



ST. IVES TOWN COUNCIL

STRATEGIC PLAN 2015 to 2020 "MEETING THE CHALLENGES"

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INTRODUCTION

What is the Town Council's Strategic Plan?

It is a statement of the Town Council's vision for the town together with its priority areas (themes) and the actions to support them.

It doesn't set out actions to be delivered by the community and partners as a whole but sets out what St. Ives Town Council itself intends to do, either directly or by influencing the relevant delivery body, such as the District or County Council.

The aim of the Plan is to give St. Ives' residents a clear understanding of what the Town Council is trying to achieve and how it intends to deliver this over the next five years. It will be used each year to plan our activities and set the budget for the coming year.

Why has the Town Council decided to produce a Strategic Plan?

Having an agreed strategy will provide a framework for the Town Council to work within and allow it to operate in a consistent and co-ordinated manner. The Plan includes most of the items included in the 2011 Town Plan which were based on community responses. This will help the Town Council to be more confident it is truly delivering what local residents and businesses want.

At the same time, the Plan will help the local community to have a better understanding of what the Town Council does, as opposed to what issues fall under the responsibility of other delivery bodies such as Huntingdonshire District Council, Cambridgeshire County Council or the Cambridgeshire Police Authority.

It is a 'live' document which the Town Council will update regularly, enabling it to track and monitor its progress in delivering specific actions. The Plan and monitoring reports will be publicly available so residents will be able to judge the Council's progress.

Community Involvement in the Strategic Plan process

The starting point for this Plan was the St. Ives Town Plan published in 2011. This was the result of a major consultation with the people who lived, worked or went to school in St Ives at that time. It included discussion and feedback from many groups together with the contents of over 1,100 questionnaires that were returned as a result of delivering one to every household.

An action plan was then produced with a wide range of actions to be achieved. Appendix A shows these items and what has been achieved to date. Unless the action is noted as complete, or is no longer relevant, it is covered by the new Plan.

However time has moved on, even since 2011, and there have been some significant changes with very considerable financial pressure on the budgets of some of the key service providers. Certain proposals that may have been possible in past years will no longer be affordable. These are some of the challenges we must meet.

It is also recognised that many of the actions were not specific enough. They need to be "SMART" (i.e. Specific, Measurable, Achievable, Realistic and Timely) if they are to be delivered as an integrated part of the Council's governance process.

The opportunity has also been taken to recognise some additional areas that have taken a higher priority since 2011 and restatement of others.

The Council consulted on a draft of this Plan by sending it to 88 key organisations, bodies or individuals and invited residents, via The Bridge magazine, to view it on the website. All the responses have been considered and the Plan amended appropriately. The Council considers that this resulting Strategic Plan truly represents St. Ives' best interests.

Monitoring the Strategic Plan

Evaluating progress against the list of activities which make up the new 'Action Plan' (Appendix B) will take place quarterly at Town Council meetings. The Council, will ensure that each element of the Action Plan is considered and, where further work is needed, or there are any blockages to progress, appropriate action is taken. The whole Strategic Plan will be formally reviewed each September to keep the document relevant and up-to-date.

The annual review will take account of the feedback from residents and local organisations to ensure it continues to reflect their concerns and priorities. Feedback will be sought in a range of ways including a rolling programme of public consultation, surveys (on-line and in The Bridge) and Councillor Surgeries.

The Plan will be available on the Town Council website, with hard copies available in the Town Hall.

THE TOWN COUNCIL - CURRENT POSITION

Local Government Structure

There are three tiers of local government, each with different responsibilities. St. Ives Town Council is the first and most local tier, with an important role to play in promoting the town, representing its interests and supporting the work of different groups in the community. Although the boundaries of responsibility are generally well defined, there are services that more than one tier has the power to provide e.g. public conveniences and playing fields. Many members of the public tend to bundle all these services together and just refer to "the Council" and so each tier needs to provide a signposting service to ensure that residents end up talking to the person who can best address their query or problem.

Huntingdonshire District Council is the second tier and is responsible for services including car parking, markets (Monday, Friday and Bank Holiday), housing, refuse collection, street cleaning, licensing, elections and planning.

Cambridgeshire County Council's responsibilities include highways (roads and pavements), education, adult care services, children's services, public rights of way, trading standards and libraries.

Governance

General

St. Ives Town Council has 17 elected councillors who are elected every four years. The Town Mayor and Deputy Town Mayor are then elected annually by the councillors at the Annual Town Council Meeting in May. Councillors are unpaid and commit their time to improving St. Ives on behalf of its residents. The Council has the power to invite non-councillors to sit on certain Committees but has, as yet, not used this option.

Elections were last held in May 2012 and will next be held in May 2016.

The Town had an electorate of 12,873 (May 2014), a population of 17,300 (2013 estimate) and 7,461 houses (December 2014).

