

# Sleaford Town Council

## STRATEGIC PLAN 2016/17 to 2018/19

*“Providing a Better Place to Live, Work and Play”*

The Town Hall  
Quayside House  
Navigation Yard  
Sleaford  
Lincolnshire NG34 7TW



Tel: 01529 303456

E-Mail: [enquiries@sleaford.gov.uk](mailto:enquiries@sleaford.gov.uk)

# Sleaford Town Council: Strategic Plan for 2016/17 to 2018/19

## Introduction to the Council's 3 Year Strategic Plan

This Strategy sets out the plans that Sleaford Town Council will adopt and deliver over the next 3 years. It provides the detail of where we to go and how we get there. It provides the framework within which the community, other councils, the voluntary sector and business can interrelate with Sleaford Town council over the next three years.

The strategy will inform the annual work plan and budgets – while being flexible enough to seize new opportunities as they arise.

Sleaford is a Town with a historic past but it is increasingly clear that we need to be looking forward and trying new ideas and ways of doing things. Sleaford is a place that is proudly independent and which puts local solutions first but it must be outward looking towards its community.



We aspire to be a town which makes decisions with the long-term in mind and a council looking to improve the lives of generations to come.

Locally there are many new houses identified in the District Council's Local Plan will soon be built and

occupied. This will grow the town's population by 7,000 – a 24% increase by 2020. This expansion will put even more pressure on a town centre which is already blighted by excess traffic and shortage of suitable retail properties to house the necessary retail expansion. Whilst the quality of our schools is of the highest standard their location within the town centre puts pressure transport at start and finish times. There is huge pressure on health provision as the town continues to expand.

We are confident that the Sleaford Town Council Neighbourhood Plan currently under construction will reach a town referendum and will be accepted in 2018. This will provide the Town Council and the community with a degree of control over the balance of housing, infrastructure and employment opportunities. But ultimately decisions on these key aspects will continue to generally lie with the District Council. Some new industries are moving into Sleaford and there is provision for further expansion is earmarked within the Sleaford West sustainable urban extension. The success of the East Road Industrial Estate has shown that Sleaford can be a vibrant place to locate industry and commerce. There are a significant number of businesses linked to agriculture but the main employer is local government. Sleaford continues to have low unemployment (though many people are working below the Living Wage and/or are self-employed). It will, however, be a significant challenge to prevent Sleaford's expanding population migrating to work elsewhere and there is a distinct danger that Sleaford could become even more of a dormitory town. Sleaford enters this strategic period with low crime, visible civic pride and an attractive reputation. However, the scale of the increasing population could put great pressure on the 'coherence' of

Sleaford as well as its infrastructure. Responding to this will be a key challenge if we are to build and retain a coherent town.

The central theme underpinning the Town Council's approach will remain a focus on developing a sustainable town. To this end Town Council will, within FY 2016/17:

- Examine all the Council's deliveries and assets and assess them on the principle of best value.
- We will also review the services provided by the Council to see if there are more effective ways of delivering these services.
- We wish to see a flourishing and active community of people and organisations working together.
- We wish to see a thriving business community, connected with each other and with the town, providing employment and prosperity.
- We wish to see environmental sustainability covering the attractiveness, variety and accessibility of the town's green spaces.
- We will continue to support the District Council promoting renewable energy, energy efficiency, waste reduction, and community transport.

Our approach - We will engage with the community and we will be bold. We will take opportunities as they emerge. To do this we will ensure a Sleaford town council staff that will have the wide range of skills and experience needed, we will draw on the expertise of councillors and work closely with individuals, groups and business within the town. We will encourage the public to get involved. Participation and engagement are central to the thinking of the council. Staff will remain dedicated to expanding and improving this approach. We will experiment with council meetings that engage the public. We will assess the success of the Panels

(adopted instead of constraining committees), adapting or adjusting them as required. We will look at the many emerging options for increased digital engagement.



