



DELIVERY PLAN 2022-23

F&A Committee 01.11.2022
Appendix A

Section 1: Introduction

This is Neston Town Council's overall Delivery Plan for 2022-23. It is a management tool intended to identify how the financial, human, and technological resources available are to be used to achieve declared objectives set out in the Council's Strategy 2022-2025. The Plan concentrates on the current year, however inevitably a number of actions stretch well beyond this period. It is a living document which will be modified as situations develop. It will also be adapted or supplemented to support different funding applications as opportunities arise.

Our **Strategy** is the cornerstone of our policy framework. It provides the basis for all we do and for the many other policies, some of which are statutory, which support it and provide detail about how we govern ourselves and control our operations. All our policies and governance documents can be found on our website as part of a Constitutional framework.

Our third key strategic document is the **Medium-Term Financial Plan**, which is necessary to assess the overall adequacy of the operational and project funds to be provided through the precept, from reserves or from borrowing. It will set out the financial projections, considerations, pressures and financial issues for the Council over the next five years. Each year after a budget has been set, the Plan will be updated, taking into consideration any new issues emerging and the continual alignment of funding with priorities determined by Council. It is intended to identify future financial impacts of both policy decisions and external factors so that risks can be managed and precept rises controlled. This also can be found on our website within the Constitution.

Neston Town Council recognises that it does not have the legal powers or resources to bring about all its goals on its own. It will partner and support all organisations and projects which share its goals. It will provide a voice for the town and argue strongly for others to contribute towards its vision for the Town. The Town Council will help fill gaps in provision, using its unique position, but it will be careful not to duplicate.

Performance data will be collected regularly and reported to councillors, together with financial management information. This plan will therefore be regularly updated to report progress.

Section 2: Tables of planned action and progress against them.

The tables below contain the proposed actions under each of the Town Council's five Strategic priorities. Some actions will contribute towards more than one priority and this is indicated in the "Links" column.

Within each Strategic Priority, the main projects and actions are listed in the boxes below. These include not only new projects but also the "core" business tasks which the Council has to deliver on a regular basis and which underpin the Council's legality, governance, democracy, effectiveness and regular services.

Notes Column Key

Officer Lead role: CM=Council Manager; GO= Governance & Operations Manager; SMS=Senior Manager & Support Officer; FM=Finance Manager; MT=Management Team. CTM= Caretaker & Markets Officer

[Governance for the project: C=full Council; FC=Finance & Administration Committee; HR=Human Resources Committee; M&TH= Market and Town Hall Committee; C&E=Community & Environment Committee; CW&C=Cheshire West & Chester Council;

Progress Column Key

Completed for year necessary at present **On target** **Needs work to get back on target** **Serious danger of not being achieved** **No action**

A TOWN TO LIVE IN

Projects and Core Business	Links to other priorities	Officer/governance Notes	Timescale (MARCH INDICATES A PROGRESSIVE DATE)	Progress
<i>Work to influence the housing that Neston needs</i>				
<ul style="list-style-type: none"> Use the planning system to argue for the necessary mix of sustainable house types, including affordable and social housing for our diverse population in accordance with the 	A Community with Pride	GO, C&E	To March 2023	Ongoing

Neighbourhood Plan and is of a design that preserves Neston's character. -Proactively hold discussions with developers to ensure the aims of the Neighbourhood Plan are met in relation to housing.		CM	To June 2023	This will be ongoing
<ul style="list-style-type: none"> Support partners who are providing more affordable and social housing. Contact organisations active in the town to understand the proposed or ongoing schemes. 	A Community with Pride	GO, C&E	June 2023	This will be ongoing
<ul style="list-style-type: none"> Promote connectivity between neighbourhoods. 		GO, C&E	To June 2023	This will be ongoing
<u>Work to improve health and wellbeing</u>				
<ul style="list-style-type: none"> Support initiatives which encourage residents to live a healthy lifestyle Re-emphasise advice/information available from partners on improving health and wellbeing through all of our communication channels. Help and promote local health related support groups 		CM, C&E CM, C&E GO, C&E	As opportunities arise - To August 2023 To August 2023 To August 2023	This will be ongoing/
<ul style="list-style-type: none"> Reduce social isolation and loneliness by supporting "befriending" schemes and community transport. Initiate, promote or support "Good Neighbour" schemes 	A community with pride	GO, C&E GO, C&E	To June 2023 To June 2023	