Committees

The **Town Council** has decided to manage its operation using a Committee system. The full Council meets monthly and makes the main financial and corporate decisions. Most of the detailed business is delegated to and carried out by Committees which make recommendations to the Council on the more significant issues. The details are set out in Council's Terms of Reference which are available on the Council's website.

The **Amenities Committee** meets monthly and is responsible for the public amenities that the Town Council provides. These include Warner's Park and Slepe Hall Field, eight of the town's playgrounds, public toilets at the bus station and Globe Place, the Farmers' Market, The Waits, allotments, Ramsey Road and Hill Rise cemeteries and the closed cemeteries at All Saints Parish Church, Westwood Road and Broad Leas. The **Planning Committee** meets fortnightly and reviews local planning applications and provides Town Council comment to Huntingdonshire District Council, which is the Planning Authority. The Committee also deals with items related to footpaths and

rights of way, mineral waste plans, district development plans and the area flood forum.

The **Property Committee** meets quarterly and looks after the various buildings owned by the Town Council. These include the Town Hall, Corn Exchange and the Burleigh Hill Community Centre.

The **Promotion and Publicity Committee** meets every two months and is responsible for advising the Town Council on all matters concerning the promotion of the Town and public activity within it. These include the edit, design, printing and distribution of The Bridge, the creation of the editorial for the Town Guide, and the creation of the Welcome Pack folder. The Committee also ensures that the Council design style for all Town Council printed and electronic materials is consistent. It also advises on Press Releases and contributes to the Town Council website and social media page.

The **Personnel Committee** meets quarterly and deals with any issues related to staffing including appointments, appraisal and training.

All these meetings are open to the public with a period of time set aside for members of the public to address them.

Working Parties

The Council also creates working parties where it considers this will be a more effective way of working. Current working parties include:

- Internal Audit Working Party (responsible for ensuring that the internal audit process is maintained and in accordance with legislation)
- Policy and Procedure Working Party (responsible for annually checking all Council policies and procedures are up to date, appropriate and robust)
- Town Clerk's Appraisal Panel (responsible for monitoring the Town Clerk's performance)

Working Party meetings are not open to the public but have no powers to make decisions. They make recommendations to either Council or Committees, which are open to the public, and the actual decision to accept, or not, the finding of the Working Party is made at this stage.

Trusteeships

The Town Council is the sole Trustee of the Norris Library and Museum. On his death in 1931 Herbert Norris bequeathed the bulk of his estate in trust to the St Ives Borough Council (St Ives Town Council's predecessor) to be used as a public library and archive. It meets its responsibility as a corporate Trustee by delegating the operation to the **Norris Library and Museum Management Group**. This group meets quarterly and is concerned with all aspects of its upkeep and running. The group consists of 12 people – 9 are Town Councillors and 3 represent the Friends of the Norris Museum. There are very close links between the aims of the Norris Library and Museum and those of the Town Council and these are integrated into the day to day operation of each organisation. At the current time it is not financially self-sustainable and therefore a grant is given annually by the Town Council to enable it to continue to function. The

Library and Museum has its own Action Plan, however there are references to the joint objectives of each organisation within this document.

The Town Council also supports the United Charities Trustees by providing administrative support. Its main roles are to arrange and finance the annual Bible Dicing and the distribution of the Langley Bread each January. The 8 Trustees include 4 nominated by the Town Council.

Partnerships and Community Groups

The Council also has influence through its representation on various outside groups:

Cambridgeshire and Peterborough Association of Local Councils
Community Education Management Group
Festival Events St. Ives (FEST)
Huntingdonshire Volunteer Centre
Needingworth Quarry Liaison Committee
Nobles Field Trust
Police Liaison
St Ives and District Area Road Safety Committee
St Ives Carnival and Music Festival Working Party
St Ives Children's Centre
St Ives Christmas Lights Committee
St Ives in Bloom
St Ives Town Initiative
St Ives Youth Theatre
St Ives Town Team

The Council considers it is very important to work closely with Town Partnerships and the wide range of **Community Groups** that operate in St Ives. This will achieve the best results and the best value for the residents and businesses of the Town.

The Town Council is also invited to send representatives to various stakeholder meetings regarding local issues affecting the town such as the A14 and RAF Wyton Developments.

Although it owns the Corn Exchange and has a long-term lease (90+years) on the Burleigh Hill Community Centre both properties are leased to and operated on a day to day basis by independent management groups.

- The Corn Exchange is operated by the Corn Exchange Community Interest Company – on their election each Councillor is asked if they wish to become a member of this company (it is not mandatory). The Company's Board of Directors consists of a maximum of 3 elected Town Councillors, 3 members of ACE (Action Corn Exchange) and 3 representatives from user groups.
- The management team that runs the Burleigh Hill Community Centre consists of the Town Mayor, four other Town Councillors (appointed on an annual basis) and representatives from the user groups.