We are committed to ensure that our own processes, as a large group of generally independent councillors, will exemplify this commitment to engagement and participation, embracing diversity and allowing debate and challenge. We want neither to stifle discussion nor bury dissent. We will work together effectively, being fair and allow space for enthusiasm, learning and initiative. We will enable others to be successful. We see the role of the Town Council is to support and enhance the energy and commitment of its community. Where appropriate we will work together towards providing additional resources, offer training, support to network groups, or help to advertise, lobby or seek permission. Where significant issues arise the Town Council will look to support individuals and organisations to collect evidence to help make their case. We will be prepared to support the founding of organisations to address the needs of the town. We will campaign, lobby and lead. We will support and champion causes that enhance the continuing sustainability, prosperity and wellbeing of the town and argue against those who seek to exploit the town for their own enrichment. We will practice what we preach. The Town Council will regularly assess its ethical policy with a view to enhancing our approaches.

What we will be doing? We will continue to do what the Town Council has been doing.... but do it better.

The Town Council has had some problems in the past four years and to a large extent we are starting from scratch but with a new Town Clerk who has been appointed to lead the changes needed and to take the Town Council where Councillors want to go and to deliver the Council's aspiration to become one of the best, if not the best, Town Councils in Lincolnshire.

The Council's Strategic Plan sets out where we want to go and provides a transparency of what this is and how we will get there.



Communication remains key the and we will work towards a better flow of information both to and from the Town Council, with better internet resources and more use of social media. We also recognise the importance of face to face advice and we will continue to hold the monthly surgeries we currently provide, moving these to the new Sleaford Town Hall. We see a continued need to ensure interest in the town from the

wider area in order to attract the right investment and spending. We want to continually improve the image and pride of the town making it attractive for its townsfolk, visitors and investors alike. Excellent internal financial management will be continued. As we access more diverse sources of funding and manage larger projects (such as an improved Sleaford Market) this will become even more important. We will strengthen the current work to make the finances clearer and more

transparent. Traditionally, the Town Council has had a 'Planning Committee' which passed comment on every minor planning issue. We will continue the new arrangement whereby a more effective Planning Panel and the Full Council leads on campaigning and lobbying, working with community groups wherever possible, to ensure we get the right development in Sleaford.

We recognise the crucial importance of building and maintaining working relationships with other levels of local government and will continue to do this, while putting Sleaford first. We also recognise the importance of building new relationships with less traditional partners and strengthening existing partnerships with North Kesteven District and Lincolnshire County Council

We will seek to work closely with the voluntary sector to identify existing and emerging gaps in provision and co-ordinate the best use of resources at a local level to help plug these. We will continue to provide fundraising support, training and skills to help strengthen Sleaford's vibrant voluntary sector. Where a community organisation provides a key element of the council's strategy we may wish to provide significant support while working to ensure their long term independent future. We will work to ensure high quality facilities for walking and cycling and open spaces, recognising their wider benefit. We will also support activity which strengthens social connections and fosters networks and which creates a sense of belonging such as sports and social clubs. This is not an easy task, requiring the town council to be willing, nimble, and inventive and wherever possible to work with others such as the health professionals to both better understand and meet community needs.

To underpin this, we recognise there is a clear need to build a shared – and shareable – understanding of the town's interests and expertise: we will build and maintain this resource. This will help in increasing the number of volunteers. Our approach to engagement will clearly recognise

the need to reach beyond the 'usual suspects'. For example, we may create a Youth Mayor and provide opportunities for young people to play a role and be included in the town's decision making. In recent years the Town Council has had little input in supporting business and we recognise the importance of this. We will implement a 'Good Business' strategy ('Good' defined as acting in ways that are socially, economically and environmentally sustainable) we will invite businesses to engage with us, clarifying good practice and offering feedback. We will continue to market Sleaford as an exciting business base for ethical, green, socially-engaged businesses. We will build on the success of the redeveloped markets in Sleaford.

We will invite businesses and other enterprises to play a role in the Town Council's business and the wider community – supporting initiatives, sharing resources, partnering, lobbying for required transport services and other facilities. We will work with businesses and education providers to offer more opportunities for our young people and people looking to retrain, so that they can live, work and learn here – We believe the town has benefited from Town Council support to the Twinning Association and will continue to engage with the Twinning Association and their initiatives and hopefully build on our current relationship to improve our duties associated with Twinning.

'Culture and the Arts' are seen by many as a way forward for Sleaford. Having the National Centre for Craft and Design based in Sleaford means that we can promote the town in a positive way. We recognise the crucial role the centre play not only in a business sense but in the wider wellbeing and social regeneration of the town.