▪ Seek to engage with young people through the local youth groups and schools.	A town to enjoy	CM/GO C&E	To June 2023	
▪ Recognise the needs of people with disabilities, seek to empower them and support better access and facilities for them.		CM/GO C&E	To March 2023	
▪ Work with partners such as Neston and Willaston Community Care to address shortfalls in provision of Health and social care. -Contact partners to establish level of provision and main areas of concern -Make the Town Hall available to supplement health care, wellbeing or social services if required. -Continue to give grants for the provision and maintenance of Defibrillators.	A town to work in.	CM, C&E GO/SMS, C&E/ M&TH GO, C&E	April 2023 To April 2023 To March 2023	
<i>Work to make our Town safer</i>				
▪ Look at opportunities to work with Cheshire West & Chester Council to improve CCTV services.		CM, C&E	March 2023	
▪ Work with the Police to maintain the PCSO and Officer presence to prevent anti-social behaviour and ensure residents feel safe.		CM, C&E	To June 2023	
▪ Work with Police and other partners on community safety initiatives and report matters of concern.	A community with pride.	CM, C&E	To March 2023	In progress via Community Safety Charter
▪ Disseminate information on community safety and crime prevention through our communication channels.	A community with pride.	CM, C&E	To March 2023	In progress via Community Safety Charter

<ul style="list-style-type: none"> Work with the community & principal council to develop a Town Emergency Plan and liaise with CW&C to ensure it supports their resilience arrangements. -Liaise with CW&C to clarify what can be done jointly -Identify potential community and business resources 	<p>A community with pride.</p> <p>A town to work in</p>	CM, C&E	<p>By May 2024</p> <p>April 2023</p> <p>September 2023</p>	
<ul style="list-style-type: none"> Disseminate information/advice on home safety through our communications channels. 		CM, C&E	To March 2023	In progress via Community Safety Charter
<ul style="list-style-type: none"> Undertake a Crime Reduction Audit on the Council's activities & facilities, to lead by example. 	A Council in transformation	CM, C&E	September 2023	
<ul style="list-style-type: none"> Utilise the Council's assets and resources to benefit the most vulnerable in our society 	A community with pride.	GO/SMS, C&E/ M&TH	To June 2023	
<ul style="list-style-type: none"> Investigate the feasibility of providing a "Safe Place" in the next development of the Town Hall. 		CM, M&TH	June 2024	
<ul style="list-style-type: none"> Support Cheshire Fire and Rescue fire safety campaigns through our communication channels. 		CM, C&E	To March 2023	In progress via website / email as received
<ul style="list-style-type: none"> Use our influence for traffic management and speed reductions which improve safety. -Use the Ranger to support maintenance of Signage. 	A community with pride.	CM/GO, C&E	<p>To Nov 2022</p> <p>To April 2023</p>	Grant provided for speed reduction measures in Ness

A TOWN TO WORK IN				
Projects and Core Business	Links to other priorities	Officer/governance Notes	Timescale	Progress
<u>Seek to promote a spread of employment with more quality and sustainable jobs and enhance economic prosperity</u>				
<ul style="list-style-type: none"> Promote the visitor economy by working with stakeholders to raise the standard of the offering in Neston and supporting the message to internal and external audiences, in-line with any brand strategy -Identify participating partners & establish Steering Group -With partners, develop an action plan - Implement Year 1 of action plan. -Continue to support and initiate tourism activities and promotion. -Continue to provide Christmas lights across wards in the Town. -Continue to provide support and finance to a range of events which promote the Town and strengthen the community. 	A Community with pride	GO, C&E GO, C&E GO, C&E GO, C&E GO, C&E	February 2023 May 2023 To March 2024 To May 2023 December 2022 To May 2023	Planned Dec 2022 Grants approved for Xmas event Oct 2022
<ul style="list-style-type: none"> Work with stakeholders to establish a Visitor Centre or Tourist Information Centre with links to 		GO, C&E	May 2023	

all major attractors and information kiosks/interpretative panels at key locations <ul style="list-style-type: none"> ▪ Undertake feasibility study to identify options. ▪ Agree action plan ▪ Deliver 1st Year Action Plan 		GO, C&E GO, C&E	July 2023 To March 2024 Nov 2024	
▪ Proactively work with partners to encourage inward investment, which will result in an increased mix of employment opportunities		CM, C&E	To August 2023	
▪ Assist Cheshire West and Chester Council in seeking funding from the Government and other sources to support businesses in Neston		CM, C&E	To April 2023	Funding for defibrillator October 2022
▪ Work with partners to help revitalise the Town Centre.	A Town to Enjoy	CM, C&E	To April 2023	
▪ Investigate the ambition to have a Business Improvement District in Neston.		CM, C&E	By March 2024	
▪ Use our influence to retain and enhance smaller employment sites, particularly where they enable "start-up" activity or the expansion of existing businesses.		GO, C&E	To November 2023	
▪ Work with other stakeholders to bring forward undeveloped employment land and additional refurbished or redeveloped space at Clayhill Business Park.		CM/GO, C&E	To November 2023	
▪ Actively support the retention, maintenance and enhancement of free parking in the Town, supported by proactive parking enforcement.		CM/GO, C&E	To March 2024	

