• Footfall monitoring in town centre</li> <li>• Public awareness survey</li> </ul>
<p><b>CC7</b></p> <p>To develop a bold 'Destination Corsham' marketing strategy targeting local, regional and national attention (in that order) with stronger emphasis on online promotion</p>	<ul style="list-style-type: none"> <li>• Review current marketing policy including comparative study of similar towns. Revise strategy accordingly</li> <li>• Source local social media/marketing expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Survey public awareness</li> <li>• Online analytics to self-monitor social media performance.</li> <li>• Monitor event and town centre footfall.</li> <li>• Public awareness/satisfaction</li> </ul>
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## APPENDIX 5

### THEME 5: SUSTAINABLE CORSHAM

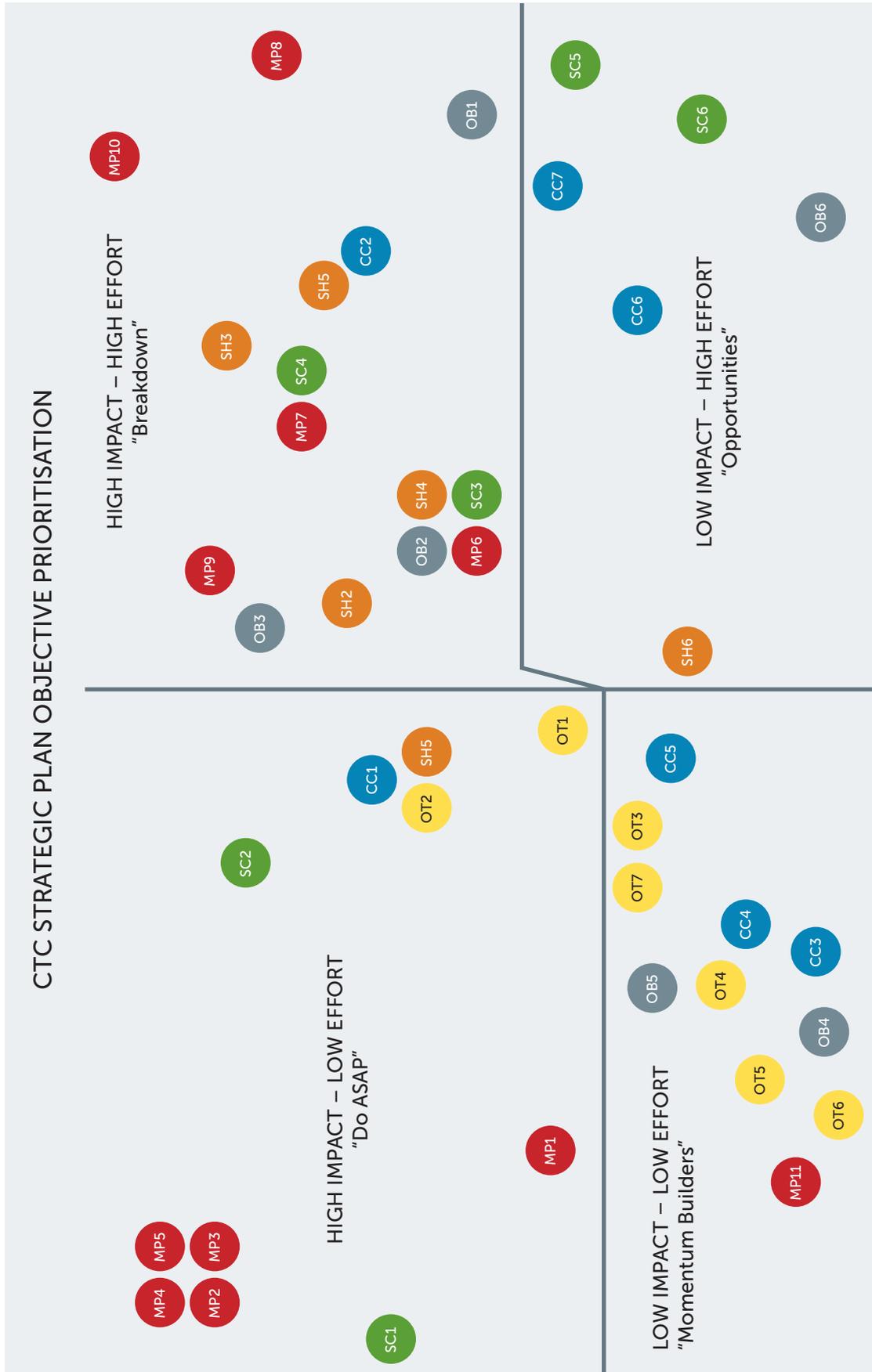
**AIMS:** Sustainable Corsham is about gaining the most from sustainable growth through: the Corsham Neighbourhood Plan; helping address concerns around affordable housing; encouraging improvements in transport links; influencing public service provision, and focussing activities and resources on maintaining the public realm.