The Town Council owns significant green space in Sleaford. For many in the community this is the 'face of the council' which receives both the bulk of praise and complaints. We will provide the support necessary to ensure the team can carry out their work in an efficient and cost effective way and to provide a cleaner greener town. Over the next three years we will develop a comprehensive long term plan for all existing and look for new green spaces to provide for both the plants and animals that live there and the people who enjoy them. To meet our aim of doing what we do better we will look towards a comprehensive staff review, ensuring that the Council delivers Value for money, and we will strengthen our partnerships with community groups and businesses.

Finally, we aim to finish what we've started. The new Sleaford Town Hall will become a resource for all the community. We intend to get this right and create a real centre for the community. Secondly the council remains committed to Market Place improvements which will put people and their needs ahead of those of the motorist. Supporting NKDC we will work with NKDC to create a space in which the town centre can flourish. Long term the Town Council wants to see the market place as a community area free of cars.

The Town Councils Strategic Plan for the 3 years from 2016/17 to 2018/19 sets out the Council's intentions. It is detailed for the forthcoming Council year which commences at the AGM in May but it clearly sets out the Council's intentions for the following two years as well. The Strategic Plan is a live document that will continue to develop as we engage with our community and as the Council moves through this coming year and will be published annually with a rolling 3-year horizon.

# Sleaford Town Council: Strategic Plan for 2016/17 to 2018/19

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*Objective: To engage with the community so that STC understands what the community want of STC. To allow the Community to comment on the STC performance. To improve transparency in the STC delivery.*

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*Objective: Develop and implement a long-term plan that ensures the property, assets and amenities on managed efficiently to meet the needs of the community*

### **3 Markets, Events and Fairs**

*Objective: To provide entertainment. to operate events, etc more professionally and economically. To increase the activity, offer. To expand the offer into other areas of the Town. To support community events better*

### **4 Service Provision**

*Objective - To deliver the Council's services in the most cost effective way providing the best VFM to the taxpayer*

### **5 Recreation**

*Objective: To gain a greater understanding of the use of the Council's green spaces; better target investment; ensure that the green space provision provides good coverage and opportunity across the town*

## **6 Neighbourhood Plan**

*Objective: To prepare a binding NP that provides STC with some degree of control in planning matters an access to development funds. To be effective from Q4 2017/18*

## **7 Working with Other Councils, External Bodies and Agencies**

*Objective: To improve relationships with NKDC, LCC, Community Groups, local Charities, etc*

## **8 Establishing relationships with other Councils**

*Objective: To share knowledge and improve procedures and processes*

# 1. Communications

Task/Objective	Lead	Key Stakeholders	Actions			Outcome/Target
			Year 1	Year 2	Year 3	
			2016/17	2017/18	2018/19	
<i>General Objective: to engage with the community so that STC understands what the community want of STC. To allow the Community to comment on the STC performance. To improve transparency in the STC delivery.</i>	FC	the taxpayer				STC will work better doing what the community expects
<b>Objective 1.</b> Remove the dummy STC and STC Cllrs Facebook sites			Q1			
<b>Objective 2.</b> Upgrade the STC Website			Q1 Q2			
<b>Objective 3.</b> Reserve a proper STC Facebook site			Q1			
<b>Objective 4.</b> Determine if STC wishes and is in a position to operate the Facebook site			Q2			
<b>Objective 5.</b> Reserve STC Twitter			Q1			





## 2. Property, Assets & Amenities

2. Property, Assets & Amenities						
		Key	Actions			
Task/Objective	Lead	Stakeholders	Year 1	Year 2	Year 3	Outcome/Target
			2016/17	2017/18	2018/19	
<i>General Objective: Develop and implement a long-term plan that ensures the property, assets and amenities on managed efficiently to meet the needs of the community</i>						To promote the role for STC; to increase the offer that STC makes; to increase the Council's asset values
<b>BUILDINGS</b>						
<b>Navigation House - Town Hall</b>						Add the TH Building to the corporate asset holding
<b>Objective 1.</b> Exercise the option to acquire the freehold to this building.	Clerk		<b>Q1</b>			Acknowledgement of the option from the owner/Agent
<b>Objective 2,</b> Complete PWLB loan application	Clerk		<b>Q1</b>			Application Approved
<b>Objective 3.</b> Agree Council and Councillors accommodation requirements within the building	Wk Gp		<b>Q1</b>			building and equipment requirements completed

