



DELIVERY PLAN 2022-27

Adopted FC 04.10.2022 item 82.4.1
F&A Committee 07.03.2023 Item 55

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 **On target** **Needs work to get back on target** **Serious danger of not being achieved**

No action necessary at present **Priority as agreed by F&A 01.11.2022 item 38b: To Determine Priority (TDP)**

1. Define and introduce a Ranger Service to work alongside CWAC.
2. Support the continuance of significant public events, focusing of the proclamation of King Charles III.
3. Work to maintain and enhance the provision of allotments in the town. Marshlands allotment to take priority; extension to be investigated.
4. Neighbourhood Plan; Council to agree priorities to progress in 2023-24

5. Digital Notice Board, to provide one in the town – the cost and budget to be investigated in time for adding to the budget meeting

A TOWN TO LIVE IN

Projects and Core Business	Links to other priorities	Officer/governance Notes	Timescale (MARCH INDICATES A PROGRESSIVE DATE)	Progress
<ul style="list-style-type: none"> 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. <ol style="list-style-type: none"> Define role of Ranger service <ul style="list-style-type: none"> 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	December 2022 June 2023 September 2023	FC 24.01.23 Item 132b Post deferred Deferred Deferred
2. Support the Continuance of significant public events		CM, C&E	By April 2023 & March 2024	Proclamation for King Charles III planned, plus other events C&E 07.02.2023
3. Work to maintain and enhance the provision of allotments in the Town - Marshlands <ul style="list-style-type: none"> Review our Allotments Policy. Continue to assess need. 		GO, C&E GO, C&E GO, C&E	To March 2023 April 2023 To March 2023	In progress / Ongoing C&E 07.02.2023 C&E 07.02.2023, reviewed & updated Ongoing

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. 4...Agree NP 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	Reviewing and tabled 07.02 C&E conf, ongoing work reported Ongoing C&E 07.02.23 As part of 5 year financial plan
▪ 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 5.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 May 2023 July 2023	C&E (when scheuled agreed) TDP Completed C&E (draft started) F&A 01.11.22 indicative costs provided – defered, re budget
Work to influence the housing that Neston needs				
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 2024	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 following C&E 07.02.23 and when scheuled agreed TDP
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	Contact to be made when time allows TDP
Promote connectivity between neighbourhoods.		GO, C&E	To June 2023	Contacts to be made when time allows
<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 though all of our communication channels. -Help and promote local health related support groups 		CM, C&E CM, C&E GO, C&E	As opportunites arise - To August 2023 To August 2023 To August 2023	This will be ongoing/ C&E (when scheuled agreed) TDP TDP
<ul style="list-style-type: none"> Reduce social isolation and loneliness by supporting "befriending" schemes and community transport. 	A community with pride	GO, C&E	Ongoing	C&E (when scheuled agreed)

-Initiate, promote or support “Good Neighbour” schemes		GO, C&E	Sept 2023	TDP
▪ Seek to engage with young people through the local youth groups and schools.	A town to enjoy	CM/GO C&E	To June 2023	Activity day Scouts. High School plastic free progressing C&E
▪ 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 2024	Via grants programme & C&E
Work with partners such as Neston and Willaston Community Care to address shortfalls in provision of Health and social care.	A town to work in.	CM, C&E	Sept 2024	TDP
-Contact partners to establish level of provision and main areas of concern		GO/SMS, C&E/ M&TH	Sept 2023	TDP
-Make the Town Hall available to supplement health care, wellbeing or social services if required.		GO, C&E	To March 2024	Physical activities via hall hire are delivered
-Continue to give grants for the provision and maintenance of Defibrillators.		GO C&E	Ongoing	Procedure approved / ongoing
<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 2024	TDP
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	Regular Councillor surgeries CWAC & Police presence
Work with Police and other partners on community safety initiatives and report matters of concern.	A community with pride.	CM, C&E	To March 2024	Community Safety Charter sigend regular updates received