<ul style="list-style-type: none"> ▪ Be instrumental in instigating a business forum and use the provisions of the Town Hall to facilitate business networking and job fayres. -Work with businesses to encourage networking. -Hold a networking event in the Town Hall -Hold a jobs Fayre -Be a proactive member of the business forum -Maintain and develop the Business Directory on the website. -To progress at least one of the actions from the Neston Economic Plan 2016 -Update economic information on Neston -With partners develop a new Regeneration/Economic Development Policy for the town which sets out NTC's role. -To adopt a Procurement Policy setting out complementary and conflicting objectives when purchasing services and goods. 	A Council in Transformation	CM, C&E SMS, MTH	To July 2023	
		CM/ SMS C&E	April 2023	
		CM/ SMS C&E	August 2023	
		CM C&E	To March 2024	
		SMS, C&E	To March 2023	Ongoing – business directory currently held
		SMS F&A		
		CM C&E	To March 2024	
		CM C&E	July 2024	
		CM FC	By March 2024	
		CM FC	October 2022	Adopted
<i>Seek to preserve existing services and facilities and support the establishment of new accessible local services and infrastructure</i>				

<ul style="list-style-type: none"> Continue to work with Cheshire West and Chester Council and other partners to ensure the development of Neston is planned and delivered in a strategic and holistic manner. -Respond to planning applications. -Respond to consultations on the refresh of the Local Plan 	A Town to live in	<p>GO, C&E</p> <p>GO, C&E</p>	<p>To March 2023</p> <p>To March 2024</p>	<p>Ongoing</p> <p>As consultation rolled out</p>
<ul style="list-style-type: none"> Work to help the Town and its residents, visitors and businesses, benefit from digital technology. -Identify areas of inadequate broadband speeds to homes and businesses. -Identify the level of 5G provision -Lobby for improvements -Publicise the basic help service for digital devices at Neston Library. -Facilitate a digital event in the Town Hall 	A Town to live in	<p>GO, C&E</p> <p>GO, C&E</p> <p>GO,SMS C&E</p> <p>SMS, C&E</p>	<p>May 2023</p> <p>July 2023</p> <p>To March 2023</p> <p>August 2023</p>	
<ul style="list-style-type: none"> Use our influence to ensure the necessary provision of additional services and infrastructure, as development is approved within and outside the Town. 	A Town to Enjoy	GO, C&E	To April 2023	
<ul style="list-style-type: none"> Work with partners to bring about improved and more integrated public transport. 	A Community with Pride	GO, C&E Work of the C&E Sub-committee	To April 2023	

▪ Work with partners to help re-establish a post office in the town.	A Community with Pride	CM, C&E	To March 2024	In progress via CWaC
A TOWN TO ENJOY				
Projects and Core Buusiness	Links to other priorities	Officer/governance Notes	Timescale	
<i>Contribute to the protection and enhancement of our local environment and public spaces:</i>				
▪ Adopt an Environmental and Sustainability Policy to support locally the climate change initiatives which are so important to our residents.	A Council in Transformation	GO, C&E	November 2022	Adopted
▪ Work with our communities and active local groups such as Neston Earth Group, to develop progressive local solutions in response to the climate and ecological crises. -Liaise with groups to establish current work going on.		GO, C&E GO, C&E	February 2023 May 2023	In progress
▪ Improve our Town environment by ensuring the public spaces are clean, accessible and litter free, and to this end, introduce a Ranger service to work alongside CW&C. -Define role of Ranger service -Liaise with CW&C re future cooperation and waste disposal -Introduce a Ranger Service to work alongside CWAC	A community with pride	GO,SMS C&E,MTH GO, C&E GO, C&E	February 2023 January 2023 February 2023	
▪ Work with partners to improve signage and interpretation.	A community with pride	GO, C&E	To June 2023	