<b>Objective 4.</b> Review and finalise business plan	Wk Gp		<b>Q1</b>			Plan approved by Council and endorsed through public engagement
<b>Objective 5.</b> Facilitate and encourage Community use and complimentary income streams	Wk Gp & FC		<b>Q2</b>			Maximising community benefit whilst
<b>Tractor Shed</b>						
<b>Objective 6.</b> Complete revised design for refurbishment	Clerk/Wk Gp		<b>Q1</b>			Design approved by FC
<b>Objective 7.</b> Submit planning permission to carry agreed refurbishment works	Clerk		<b>Q1</b>			Planning permission approved
<b>Objective 8.</b> Appoint Contractor to carry out works required	Clerk/ Wk Gp					Building works completed by Q2/Q3 2016/17
<b>Objective 9.</b> Relocate staff and equipment	Ser Sup,		<b>Q3 Q4</b>			Relocation completed by Q3/Q4 2016/17
<b>Woodbridge Rd Depot</b>						
<b>Objective 10.</b> Complete maintenance obligations required as per the current held over lease	Ser Sup,		<b>Q3 Q4</b>			Building works completed by Q2/Q3 2016/17

<b>Objective 11.</b> Relocate equipment and staff. Vacate the building	Ser Sup,		<b>Q3 Q4</b>			Relocation completed by Q3/Q4 2016/17
<b>Museum Building</b>						
<b>Objective 12.</b> Continued representation on the management committee of Sleaford Museum	FC		<b>Q1</b>			Ensure that the Council's investment in the project meets community need
<b>AMENITY AREAS</b>						
<b>Boston Road Recreation Ground</b>						
<b>Objective 13.</b> Maximise the benefits of the operation of the Kiosk						To provide more benefit to users
# Review terms of existing lease	Clerk		<b>Q2</b>			New lease completed
# undertake a user survey of user aspirations			<b>Q3</b>			
# agree an improvement plan			<b>Q4</b>			
# implement plan				<b>Q1</b>		
Skate Park						
<b>Objective 14.</b> Timing of phase 1 and 2 Agreed	FC		<b>Q1</b>			Provision of a new Skate park

<b>Objective 15.</b> Agreed programme of procurement put in place; tender advertised; Contractor appointed, works take place and new skate park opened	Clerk, Serv Sup			<b>Q2</b>		Procurement and delivery process set out in the Services Provision Section of the SP
Play Equipment						
<b>Objective 18.</b> Review condition of each piece of play equipment, cost replacements as necessary plus and additional provision	Serv, Sup		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	Additional/replacement equipment identified within the 5 year capital plan
Amenity Area						
<b>Objective 19.</b> assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision
<b>Lincoln Road</b>						
Play Equipment						
<b>Objective 20.</b> Review condition of each piece of play equipment, cost replacements as necessary plus and additional provision	Serv, Sup		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	Additional/replacement equipment identified within the 5 year capital plan
Amenity Area						

<b>Objective 21.</b> Assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision
<b>George Street</b>						
Play Equipment						
<b>Objective 22.</b> Review condition of each piece of play equipment, cost replacements as necessary plus and additional provision	Serv, Sup		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	Additional/replacement equipment identified within the 5 year capital plan
Amenity Area						
<b>Objective 23.</b> Assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision
<b>Spire View</b>						
Play Equipment						
<b>Objective 24.</b> Review condition of each piece of play equipment, cost replacements as necessary plus and additional provision	Serv, Sup		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	Additional/replacement equipment identified within the 5 year capital plan
Amenity Area						
<b>Objective 25.</b> Assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision

<b>Woodside</b>						
Play Equipment						
<b>Objective 26.</b> Review condition of each piece of play equipment, cost replacements as necessary plus and additional provision	Serv, Sup		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	Additional/replacement equipment identified within the 5 year capital plan
Amenity Area						
<b>Objective 27.</b> assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision
<b>Meadowfield</b>						
Play Equipment						
<b>Objective 28.</b> Review condition of each piece of play equipment, cost replacements as necessary plus and additional provision	Serv, Sup		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	Additional/replacement equipment identified within the 5 year capital plan
Amenity Area						
<b>Objective 29.</b> assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision

<b>Peacock Court</b>						
Play Equipment						
<b>Objective 30.</b> Review condition of each piece of play equipment, cost replacements as necessary plus and additional provision	Serv, Sup		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	
Amenity Area						
<b>Objective 31.</b> assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision
<b>Castle Field</b>						
Amenity Area						
<b>Objective 32.</b> assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision
<b>Eastgate green</b>						
Amenity Area						
<b>Objective 33.</b> assess amenity value and potential for additional community use	Wk Gp		<b>Q1</b>			Additional users using the provision



<b>Cemetery</b>						
<i>Objective 34.</i> Review infrastructure provision including roadways and paths			<b>Q3</b>			Long term replacement plan established and added to the 5 year capital plan
<b>Monument Gardens</b>						
Amenity Area						
<i>Objective 35.</i> assess amenity value and potential for additional community use	Wk Gp		<b>Q3</b>			Additional users using the provision
<i>Objective 36.</i> Identify additional potential amenity areas located in close proximity to proposed housing development areas				<b>Q1</b>	<b>Q1</b>	Additional ammenity areas established
<b>TOILETS</b>						
<i>Objective 37.</i> Review cost and community usage of Monument public toilet. with a view to this being replicated at other suitable sites	Clerk		<b>Q2</b>			Long term strategy for toilet provision

<b>Objective 38.</b> Review running costs of Boston Rd Public Toilets	Clerk		<b>Q2</b>			Minimum running cost established
<b>Objective 39.</b> Review provision of Cemetery Toilets to either refurbish the existing facility or provide alternative provision	Clerk		<b>Q2</b>			Strategy agreed for toilet provision within the cemetery
<b>Objective 40.</b> Moneys Yard Toilets -manage the facility and cost provision to ensure that the town has a town centre public convenience provision	Clerk		<b>Q1</b>			provision of interim facility at least cost
<b>Objective 41.</b> Review toilet provision within the town and identify additional potential sites	Clerk.FC		<b>Q2</b>	<b>Q2</b>	<b>Q2</b>	Strategy of toilet provision to meet present and future demand
<b>ALLOTMENTS</b>						
<b>Objective 42.</b> Review of community provision of Galley Hill allotments	Allotment WG		<b>Q2</b>			That the facility meets community need, is x% utilised and x% are maintained to an acceptable standard

<b>Objective 43.</b> Review of community provision of Drove allotments	Allotment WG		<b>Q3</b>			That the facility meets community need, is x% utilised and x% are maintained to an acceptable standard
<b>CAR PARKS</b>						
East gate carpark						
<b>Objective 44.</b> Review of provision, signing and charging and management	Wk Gp		<b>Q1</b>			Maximising revenue whilst meeting community need
<b>Objective 46.</b> Repair and maintain the carpark as set out in the Service Provision section of the SP	Clerk			<b>Q1</b>		Provision of enhanced quality parking provision to serve the town
<b>Objective 47.</b> Costing for provision of car parking facility in the Boston Rd Layby to support the Boston Rd. Amenity area	Clerk/Wk Gp		<b>Q2</b>			Assess viability of providing additional parking area
<b>EQUIPMENT</b>						
<b>Objective 48.</b> Review all equipment needs against current and future service provision	Serv Sup.		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	Dispose of all surplus equipment
<b>Objective 49.</b> include equipment replacement in the 5 year capital plan	Clerk/FC		<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	% year programme for equipment replacement