Disseminate information on community safety and crime prevention through our communication channels.	A community with pride. A new TAB for website has been created	CM, C&E	To March 2024	Community Safety Charter updates shared
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	A community with pride. A town to work in	CM, C&E	By May 2024 April 2023 September 2023	C&E (when scheduled agreed) TDP TDP
Disseminate information/advice on home safety through our communications channels.		CM, C&E	To March 2023	Ongoing via Community Safety Charter. Information & guidance uploaded onto NTC website
Undertake a Crime Reduction Audit on the Council's activities & facilities, to lead by example.	A Council in transformation	CM, C&E	September 2023	TDP
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	Warm Hub provided
Investigate the feasibility of providing a "Safe Place" in the next development of the Town Hall.		CM, M&TH	June 2024	M&TH (when scheduled agreed)

Support Cheshire Fire and Rescue fire safety campaigns through our communication channels.		CM, C&E	To March 2024	In progress via website / email as received
Use our influence for traffic management and speed reductions which improve safety.	A community with pride.	CM/GO, C&E	To Nov 2022	Grant provided for speed reduction measures in Ness
-Use the Ranger to support maintenance of Signage.			To October 2023	When Ranger in post
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. 		GO, C&E GO, C&E GO, C&E GO, C&E	June 2023 June/July 2023 To March 2024 To July 2023	C&E (when scheuleds agreed) TDP TDP EMR 5 year plan to replace Xmas lights Grants approved for Xmas event

<ul style="list-style-type: none"> -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	Each December	Oct 2022. C&E (when scheuleds agreed)
		GO, C&E	To October 2023	Grants provided to provide a Xmas event
<ul style="list-style-type: none"> ▪ Work with stakeholders to establish a Visitor Centre or Tourist Information Centre with links to 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	June 2023	TDP
		GO, C&E	July 2023	TDP
		GO, C&E	To March 2024	TDP
		C&E Committee	Nov 2024	TDP
<ul style="list-style-type: none"> ▪ Proactively work with partners to encourage inward investment, which will result in an increased mix of employment opportunities 		CM, C&E	To August 2023	TDP
<ul style="list-style-type: none"> ▪ 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 all businesses to purchase defibrillator October 2022
<ul style="list-style-type: none"> ▪ Work with partners to help revitalise the Town Centre. 	A Town to Enjoy	CM, C&E	To June 2024	TDP
<ul style="list-style-type: none"> ▪ Investigate the ambition to have a Business Improvement District in Neston. 		CM, C&E	By March 2024	TDP
<ul style="list-style-type: none"> ▪ Use our influence to retain and enhance smaller employment sites, particularly where they enable 		GO, C&E	To November 2023	TDP

"start-up" activity or the expansion of existing businesses.				
<ul style="list-style-type: none"> 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	TDP
<ul style="list-style-type: none"> 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	C&E (when scheuleds agreed)
<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. 	A Council in Transformation	CM, C&E SMS, MTH CM/ SMS C&E CM/ SMS C&E CM C&E SMS, C&E SMS F&A CM C&E CM C&E CM FC	To Sep 2023 May 2023 August 2023 To March 2024 To March 2024 To March 2024 July 2024 By March 2024	TDP M&TH & C&E (when scheuleds agreed) M&TH & C&E (when scheuleds agreed) M&TH & C&E (when scheuleds agreed) Update ongoing – business directory held TDP TDP TDP

-To adopt a Procurement Policy setting out complementary and conflicting objectives when purchasing services and goods.		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	CM FC GO, C&E GO, C&E	March 2024 To March 2023 To March 2024	TDP Ongoing As rolled out
<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	GO, C&E GO, C&E GO, SMS C&E SMS, C&E SMS	May 2023 July 2023 To March 2023 August 2023	C&E (when scheuleds agreed) TDP TDP TDP M&TH/C&E (when scheuleds agreed)

▪ 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 June 2023	TDP
▪ Work with partners to bring about improved and more integrated public transport.	A Community with Pride	GO, C&E	To June 2023	TDP
▪ Work with partners to help re-establish a part-time post office with limited services in the town.	A Community with Pride	CM, C&E	To March 2023	Progressed with CWaC, facilities agreed at UCO.
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	February 2023	In progress. G&OM as the NTC representative attends meetings
		GO, C&E	May 2023	Ongoing
▪ Work with partners to improve signage and interpretation.	A community with pride	GO, C&E	To June 2023	Directional signs previously agreed and installed
▪ 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	TDP