Quality Council

The Town Council holds "Quality Status", however a new national Award Scheme has recently been introduced by the Government with three standards: Foundation, Quality and Gold. The Council hopes to achieve the Gold Award status which is described as "The Council is at the forefront of best practice and achieves excellence in governance, community leadership and council development". The adoption of a strategic plan is one of the requirements.

In 2012 the Council qualified for the 'General Power of Competence' which gives Town and Parish Councils more 'power to act' – this is a power of 'first resource' and therefore allows the Town Council to do anything that will benefit the Town that is not expressly prohibited by other legislation. This gives new opportunities for the Council in terms of providing cost-effective services and facilities to meet the needs of St Ives' residents and businesses.

Town Council Staff and Management

The Council currently employs a total of 14 full time or part time staff. Four, including the Town Clerk, are based in the Town Hall, three in grounds maintenance, two for the Farmers' Market and five at the Norris Library and Museum.

The staff are led and managed by the Town Clerk who is appointed by the Council and has a legal duty to ensure that the Council complies with all the relevant laws and regulations that apply to Town Councils.

Overall Spending and Council Tax

The Council agreed a budget of £684,530 for 2015/16 which is funded by the residents of St Ives through the precept (a statutory requirement for the District Council to pay the Town Council a defined amount that it then collects from local residents). This results in a charge of £119.13 per year for a band D property. Those in smaller properties, single households or on council tax benefit will pay less.

This may seem a lot for the services the Town Council provides when compared with the other elements of the Council Tax but this is due to the other authorities getting very substantial grants from the Government or a share of the Business Rates.

The following table illustrates this:

	Gross Budget	Net Budget (Gross less income, fees and specific grants)	Funded from General Grants, Business Rates and Reserves	Funded from Council Tax		Council Tax (Band D)
	£M	£M	£M	£M	%	£
County	769.8	686.0	441.6	244.4	36	1,144.26
Police	131.6	129.5	81.3	48.2	37	181.35
Fire	30.4	28.5	11.4	17.1	60	64.26
District	73.4	18.7	11.9	7.7	41	133.18
Town	0.8	0.7	0.0	0.7	100	119.13

Reserves

The Town Council reviews its level of reserves annually. Currently the figure that is generally agreed for General Reserves, to cover potential risks is approximately six months spending.

For the 2015/16 financial year the amounts are:-

- General Reserves - £337,356
- Capital Reserves - £193,658

Allowances

Councillors are unpaid and receive no allowance for their duties. There is, however, an allowance given to the Mayor to meet any expenses involved in fulfilling the Mayoral duties. The agreed amount for 2015/16 is £3,981.

Current Services and Activities

The following two pages show the Council's current services and activities.

The first table shows those that are costed separately together with the relevant budget for each item.

The budgets include the full allocation of staff costs, administrative costs, workforce overheads such as vehicles and tools, depot costs and the cost of the Town Hall. In total these amount to £429k of which most (£330k) is staff pay, National Insurance and Pension Contributions.

The net cost of the Town Hall is allocated on the basis of space used to office staff, Civic (Mayor's Parlour) and Democratic (Council Chamber).

Allocations are based on staff estimates of the time they will spend on the various activities in the current year. Clearly, the actual time spent may differ but this provides a sound working assumption.

		2015/16 Budgeted Cost £
Allotments	Provides and maintains in excess of 200 allotment plots at Hill Rise that are available for the residents of the town.	14,107
CCTV**	Funds half the operating costs of the 17 CCTV cameras in the town.	18,558
Cemeteries	Provision of cemeteries at Ramsey Road and Hill Rise and maintenance of closed cemeteries at Broadleas, All Saints Church and Westwood Road.	2,050
Farmers Markets	Provision and maintenance of the award winning Farmers Market.	10,832
Grants	Makes grants to voluntary groups and support services that operate in, or support residents of, the town.	42,477
Norris Museum and Library	Provides staff and annual revenue funding.	136,962
Grass Cutting**	Cuts grass on Town Council land, on HDC land (free of charge) and for a private members club (for a fee).	20,642
Floral Displays	Provision and maintenance of summer and winter bedding and hanging baskets in, and around, the town centre.	53,557
Other Grounds Maintenance	General maintenance of areas including Warner's Park, Pavilion, Slepe Hall Field and The Waits.	7,086
Children's Play Areas	at Beech Drive, Burleigh Hill, The Crescent, Russet Close, Slepe Hall Field, Thorndown, Warner's Park and Wheatfields.	22,467
Public Toilets **	Maintenance of public toilets at the bus station and Globe Place	41,178
Street Furniture	Provision and maintenance of street furniture, memorials, notice boards and signs.	5,972
Street Lighting	Provision of, and electricity for, some heritage street lighting	2,715
Town Events	Administrative, practical and financial support.	8,048
Partnerships	Working with other bodies and organisations to jointly improve and maintain the Town.	11,293
Public Queries	Helping residents identify which other Council or body can best help them.	6,805
Public Buildings	Maintenance of Burleigh Hill Community Centre and Corn Exchange in accordance with the respective lease agreements.	18,882
Civic Events and Activities	Organises events and activities throughout the year to support and promote the civic traditions of the town.	31,552
Democratic Representation	The costs of organising and recording the meetings of the Council, its Committees and Working Parties. The cost of elections. Providing advice to Councillors.	92,965