### 3. Markets, Events & Fairs

Task/Objective	Lead	Key Stakeholders	Actions			Outcome/Target
			Year 1	Year 2	Year 3	
			2016/17	2017/18	2018/19	
<i>General Objective: To provide entertainment; to operate events, etc more professionally and economically. To increase the activity offer. To expand the offer into other areas of the Town. To support community events better.</i>						To promote the role for STC; to increase the offer that STC makes
<i>Objective 1 - a new Events marketing and charging policy for all events on BRQERG and Eastgate Green</i>			Q2			
<i>Objective 2 - more success for the Christmas Market</i>			Q1 Q2 Q3	Q1 Q2 Q3	Q1 Q2 Q3	
<i>Objective 3 - a better attended St George's Day's Market</i>			Q4	Q1 Q4	Q1	
<i>Objective 4 - more well organised Events on the Rec</i>			Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	
<i>Objective 5 - new STC Events on Eastgate Green</i>			Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	

<b>Objective 6</b> - new STC Events on other STC Green Spaces			<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
<b>Objective 7</b> - better knowledge of the community events taking place			<b>Q4</b>									
<b>Objective 8</b> - more support to community events				<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	

## 4. Service Provision

Task/Objective	Lead	Key Stakeholders	Actions			Outcome/Target
			Year 1	Year 2	Year 3	
			2016/17	2017/18	2018/19	
<i>Overall objective - To deliver the councils services in the most cost effective way providing the best VFM to the taxpayer.</i>	FC	The Tax Payer				<i>To maintain the Council's assets more effectively. To increase the Council's asset values. To improve Service Delivery</i>
<i>Objective 1 - Value current the cost (in all aspects) of the delivery of each of service area:</i>	FC/SPP	The Tax Payer				Necessary Basic Information
Litter picking			Q1			
Grass cutting			Q1			
Green maintenance			Q1			
Cemetery			Q1			
Other			Q1			
<i>Objective 2- seek operational improvement in service delivery within existing structure</i>	FC/SPP	The Tax Payer				To maintain the Council's assets more effectively
staff to be rostered within			Q1			

new 8/7 contracts						
Seek operational efficiencies in service delivery			Q2			
Value the new cost of each service delivery as above			Q3			
Compare the service delivery improvements obtained			Q3			
<b>Objective 3 - service delivery accommodation consolidation.</b>	FC/	The Tax Payer				To maintain the Council's assets more effectively
Move service delivery to tractor shed.	TSWG		Q3			
Cancel lease at Woodbridge.			Q3			
<b>Objective 4 - service delivery cost and income evaluation</b>	FC/SPP	The Tax Payer				To maintain the Council's assets more effectively
Interrogate the NKDC Agency arrangement			Q1			
Determine cost v. Income			Q1			
Ensure that STC is not subsidising NKDC			Q2			
Negotiate if so			Q2			
Make decisions if negotiations unsuccessful			Q3			
Review resourcing needs			Q3			
<b>Objective 5 - grass cutting Service delivery VFM Review</b>						To maintain the Council's assets more effectively
Compare the alternative delivery arrangements for grass cutting			Q2			
Look at Best VFM			Q2			

Make decision			Q3			
Implement decision			Q3			
Review resourcing needs			Q4			
<b>Objective 6 - green maintenance service delivery VFM Review</b>	FC/SPP	The Tax Payer				To maintain the Council's assets more effectively
Compare the alternative delivery arrangements for green maintenance			Q2			
Look at best VFM			Q2			
Make decision						
Review resourcing needs			Q3			
Implement decision			Q4			
<b>Objective 7 - cemetery service delivery VFM Review</b>	FC/SPP	The Tax Payer				To maintain the Council's assets more effectively
Compare the alternative arrangements for cemetery services			Q2			
Consider the robustness and success at other TC's			Q3			
Look at best VFM			Q4			
Make decision				Q1		
Implement decision				Q2		
Review resourcing needs				Q3		
<b>Objective 8 - other service delivery VFM Review remaining service deliveries</b>	FC/SPP	The Tax Payer				To maintain the Council's assets more effectively
Determine the needs			Q4			



Determine any VFM considerations			Q4			
Make decision Implement decision				Q1		
Review resourcing needs				Q2		
<b>Objective 9 - Improve the way of procuring the delivery of the capital programme (projects up to £25k over the next 5 years)</b>	FC/SPP	The Tax Payer				
Develop a service delivery contract for tendering			Q2			
Advertise / EOI Tender			Q3			
Appoint Contractor			Q4			
Become operational			Q4			
<b>Objective 10 -Skate park</b>	FC/	The Tax Payer				To increase the Council's asset values
Utilise the WG approved procedure to deliver the new skate park						
Prepare the council's specification / tender Advertise seek / EOI Assess tender responses			Q1			
Appoint successful D&B contractor / Provide new specification			Q2			
Contractor consultation with users			Q2			
Required design and cost VFM comparison with original tender quotes			Q3			