▪ Seek to preserve and enhance the Town 's biodiversity through supporting the retention, creation, and improvement of water and green infrastructure networks.		GO, C&E	To March 2024	
▪ Work with stakeholders to develop proposals for Environmental improvement corridors.		GO, C&E	To November 2023	
▪ Act as an advocate and gateway to other agencies in order to resolve nuisance complaints.		GO, C&E	To March 2023	Ongoing
▪ Undertake an Environmental Audit to determine the effect of the Council's activities and measure its carbon footprint as a simple benchmark against which to monitor future progress.	A Council in Transformation	GO, C&E	December 2023	
▪ Support the CWaC Local Plan Strategic Policies regarding retention of the existing Green belt.		GO, C&E	To March 2024	
▪ Campaign to promote sustainable new development and conversions.		GO, C&E	To March 2024	
<u>Protect and enhance our heritage:</u>				
▪ Support the Continuance of significant public events		CM, C&E	By April 2023 & March 2024	Proclamation for King Charles III day Planned Other events ongoing
▪ Work to ensure Neston's heritage is recorded and made accessible to all. Look to develop more online content on our website that captures the Town's look, memories, and history.		GO, C&E	To March 2023	
▪ Support CW&C Heritage Strategy.		GO, C&E	To March 2023	

<ul style="list-style-type: none"> Explore with partners the concept of a “virtual” museum for Neston. It could be in several linked locations, extending the Town trails. It would provide access to the natural, built, cultural and industrial heritage of the Town. -Liaise with history groups & CWAC to share ideas and identify what already exists 		GO, C&E	April 2023	
<ul style="list-style-type: none"> Support reviews and maintenance of the conservation areas and both listed buildings and buildings on a local list and list on the website. -Ensure current lists are on Website -Establish when conservation areas last reviewed and how managed 		GO, C&E GO, C&E	January 2023 March 2023	In progress
<ul style="list-style-type: none"> Use the planning system to preserve green open spaces and sightlines to key features. 		GO, C&E	To March 2023	Ongoing
<ul style="list-style-type: none"> Look to implement a local Blue Plaque Scheme for Neston. -Undertake a feasibility study 		GO, C&E	July 2023	
<u>Recognise the range of leisure and sporting assets and seek to add to them.</u>				
<ul style="list-style-type: none"> Oppose new developments where recreation or sports facilities are lost unless equivalent provision is provided. 		GO, C&E	To March 2023	Ongoing
<ul style="list-style-type: none"> Support and promote the development of new sports and leisure facilities to meet the needs of the local and surrounding population. 	A community with pride	GO, C&E	To March 2024	

<ul style="list-style-type: none"> Work with partners and “friends of” groups to maintain and upgrade the various play parks in the town. 	A community with pride	GO, C&E	To March 2024	
<ul style="list-style-type: none"> Recognise the needs of pedestrians and cyclists and promote cycling and walking in the town, including helping to fund the updating of maps. -Promote walking and cycling routes on website -Identify which maps need updating and cost 	A Town to live in.	SMS, C&E	February 2023	
		SMS, C&E	May 2023	
<ul style="list-style-type: none"> Support local sports and leisure organisations to expand and play a greater role in meeting the needs of the population. -Ensure all local groups are promoted on Council website 		GO, SMS C&E	To March 2023	Ongoing
		SMS, C&E	May 2023	
<ul style="list-style-type: none"> Work to maintain and enhance the provision of allotments in the Town -Review our Allotments Policy. -Continue to assess need. 		GO, C&E	To March 2023	In progress/ongoing
		GO, C&E	April 2023	
		GO, C&E	To March 2023	Ongoing

Develop Arts and Culture

<ul style="list-style-type: none"> Stage directly or with partners, specific events which raise the profile of the town and encourage visitors. 	A Town to live in	CM, C&E, MTH	To June 2023	
<ul style="list-style-type: none"> Promote Neston town centre’s role as the social and cultural hub for the area. 	A community with pride	CM, C&E	To June 2023	
<ul style="list-style-type: none"> Promote an upbeat, exciting programme of cultural and arts activity across town. 	A community with pride			