OBJECTIVE	POSSIBLE ACTION	EVALUATION MEASURE
<b>SC1</b> To help address concerns around the shortage of affordable housing	<ul style="list-style-type: none"> <li>Corsham Neighbourhood Plan Delivery and Monitoring Group to keep under review. Set realistic local target for affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>Affordable housing target achieved</li> </ul>
<b>SC2</b> To achieve maximum community benefits through implementation of the Corsham Neighbourhood Plan	<ul style="list-style-type: none"> <li>Corsham Neighbourhood Plan Delivery and Monitoring Group to keep under review</li> </ul>	<ul style="list-style-type: none"> <li>Record of benefits achieved</li> </ul>
<b>SC3</b> To press for improvements in sustainable transport links and networks; on- and off-street parking, and supporting and encouraging initiatives such as new cycling routes and road safety initiatives	<ul style="list-style-type: none"> <li>Support and encourage initiatives such as cycling routes and events, and '20 (mph) is Plenty'</li> </ul>	<ul style="list-style-type: none"> <li>Length of new cycleways created, and roads reduced to 20mph speed limit</li> </ul>
<b>SC4</b> To influence public service provision with emphasis on activities and resources which maintain and improve the community infrastructure and public realm	<ul style="list-style-type: none"> <li>Implement public realm improvements. Put policies in place for the sustainable use of the natural environment in creating and providing goods and services which add value to the lives of the community</li> </ul>	<ul style="list-style-type: none"> <li>Each improvement assessed to ensure it contributes positively to Corsham now without compromising the future</li> </ul>
<b>SC5</b> To make Corsham environmentally sustainable through protection of our environment	<ul style="list-style-type: none"> <li>Put policies in place for the sustainable use of the natural environment in creating and providing goods and services which add value to the lives of the community. Support and encourage initiatives such as Plastic Free Town</li> </ul>	<ul style="list-style-type: none"> <li>Number of businesses committed to plastic free initiative. Number of events making a commitment to avoidance of single use plastics</li> </ul>
<b>SC6</b> To encourage businesses in the sustainable use of the natural environment	<ul style="list-style-type: none"> <li>Help and encourage businesses to create and provide goods and services which add value to the lives of the community</li> </ul>	<ul style="list-style-type: none"> <li>'Green' sustainability event held</li> </ul>

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# APPENDIX 6

## CTC STRATEGIC PLAN OBJECTIVE PRIORITISATION MAP



- Major Projects
- Safe and Healthy Community
- Open for Business
- Opportunities to Thrive
- Cultural Corsham
- Sustainable Corsham