Build and spend approval			Q3			
Construction			Q4			
opening			Q4			
<b>Objective 11- EGCP asset understanding</b>	FC/	The Tax Payer				To increase the Council's asset values
Review the income, management costs, occupancy and income generation opportunities at EGCP.	CPWG					
Determine the operational strategy for the next 5 year which provides the best VFM for the council and the tax payer						
Identify operational improvements that can be used by businesses to improve the Town Centre offer.						
<b>Objective 12 - car park improvements</b>	FC	The Tax Payer				To increase the Council's asset values
Repairs	CPWG		Q2			
Resigning			Q3			
Resurfacing using the new SP contractor				Q3		
<b>Objective 13 - New general car park provision</b>	FC	The Tax Payer		Q3	Q3	To increase the Council's asset values
<b>Objective 14 - Development and Delivery of the Council' capital programme</b>	FC	The Tax Payer	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	to improve service delivery and improve the value of the Council's assets

<b>Objective 15 - Allotments</b>	FC	The Tax Payer					To increase the Council's asset values
Ensure that the T&C's are obeyed			Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4		
Resolve the issue of the lost part allotments Evaluate costs v income Review rents if needed Promote the allotment committees			Q1 Q2 Q3 Q4				
<b>Objective 16 - Allotment enhancement (as a part of the CP)</b>	FC	The Tax Payer					To increase the Council's asset values
Improve access arrangements				Q2			
<b>Objective 16 - Green spaces</b>	FC	The Tax Payer					To increase the Council's asset values
Review and value the green spaces as assets of value v use.				Q2			
Determine any restrictions on use and sale Rationalise the holdings				Q3			
Incorporate the expected new spaces into these considerations				Q3	Q2		
<b>Objective 17 - enhance the cemetery (as a part of the CP)</b>	FC	The Tax Payer					To increase the Council's asset values
Plane and resurface the entry and parking area				Q3			
Renew the information signs				Q3			
Review footpath status				Q3			

<b>Objective 18 – cemetery inclusiveness</b>	FC	The Tax Payer				to improve service delivery
Offer appropriate burial opportunities to minority groups			Q1			
<b>Objective 19 – cemetery VFM</b>	FC	The Tax Payer				to improve service delivery
Review charges against costs			Q3	Q3	Q3	
<b>Objective 20 - provide new BRQERG car park (as a part of the CP) in the lay-by</b>	FC	The Tax Payer				To increase the Council's asset values
Confirm ownership of the area				Q1		
PS outline cost / determine VFM				Q2		
Design using the new SP				Q2		
Agree parking controls and enforcement				Q3		
Agree build price				Q3		
Construct				Q4		
Open					Q1	
<b>Objective 21 – Implement the agreed speedwatch policy and equipment</b>			Q2 Q3			To improve STC and Cllr visibilities at the Ward level

## 5. Recreation

Task/Objective	Lead	Key Stakeholders	Actions			Outcome/Target
			Year 1	Year 2	Year 3	
			2016/17	2017/18	2018/19	
<b>General objective: to gain a greater understanding of the use of the Council's green spaces; better target investment; ensure that the green space provision provides good coverage and opportunity across the town</b>	FC and WG's	The users				To increase the offer that STC makes; to increase the Council's asset values
<b>Objective 1 - Knowledge (1)</b>						
Undertake surveys of public use			Q2 Q3			
<b>Objective 2 - Knowledge (2)</b>						
Surveys to understand use and aspirations			Q2 Q3			
<b>Objective 3 - green spaces</b>						
Review and value the green spaces as assets of value v. use v. costs.			Q3 Q4			
Determine any restrictions on use and sale Rationalise the holdings			Q4	Q1		