▪ Work with stakeholders to develop proposals for Environmental improvement corridors.		GO, C&E	To November 2023	TDP
▪ 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	To be agreed C&E meeting in new council year
▪ Support the CWaC Local Plan Strategic Policies regarding retention of the existing Green belt.		GO, C&E	To March 2024	TDP
TDP	TDP	TDP	TDP	TDP

Protect and enhance our heritage:

Support the Continuance of significant public events- See above		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 2024	TDP Local list currently being updated
Support CW&C Heritage Strategy.		GO, C&E	October 2022	List on NTC website
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.				TDP

-Liaise with history groups & CWAC to share ideas and identify what already exists		GO, C&E	June 2023	TDP
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 2024	TDP Local List currently being updated Outstanding
Use the planning system to preserve green open spaces and sightlines to key features.		GO, C&E	To March 2024	Ongoing via C&E
Look to implement a local Blue Plaque Scheme for Neston. -Undertake a feasibility study		GO, C&E	July 2023	TDP
<i>Recognise the range of leisure and sporting assets and seek to add to them.</i>				
Oppose new developments where recreation or sports facilities are lost unless equivalent provision is provided.		GO, C&E	To March 2024	Ongoing via C&E
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	Ongoing via C&E
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	Networks established ad hoc
Recognise the needs of pedestrians and cyclists and promote cycling and walking in the town, including helping to fund the updating of maps.	A Town to live in.			Via Community side of website

-Promote walking and cycling routes on website -Identify which maps need updating and cost		SMS, C&E SMS, C&E	February 2023 May 2023	Via Community side of website SM&SC investigating, updates will be ongoing
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 SMS, C&E	To June 2023 May 2023	TDP Via community side of website
Work to maintain and enhance the provision of allotments in the Town – Marshlands- See above -Review our Allotments Policy. -Continue to assess need.		GO, C&E GO, C&E GO, C&E	To March 2023 Feb 2023 To March 2024	In progress/ongoing Completed Ongoing
<u>Develop Arts and Culture</u>				
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	Outstanding via MTH
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	Warm space provided Feb 2023
Promote an upbeat, exciting programme of cultural and arts activity across town. -Ensure local activities are promoted on Website & social media	A community with pride	 SMS, C&E	 To March 2023	TDP budget depenant Ongoing/via Community side of website
Provide opportunities to create and show new work and for artists and creatives to network.	A Council in Transformation			

-Facilitate an exhibition in the Town Hall		SMS, C&E	April 2023	In progress Art Exhibition each April
A COMMUNITY WITH PRIDE				
Projects and Core Business	Links to other priorities	Officer/governance Notes	Timescale	
<i>Build a single, engaged and empowered Neston Community</i>				
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 Sept 22
<p>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.</p> <p>-Contact relevant groups and determine how to work together.</p> <p>-Agree an action plan for the year.</p> <p>-Implement action plan year 1.</p>		GO, C&E	<p>June 2023</p> <p>July 2023</p> <p>To July 2024</p>	Prorities to be determined
Engage with and support the wide variety of community organisations in the town which help us deliver our aims and continue to provide grants and donations		GO, C&E	To March 2024	Ongoing via grant programme
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 2024	CWAC Contacted 02.2023

Empower a volunteering culture within Neston by promulgating the benefits and promoting opportunities. -Media, Website, and social media campaign-New Year resolution.		GO, C&E	November 2023	C&E (when scheuleds agreed)
▪ 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	C&E (when scheuleds agreed)
Ensure our Equality Policy remains positive about diversity and inclusiveness and always reflects best practice in respect of employment, services and democracy. -Review Policy	A Council in Transformation	CM, C	February 2023	FC 28.02.23
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	TDP
Support and develop networks which foster linked services and remove duplication.	A Council in Transformation	CM, C	To June 2023	Oustanding
Develop community-focused programmes that support the wellbeing of residents, rebuild community engagement and cohesion, and help to build confidence levels of residents.		GO, C&E	To March 2024	C&E (when scheuleds agreed)
▪ Support local food banks and explore the idea of a community Fridge	A town to enjoy	GO, C&E	July 2023	TDP