## APPENDIX 7

### STRATEGIC PLAN OBJECTIVE PRIORITISATION LIST

ID	A SAFE AND HEALTHY COMMUNITY	CATEGORY
SH1	To target old-age loneliness and explore opportunities to bring old and young together; promote diversity and equality and exploring opportunities for improving education for all.	ASAP
SH2	To encourage greater physical activity through measures such as: helping facilitate and improve walking, running and cycling trails; maintaining outdoor gyms and children's play areas; supporting swimming pools and fitness classes, sporting events etc, and incentivising sports and fitness clubs.	Breakdown
SH3	To improve access to healthcare services, including doctors and Breakdown dentists; support and promote preventative measure initiatives through health and well-being groups, including steps to improve mental health and dementia care.	Breakdown
SH4	To help improve access throughout the Corsham area across various Breakdown modes of transport including cycling, buses, rail and the car, as well as helping maintain safe pedestrian and cycling routes and addressing any identified heavy traffic and congestion issues.	Breakdown
SH5	To strengthen social cohesion through running and supporting Breakdown activities including sports events, fetes, festivals, youth initiatives, and clubs; alongside managing Town Council facilities and shared spaces for the community.	Breakdown
SH6	A Safe and Healthy Community Category To support and provide public safety measures such as: Opportunity supporting community policing; providing civic amenities; assisting in safety/road safety campaigns; and tackling environmental concerns including litter, dog fouling and graffiti.	Opportunity
ID	OPEN FOR BUSINESS	CATEGORY
OB1	To support and encourage new and existing businesses to create and grow a diverse economy.	Breakdown
OB2	To enhance transport connectivity for the Town.	Breakdown
OB3	To encourage and promote spaces where new and growing Breakdown businesses will want to embed themselves firmly in the community.	Breakdown
OB4	To explore 'buy local' schemes and incentives for residents and businesses to source goods and services locally and support the local economy.	Momentum
OB5	To explore measures to enhance the High Street experience for residents and visitors.	Momentum
OB6	To continue to support and collaborate with formal and informal business groups to connect them to one-another and to the community.	Opportunity

ID	OPPORTUNITIES TO THRIVE	CATEGORY
OT1	To explore what opportunities could exist for reskilling/upskilling of adults who are out-of-work, underemployed or returning to the workplace.	ASAP
OT2	To promote, assist and support the full range of community groups in proving opportunities to thrive.	ASAP
OT3	To develop mutual support between the Town Council and local Momentum schools, improving awareness of complementary and conflicting interest, and developing shared strategies.	Momentum
OT4	To gather and understand baseline educational attainment (including Momentum lifelong learning) and leavers' destinations data.	Momentum
OT5	To support implementation of structures to help meet digital and Momentum IT needs of residents.	Momentum
OT6	To explore how work experience and apprenticeships can benefit Momentum residents and businesses.	Momentum
OT7	To review volunteering and the co-ordination of volunteering activities.	Momentum
ID	CULTURAL CORSHAM	CATEGORY
CC1	To encourage a year-round programme of community and cultural events throughout the town and villages.	ASAP
CC2	To create an overall 'Cultural Corsham' brand to promote and establish Corsham as a place to live and create in, to source creative products and services and to enjoy and visit for cultural and heritage experiences	Breakdown
CC3	To work with others to create a social hub for Corsham artists and creative businesses.	Momentum
CC4	To make the Town Council a welcome 'go-to' place to help creative ideas happen through linking people and their customers in Corsham.	Momentum
CC5	To help facilitate a literary festival with a year-round element.	Momentum
CC6	To engage with the wider Corsham community through planning and creating a permanent Street Art Walk around the Town and surrounding villages	Opportunity
CC7	To develop a bold 'Destination Corsham' marketing strategy targeting local, regional and national attention (in that order) with stronger emphasis on online promotion.	Opportunity

ID	SUSTAINABLE CORSHAM	CATEGORY
SC1	To help address concerns around the shortage of affordable housing.	ASAP
SC2	To achieve maximum community benefits through implementation of the Corsham Neighbourhood Plan.	ASAP
SC3	To press for improvements in: sustainable transport links and networks; on and off-street parking, and supporting and encouraging initiatives such as new cycling routes and road safety initiatives.	Breakdown
SC4	To influence public service provision with emphasis on activities and resources which maintain and improve the community infrastructure and public realm.	Breakdown
SC5	To make Corsham environmentally sustainable through protection of our environment.	Opportunity
SC6	To encourage businesses in the sustainable use of the natural environment.	Opportunity
ID	MAJOR PROJECTS	CATEGORY
MP1	Play Area Programme	ASAP
MP2	Asset Management Plan	ASAP
MP3	Sale of Arnold House	ASAP
MP4	New Workshop	ASAP
MP5	New Cemetery	ASAP
MP6	Cycle Network	Breakdown
MP7	Public realm	Breakdown
MP8	Railway Station	Breakdown
MP9	Free/subsidised parking	Breakdown
MP10	Service Delegation and Asset Transfers (revenue)	Breakdown
MP11	Strategic Plan 2018-2022 (New Initiatives)	Momentum





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