<b>Objective 4.</b> - look for new green space opportunity				<b>Q2</b>	<b>Q3</b>		
<b>Objective 5.</b> - Rationalise the assets if need be					<b>Q3</b>	<b>Q4</b>	
<b>Objective 6.</b> - Discuss with NKDC a consolidation of play areas in the town				<b>Q4</b>			
<b>Objective 7.</b> - New investments							
Add new investments in the recreational spaces in the STC Capital Programme				<b>Q3</b>	<b>Q3</b>	<b>Q3</b>	

## 6. Neighbourhood Plan

Task/Objective	Lead	Key Stakeholders	Actions												Outcome/Target
			Year 1				Year 2				Year 3				
			2016/17				2017/18				2018/19				
<i>Objective: To prepare a binding NP that provides STC with some degree of control in planning matters an access to development funds. To be effective from Q4 2017/18</i>	NPWG	SPP/ FC / the Town	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					better engagement with the community; better understanding of community wishes for the future of Sleaford; more funding.
<i>Objective 1. Formalise arrangements with Kirkby la Thorpe Parish Council and any other participating Parish</i>			Q1												
<i>Objective 2. Submit an Application for a Designated Area</i>			Q1												
<i>Objective 3. Building the Evidence Base</i>			Q1	Q2	Q3										
<i>Objective 4. Community engagement</i>			Q1	Q2											
<b>5. Policy writing</b>				Q2	Q3										
<i>Objective 6. Plan Development / Writing</i>				Q2	Q3	Q4									

<b>Objective 7.</b> Publishing the Plan			<b>Q4</b>			
<b>Objective 8.</b> Statutory Consultation Period			<b>Q4</b>	<b>Q1</b>		
<b>Objective 9.</b> Amend Plan following Statutory Consultation				<b>Q1</b>		
<i>Objective 10.</i> Pre-Submission inspection [independent examination]				<b>Q1</b>		
<b>Objective 11.</b> Amendments arising from Inspection				<b>Q2</b>		
<b>Objective 12.</b> Submission of Neighbourhood Plan to Examiner				<b>Q2 Q3</b>		
<b>Objective 13.</b> Submitted Plan Examined				<b>Q2 Q3</b>		
<b>Objective 14.</b> Referendum				<b>Q3 Q4</b>		
<b>Objective 15.</b> The Plan is Made				<b>Q4</b>		
<b>Objective 16.</b> Neighbourhood Plan Operative				<b>Q4</b>		



## 7. Relationship with Local Organisations, External Bodies and Agencies

Task/Objective	Lead	Key Stakeholders	Actions			Outcome/Target
			Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	
<b>General Objective: to improve relationships with NKDC, LCC, Community Groups, local Charities, etc</b>	FC					To make STC more effective; to promote STC's role and its purpose
<i>Objective 1 - work more closely with NKDC</i>			Q1			
<i>Objective 2 - work more closely with LCC</i>			Q2			
<i>Objective 4 - identify and contact Community Groups</i>				Q4		
<i>Objective 5 - identify and contact Voluntary Groups</i>			Q3			
<i>Objective 6 - Develop a way to engage with the Sleaford business community</i>				Q1		
<i>Objective 7 - Develop a way to engage with the Sleaford Voluntary Sector.</i>				Q2		

<i><b>Objective 8</b> - Develop a way to engage with Sleaford Clubs and Associations.</i>				<b>Q3</b>		
<i><b>Objective 9</b> - Identify and promote a way of engaging meaningfully with the Community at Greylees</i>			<b>Q1</b>			

## 8. Relationships with Similar Councils

8. Relationships with Similar Councils						
Task/Objective	Lead	Key Stakeholders	Actions			Outcome/Target
			Year 1	Year 2	Year 3	
			2016/17	2017/18	2018/19	
<b>General Objective: To share knowledge and improve delivery, procedures and processes</b>	FC					To improve STC's delivery, it's VFM and its effectiveness. To make Sleaford one of the best TC's in Lincolnshire. To put STC at the forefront of change.
<b>Objective 1 - Identify TC's with similar ethos's and aspirations</b>			Q2 Q3			
<b>Objective 2 - Make contact and set up relationships</b>			Q4			
<b>Objective 3 - Share knowledge and agree measures to promote benchmarking, best practises, new ideas, reaction to changing legalisation, etc</b>				Q1		
<b>Objective 4 - Discuss issues around a TC's responsibility for Wellbeing</b>				Q2		