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	July 2023	Ongoing via C&E
Look at introducing annual awards including civic achievements, gardening and allotments		CM/GO C	To August 2023	C&E (when scheuleds agreed)
-Introduce an Annual Best Kept Garden/Allotment competition.		GO, C&E	June 2023	C&E (when scheuleds agreed)
<u>Provide a voice for Neston</u>				
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	Oustanding
Remain alert to concerns about the loss of community assets and offer support where possible.		CM, C&E	To March 2024	Ongoing
Promote or support events which build community cohesiveness or promote the town.		GO, SMS C&E	To July 2023	Oustanding
Become an influential participant in dealing with others, working with, and holding to account partners.		CM, C	To March 2024	Ongoing
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 NP priorities to progress in 2023-24- See above -Determine a programme and funding for review		CM/GO, C&E	March 2023	NP Polices Appendix M to C&E 07.02.2023
		CM/GO, C&E	April 2023	
		CM/GO, C&E	October 2023	C&E (when scheuleds agreed)
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 2024	Mayor attends events on behalf of NTC
▪ Maintain public participation at Council and committee meetings and continue councillor surgeries.		CM, C	To March 2024	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 and 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> <p>Outstanding</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>May/June 2023</p>	<p>Undertaken</p> <p>Completed</p> <p>Completed</p> <p>April + 2023</p> <p>HR Committee</p>

-Undertake all Employee Development Reviews.		CM, HR	By August 2023	Chief Officer
▪ Be innovative in finding external funding.		MT, FC	To March 2024	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.		CM, FC	May 2022	Adopted
			January 2024	Outstanding
			To June 2023	Outstanding
			To March 2024	Outstanding
<u>Health and Safety</u>		CM, HR	To October 2023	Completed Annual via Terrain HR
-Complete all health and safety risk assessments for the year, including events.			October 2023	Ongoing by H&S advisor, Terrain Oct annually
-Complete all statutory periodic safety inspections and checks.		SMS, MTH	October 2023	
-Introduce regular safety toolbox talks/briefings to supplement formal safety training.			By July 2023	
-Review Health and Safety Policy with Advisors				
▪ Gain accreditation under the Local Council Award Scheme,		MT, FC/C	April 2023	

<ul style="list-style-type: none"> -Foundation Level -Quality Level -Gold Level. 			<p>November 2023</p> <p>June 2024</p>	<p>Application submitted Dec 2022</p>
<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 Plan, exception reporting on resolutions not actioned and Officer delegated decisions. 		<p>CM, FC</p> <p>CM, FC</p> <p>MT, C</p>	<p>November 2022</p> <p>May 2023</p> <p>March 2023</p>	<p>Commenced</p> <p>Revise in new Council Year</p> <p>To F&A 03.2023</p>
<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 		<p>FM, FC</p> <p>CM, HR</p> <p>CM, HR</p> <p>CM, HR</p>	<p>February 2023</p> <p>April 2023 December 2022</p> <p>August 2023</p>	<p>F.Regis updated October 2022</p> <p>Commenced</p> <p>Commenced</p> <p>Commenced</p>

<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. 		<p>CM, C</p> <p>CM, C</p> <p>CM, C</p>	<p>May 2022</p> <p>October 2022</p> <p>October 2022</p>	<p>Adopted</p> <p>Adopted</p> <p>Adopted</p>
<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>May 2023</p> <p>October 2022</p> <p>October 2022</p> <p>Nov 2022</p> <p>May 2023</p> <p>May 2023</p> <p>March 2024</p>	<p>Commenced (AMC May 2023)</p> <p>Adopted</p> <p>Adopted</p> <p>Adopted</p> <p>Adopted</p> <p>Commenced</p> <p>Ongoing</p>

<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	Adopted
		FM FC/C	February 2023	Completed
		FM FC/C	November 2022	Completed
		FM FC/C	July 2023	Commenced
		FM FC/C	To March 2023	Quarterly
		FM FC/C	To March 2024	Ongoing
		FM FC/C	January 2023	(At budget meeting) Ongoing
		FM FC/C	To March 2024	Ongoing
		FM FC/C	January 2023	Completed 01.23

-Review and update Asset Register and expand information on major assets.		FM FC/C	May 2023	Commenced
<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 2024 March 2025 March 2025	Inventory held due for update 2024 Outstanding
<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. -Hold briefings/workshops for prospective candidates 		CM C CM C	By March 2023 April 2023	Review of current documents held during staff review 2022 Outstanding

Deliver excellent services according to both need and consumer choice.