-Ensure local activities are promoted on Website & social media		SMS, C&E	To March 2023	
<ul style="list-style-type: none"> Provide opportunities to create and show new work and for artists and creatives to network. -Facilitate an exhibition in the Town Hall 	A Council in Transformation	SMS, C&E	April 2023 October 2023	In progress via Art Exhibition
A COMMUNITY WITH PRIDE				
Projects and Core Business	Links to other priorities	Officer/governance Notes	Timescale	
<u><i>Build a single, engaged and empowered Neston Community</i></u>				
<ul style="list-style-type: none"> Celebrate the diversity of our communities of place, origin, interest or age, and proactively engage with them, ensuring they are consulted, and represented. 		GO, C&E	To March 2024	Consulted on Strategy
<ul style="list-style-type: none"> Work with our community on determining how to best help it develop and possibly using the CH64 Vision Tree as a starting point. We will continue to work with other bodies which support, advise, and develop community and voluntary groups and Cheshire Community Action. -Contact relevant groups and determine how to work together. -Agree an action plan for the year. -Implement action plan year 1. 		GO, C&E	June 2023 July 2023 To July 2024	
<ul style="list-style-type: none"> Engage with and support the wide variety of community organisations in the town which help 		GO, C&E	To March 2023	

us deliver our aims and continue to provide grants and donations				
<ul style="list-style-type: none"> ▪ Ensure as a strategic partner, we are at the centre of proposals for the re-development of the Town Hall, to deliver a true community hub. 		GO, CM, C&E	To March 2023	
<ul style="list-style-type: none"> ▪ Empower a volunteering culture within Neston by promulgating the benefits and promoting opportunities. <p>-Media, Website, and social media campaign-New Year resolution.</p>		GO, C&E	November 2023	
<ul style="list-style-type: none"> ▪ Adopt a Social and Ethical Policy and a Community Engagement Policy to ensure our standards are exemplary and clear. 	A Council in Transformation	CM, C	December 2023	
<ul style="list-style-type: none"> ▪ Ensure our Equality Policy remains positive about diversity and inclusiveness and always reflects best practice in respect of employment, services and democracy. <p>-Review Policy</p>	A Council in Transformation	CM, C	February 2023	
<ul style="list-style-type: none"> ▪ Work with others to support young people and ensure they have things to aspire to, be it employment opportunities, safe activities, and place to engage with or an interest in their community. 		GO, C&E	To March 2024	
<ul style="list-style-type: none"> ▪ Support and develop networks which foster linked services and remove duplication. 	A Council in Transformation	CM, C	To June 2023	
<ul style="list-style-type: none"> ▪ Develop community-focused programmes that support the wellbeing of residents, rebuild 		GO, C&E	To March 2024	

community engagement and cohesion, and help to build confidence levels of residents.				
▪ Support local food banks and explore the idea of a community Fridge	A town to enjoy	GO, C&E	May 2023	
▪ Develop general principles in a Planning Policy to set out what the Council is striving to achieve for the Town, through the observations it makes on planning applications	A town to work in	GO, C&E	April 2023	
▪ Look at introducing annual awards including civic achievements, gardening and allotments		CM/GO C	To August 2023	
-Introduce an Annual Best Kept Garden/Allotment competition.		GO, C&E	June 2023	
<i><u>Provide a voice for Neston</u></i>				
▪ Maintain either directly, in partnership or indirectly, a programme of events to promote the Town and promote the Council's other objectives and the shared values and common goals of a Neston Place Brand.	A Town to Work in	CM, FC	To March 2024	
▪ Remain alert to concerns about the loss of community assets and offer support where possible.		CM, C&E	To March 2023	Ongoing
▪ Promote or support events which build community cohesiveness or promote the town.		GO, SMS C&E	To July 2023	
▪ Become an influential participant in dealing with others, working with, and holding to account partners.		CM, C	To March 2023	Ongoing

<ul style="list-style-type: none"> ▪ Ensure that we deliver the objectives of the Neighbourhood Plan for which we are the lead body and work with the community to undertake a mid-term review. -Review the outstanding projects and discuss with partners. -Agree a priority or priorities to progress in 2023-24 -Determine a programme and funding for review 		CM/GO, C&E CM/GO, C&E CM/GO, C&E	March 2023 April 2023 October 2023	??
<ul style="list-style-type: none"> ▪ Have an active and responsive programme of Mayoral engagements to support the community and promote the town. 	A town to enjoy	CM, SMS C	To March 2023	Ongoing
<ul style="list-style-type: none"> ▪ Maintain public participation at Council and committee meetings and continue councillor surgeries. 		CM, C	To March 2023	Ongoing
A COUNCIL IN TRANSFORMATION				
Projects and Core Business	Links to other priorities	Officer/governance Notes	Timescale	

Develop Performance Based Management to get it right first time.

<ul style="list-style-type: none"> ▪ Develop capacity ad a diverse skill base through an active Member and Officer Training Programme -Undertake a skills audit for both staff and councillors -Adopt a Training and Development Policy for staff and councillors -Agree Training & Development Plan 2022-23 -Implement Annual Training Plan 		<p>CM, ChALC, HR</p> <p>CM, ChALC, HR/C</p> <p>CM, ChALC, HR/C</p> <p>CM, HR/C</p>	<p>Sept 2022</p> <p>October 2022</p> <p>February 2023</p> <p>To March 2023</p>	<p>Partially</p> <p>Adopted</p> <p>Ongoing</p>
<ul style="list-style-type: none"> ▪ Build our workforce structure to ensure it can adapt to the emerging needs of our residents as defined in our Strategy -Undertake Staffing Review. -Adopt Job descriptions/Person Specs. -Consult staff individually -Complete initial recruitment to the identified roles. -Revise Employee Development Review Scheme. 		<p>ChALC, HR/C</p> <p>CM, HR/C</p> <p>ChALC, HR</p> <p>CM, HR/C</p> <p>CM, HR</p>	<p>November 2022</p> <p>December 2022</p> <p>Dec 2022</p> <p>February 2023</p> <p>November 2022/Feb 2023</p>	<p>Ongoing</p> <p>Commenced</p> <p>Not commenced</p>

-Undertake all Employee Development Reviews.		CM, HR	To March 2023	
▪ Be innovative in finding external funding.		MT, FC	To March 2023	Funding from CWAC for DPC at Town Hall
▪ Develop a Quality ethos to ensure a programme of continuous improvement -Adopt a Quality Policy. -Establish staff "Quality Circles" - Implement Annual Improvement programme. -Monitor compliance with operating procedures. <u>Health and Safety</u>		CM, FC CM, HR	May 2022 January 2023 To March 2023 To March 2023 To October 2022	Adopted In progress

<ul style="list-style-type: none"> -Complete all health and safety risk assessments for the year, including events. -Complete all statutory periodic safety inspections and checks. -Introduce regular safety toolbox talks/briefings to supplement formal safety training. -Review Health and Safety Policy with Advisors 		SMS, MTH	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p>	Ongoing by H&S advisor, Terrain Oct annually
<ul style="list-style-type: none"> ▪ Gain accreditation under the Local Council Award Scheme, -Foundation Level -Quality Level -Gold Level. 		MT, FC/C	<p>June 2023</p> <p>November 2023</p> <p>June 2024</p>	No action
<ul style="list-style-type: none"> ▪ Deliver the Strategy through outcome focussed Delivery Plan and related performance management. -Agree a Preliminary Delivery Plan through which to implement the Strategy. -Revise Delivery Plan for 2023/4. -Report every second month to Council & committees on progress against the Delivery 		<p>CM, FC</p> <p>CM, FC</p> <p>MT, C</p>	<p>November 2022</p> <p>March 2023</p> <p>March 2023</p>	Commenced

Plan, exception reporting on resolutions not actioned and Officer delegated decisions.				
<ul style="list-style-type: none"> Define operational efficiency by developing a range of quality based operating procedures. -Financial Procedures -Personnel Procedures -15 key procedures -All other procedures 		FM, FC CM, HR CM, HR CM, HR	February 2023 January 2023 December 2022 August 2023	Not commenced Commenced Commenced Commenced
<ul style="list-style-type: none"> Review Codes of Conduct for councillors and staff. -Review Councillor Code -Adopt Officer Code of Conduct -Consider revised Protocols to support Codes of Conduct. 		CM, C CM, C CM, C	May 2022 October 2022 October 2022	Adopted Adopted Adopted