<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 Nov 2023 To March 2024	Adopted Completed & analysed Adopted Nov 2022 (F&A) Outstanding
<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. -Continue to distribute waste sacks to the public, on behalf of CW&C. 		CM FC CM FC CM FC SMS	To March 2024 To March 2023 To March 2023	On going On going On going

<ul style="list-style-type: none"> -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. -Provide subsidised use of the facility by community organisations and charities which support the Council's strategic aims. 		SMS, M&TH	April 2023	M&TH 04.04.23
		SMS, M&TH	April 2023	Not commenced
		SMS, M&TH	June 2023	Following adoption of policy
		SMS, M&TH	To Nov Annually 24	Trader awards 11.2023
		SMS, M&TH	To March 2024	Ongoing
		SMS, M&TH	To April 2023	Not commenced
		SMS, M&TH	April 2023	On going
		CM/SMS, M&TH	To March 2024	Outstanding
		SMS, M&TH	To March 2023	Local charities receive subsidised rate when hiring

<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>		CM/SMS, M&TH	To March 2024	On going
		SMS, M&TH	To June 2023	Ongoing
		GO, C&E	To April 2023	Community Orchard established 2022
		GO, C&E	To October 2024	3-year contract
		GO, C&E	To March 2024	Regular reviews
		GO, C&E	To March 2024	Budgeted allocated to continue monitoring
		GO, C&E	To June 2023	TDP
<p>▪ Support or supplement essential services provided by others, but only take on devolved services from the principal council, where it is 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>		CM, C&E	By July 2023	TDP
		CM, C&E	To June 2023	New CO

-Remain eligible for the general power of competence.		CM/C	May 2023	If meet qualifications
<ul style="list-style-type: none"> Introduce new services and initiatives where we can satisfy need and choice, cost effectively. -Review current provision 		CM, C	December 2023	Through Delivery Plan & Budget
<ul style="list-style-type: none"> 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. -Renew adoption at Annual Council 		CM, C CM, C	To April 2023 May 2023	If meet criteria
<ul style="list-style-type: none"> Use our role in the planning system to the benefit of the local community. 		GO, C&E	To March 2024	Ongoing
<ul style="list-style-type: none"> 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. -Adopt scheme of eligibility to help vulnerable people Feasibility Study for Snow Warden Scheme 		GO,SMS C&E, MTH GO, C&E GO, C&E	To November 2023 December 2023 September 2023	Policy and RA held Outstanding Outstanding
<i><u>Provide excellent communications and transparency</u></i>				
<ul style="list-style-type: none"> Continually improve the content of the Website, social media posts and other channels of 		CM, FC	To March 2024	Revised website launched

communication to make the Council more accessible and efficient. -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 Sep 2023	TDP
▪ Develop and adopt Communications and Marketing Policy.		CM, C	July 2022	Adopted
▪ 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. - See above (A Town to Live in)		CM, C CM, C CM, C CM, C	June 2023 August 2023 May 2023 July 2023 Dec 2023	C&E (when scheuleds agreed) TDP Completed Commenced Deferred by Council 2023 budgte meeting
▪ 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 2023 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	To March 2024	Ongoing
		CM, C	To March 2024	Ongoing
<ul style="list-style-type: none"> Develop a comprehensive Information and Data Protection Policy. -Develop a suite of data protection policies 		CM, C	June 2023	Revise current policy
		CM, C	May 2023	Policies held need ongoing revisions
<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	May 2022	Adopted
		MT, C	To March 2024	Ongoing
		MT, C	To March 2024	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