<ul style="list-style-type: none"> ▪ Develop our Governance and Policies to ensure they are fit for purpose -Introduce new committee structure and revised terms of reference/delegation. -Review Standing Orders and Financial Regulations. -Adopt Standing Orders for Contracts, Treasury Management Policy & Procurement Policy -Review Standing Orders and Financial Regulations & Standing Orders for Contracts. -Review governance and policy documents not reviewed since April 2021. -Review all governance and policy documents according to Review date. 		<p>CM, C</p> <p>CM, C</p> <p>CM/ FM C</p> <p>CM/FM FC/C</p> <p>CM, C</p> <p>CM, C</p>	<p>April 2023</p> <p>October 2022</p> <p>October 2022</p> <p>May 2023</p> <p>May 2023</p> <p>March 2024</p>	<p>Commenced</p> <p>Adopted</p> <p>Adopted</p> <p>Adopted</p> <p>Commenced</p>
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<ul style="list-style-type: none"> ▪ Move to a 5-year financial plan to ensure best value, ensuring we build up resources to deliver Strategy. -Adopt a Provisional Medium-Term Financial Plan to inform next budget. -Adopt Budget 2023-24. -Adopt a Medium-Term Financial Plan -Finalise Accounts 2021-22 and approve AGAR. -Finalise Accounts 2022-23 and approve AGAR. -Undertake VAT partial exemption calculations and returns quarterly and review VAT status. -Monthly financial reports to Council or committee and on website with explanatory notes as necessary. -Introduce Summary front sheet to financial reports -Continue to make all financial transactions in a timely manner according to Financial Regulations. -Undertake review of Ear-marked reserves 				
		FM FC/C	December 2022	Commenced
		CM/FM FC/C	January 2023	Commenced
		FM FC/C	February 2023	Completed
		FM FC/C	November 2022	Commenced
		FM FC/C	June 2023	Not started
		FM FC/C	To March 2023	Each Quarter
		FM FC/C	To March 2023	Ongoing
		FM FC/C	January 2023	Ongoing
		FM FC/C	To March 2023	Ongoing
			January 2023	
		FM FC/C	January 2023	Ongoing

-Review and update Asset Register and expand information on major assets.		FM FC/C CM/FM FC/C	June 2023	At Budget meeting
<ul style="list-style-type: none"> Undertake a review of the Council's Information Technology. -Review IT provision and develop a Digitalisation Plan to include on-line booking and transactions, remote and flexible working, facilitation of hybrid meetings. -Implement Digitisation Plan in accordance with action plan 		CM/FM FC/C SMS, MTH MT, FC/C MT, FC/C	July 2023 March 2025 March 2025	
<ul style="list-style-type: none"> Look to develop a "job description" for our councillors, to help prospective candidates understand what is expected of the role. 		CM C	January 2023 February 2023	Review current documents

-Hold briefings/workshops for prospective candidates		CM C		
<u><i>Deliver excellent services according to both need and consumer choice.</i></u>				
<ul style="list-style-type: none"> ▪ Determine priorities on both objective need and public choice in light of business and safety risk assessments. -Adopt Strategy for Consultation Purposes. -Consult on draft Strategy. -Adopt Strategy. -Undertake all business and financial risk assessments. -Progressively develop and publish outcome-based standards for all services and add to Delivery Plan. 		CM C CM C CM C CM C/FC CM C/FC	June 2022 Sept 2022 October 2022 March 2023 To March 2024	Adopted Completed & analysed Adopted Nov 2022 (F&A)
<ul style="list-style-type: none"> ▪ Continue to deliver our existing services and develop out-come based standards -Continue to maintain a public office at the Town Hall with increased opening hours. -To continue and further develop an Information gateway to other public bodies and voluntary organisations. 		CM FC CM FC	To March 2024 To March 2023	On going On going

<ul style="list-style-type: none"> -Continue to distribute waste sacks to the public, on behalf of CW&C. -Develop a Markets Policy. -Develop a Business Plan for the Markets -Continue to operate Friday Charter Market under an asset agreement and additional niche Markets in accordance with our Markets Policy. -Continue with "Best Market Trader" Award. -Continue to operate the Town Hall under an asset agreement -Develop a business plan for the Town Hall and undertake a range of commercial events which help maximise its use. -To maintain a high standard of licensing compliance. -Provide a range of services and events in the Town Hall to support and promote the Council's democratic processes, the community, citizens' wellbeing, local businesses and job creation and protecting the Town's environment. 		CM FC SMS	To March 2023	On going
		SMS, M&TH	February 2023	
		SMS, M&TH	February 2023	
		SMS, M&TH	June 2023	On going
		SMS, M&TH	To March 2023	On going
		SMS, M&TH	To March 2023	On going
		SMS, M&TH	To April 2023	
		SMS, M&TH	April 2023	On going
		CM/SMS, M&TH	To March 2024	

<p>-Provide subsidised use of the facility by community organisations and charities which support the Councils strategic aims.</p> <p>-Provide and promote the Town Hall, accommodation for rent within the Asset Agreement.</p> <p>-Manage Neston's Market Square under the Asset Agreement and maximise its use through hire or concessions.</p> <p>-Maintain a Community Orchard at Marshlands Road.</p> <p>-Continue to provide floral decorations in accordance with our Greening Plan.</p> <p>-Continue to provide and maintain public benches.</p> <p>-Continue to monitor mosquito infestation and to part-fund combating measure including dredging the Marsh.</p> <p>-Continue to provide replacement public transport as necessary and link with community transport schemes.</p>		SMS, M&TH	To March 2023	On going
		CM/SMS, M&TH	To March 2023	On going
		SMS, M&TH	To June 2023	On going
		GO, C&E	To April 2023	On going
		GO, C&E	To October 2023	On going
		GO, C&E	To March 2023	On going
		GO, C&E	To March 2023	On going
<p>▪ Support or supplement essential services provided by others, but only take on devolved services from the principal council, where it is</p>			To June 2023	
			By July 2023	

<p>necessary to preserve or improve them and it does not create a “double taxation” burden.</p> <p>-Hold initial discussions with CW&C about future management of devolved services.</p> <p>-Remain eligible for the general power of competence.</p>		<p>CM, C&E</p> <p>CM, C&E</p> <p>CM/C</p>	<p>To April 2023</p> <p>May 2023</p>	Ongoing
<p>▪ Introduce new services and initiatives where we can satisfy need and choice, cost effectively.</p> <p>-Review current provision</p>		CM, C	Decembr 2023	Through Delivery Plan & Budget
<p>▪ Remain eligible for the general power of competence and embrace other new powers made available, which benefit our aims to increase our ability to offer services and local governance.</p> <p>-Renew adoption at Annual Council</p>		<p>CM, C</p> <p>CM, C</p>	<p>To April 2023</p> <p>May 2023</p>	Ongoing
<p>▪ Use our role in the planning system to the benefit of the local community.</p>		GO, C&E	To March 2023	Ongoing
<p>▪ Continue the Winter Maintenance service to outside the Town Hall and Market Square and supplement for vulnerable people. Look in to the feasibility of a voluntary Snow Warden Scheme.</p> <p>▪</p> <p>-Adopt scheme of eligibility to help vulnerable people</p> <p>▪ Feasibility Study for Snow Warden Scheme</p>		<p>GO,SMS C&E, MTH</p> <p>GO, C&E</p> <p>GO, C&E</p>	<p>To November 2023</p> <p>Decembr 2023</p> <p>September 2023</p>	

<u>Provide excellent communications and transparency</u>				
<ul style="list-style-type: none"> Continually improve the content of the Website, social media posts and other channels of communication to make the Council more accessible and efficient. 		CM, FC	To March 2023	Revised website launched
<ul style="list-style-type: none"> -Develop the use of social media such as Facebook and Twitter, in a factual way to make the Council more accessible and efficient 		CM, FC	To April 2023	
<ul style="list-style-type: none"> Develop and adopt Communications and Marketing Policy. 		CM, C	July 2022	Adopted
<ul style="list-style-type: none"> Evaluate the feasibility and benefits of reinstating a periodic newsletter for wide distribution. -Facilitate a new Town Guide. -Produce an Annual Report for 2021-22 -Produce an Annual Report for 2022-23 -Provide at least one digital noticeboard in the Town. 		CM, C CM, C CM, C CM, C CM, C	June 2023 August 2023 May 2023 July 2023 November 2024	
<ul style="list-style-type: none"> Keep our Publication Scheme and Information Guide current and exceed "data transparency" requirements. -Review Publication Scheme & Information Guide -Complete data transparency to revised website 		CM, C CM, C Legal requirement	May 2022 December 2022	Adopted Commenced

<ul style="list-style-type: none"> Continue to hold a public participation session at all public meetings -Continue regular Councillor Surgeries 		CM, C CM, C	To March 2023 To March 2023	Ongoing Ongoing
<ul style="list-style-type: none"> Develop a comprehensive Information and Data Protection Policy. -Develop a suite of data protection policies 		CM, C CM, C	June 2023 April 2023	Revise current policy
<ul style="list-style-type: none"> Adopt a Performance Management Policy and regularly report performance data. -Adopt Performance Management Policy -Report on progress against Delivery Plan targets to each Council meeting (2 months) in accordance with Performance Management Policy - Report Officer delegated decisions to each Council & non-implementation of resolutions to each Council and committee 		CM, C MT, C MT, C	May 2022 To March 2023 To March 2023	Adopted Ongoing
<ul style="list-style-type: none"> Adopt a constitution, as a framework for the Council's governance and policy documents to help the public more easily understand how we operate. 		CM, C	October 2022	Adopted