Loan Repayments		70,991
Corporate Costs	This includes the costs of advertising and publicity to promote the town both internally and externally to encourage people to visit it. Various costs to support accountability including the website, production of annual accounts and audit fees.	65,391
	TOTAL	684,530

** These items reflect the Council's collaboration with the District and County Councils to maintain services that they had to cease due to budget constraints.

Other services and activities provided by the Town Council which are not individually costed include:

- Being a pro-active sounding board for community concerns in order to highlight and resolve general problems facing residents.
- Being ready to publicise concerns and lobby on issues, in appropriate cases, where discussion and liaison is ineffective.
- Lobbying and influencing other agencies and bodies
- Commenting on Planning applications
- Commenting on draft bye-laws
- Representing the views of townspeople and local organisations at public inquiries
- Commenting on Local Plans and Structure plans for development, transportation and future strategic planning.
- Guardianship of local traditions and rights
- Advice and assistance on all Town Council matters.
- Councillor surgeries

DEVELOPING THE NEW STRATEGIC PLAN

The Council's Vision

Making St Ives a great place to live, work, shop and visit

NEW THEMES

The importance of volunteering

It is difficult to imagine St Ives in the year 1110 when it first got its Charter to hold a Fair. Much has changed dramatically over the centuries but in those far-off days, houses were smaller, overcrowded and crammed together. Families were larger and most people lived in the same house or town for their whole life. Extended families lived in the same house or nearby. This would have led to very strong feelings of community with an ethos of helping one's neighbours in times of hardship.

Today, houses are better built and more spread out. It is common for both men and women to work for most of their lives. Many people leave the family home when they go to university or start work and never return, often making further house and area moves for a whole variety of reasons. (The Town Plan survey showed that 10% of respondents had lived in St Ives for less than 5 years and 25% for less than 10 years.) This inevitably results in less community spirit with some people not even knowing who their next door neighbours are.

High house prices and rents together with the significant financial pressures in recent years has made life increasingly difficult for many people in our Town. This may be due to losing their jobs, reduced hours or pay not keeping up with inflation. It may be due to the breakdown of marriages or other family problems. It may be due to long term health problems exaggerated by an ageing, but frailer, population with lower levels of support due to Health Service and Social Services cutbacks. All of these problems are worsened by the frequent lack of, locally based, extended families for support. This is likely to worsen with the need to balance the UK budget over the next few years and the expected reductions in benefits and services.

This will place great pressure on the existing voluntary sector and the Town Council has recognised the need to give prominence to three elements in its new Strategic Plan:

To proactively encourage volunteering.

To identify unmet Community needs that can be effectively met by Volunteers, and then, in partnership with other agencies and charities, help them become operational.

To be ready, in partnership with other agencies and charities, to react quickly if any existing Volunteer Group gets into difficulties and help resolve their problems.

[Hunts Forum, Huntingdonshire Volunteer Centre, St Ives Time Bank and the Care Network, Cambridgeshire all have an interest and willingness to assist in various ways but it is important that the Town Council considers the overall picture within the Town, encourages the ethos of volunteering and identifies unmet needs]

Efficiency and value for money

The Town Council needs to ensure that everything it undertakes is carried out:

- efficiently - having determined the service standard required, introducing ways to achieve this at less cost.
- is good value for money - having reduced costs as far as practical, deciding if the result is actually worth the cost, in comparison with other ways the Council could use its money.

These aspects need to be highlighted because of the financial pressures outlined in the previous section on volunteering.

Undertake a rolling review of the activities of Council to identify opportunities for increasing efficiency. This includes working in partnership with other local authorities to determine which authority could most efficiently provide the service or out-sourcing.

Undertake a rolling review of the Council's services to identify any which are not considered to be good value for money. If any are found, to identify ways to improve value for money or decide to cease the service.

Financial Pressures on other Providers

The County Council, District Council, Police Authority and Health Services are under considerable financial pressure. The County Council is concerned that this may result in it having to reduce, or cease, some non-statutory services. There is therefore a further priority that needs including in the Plan.

To regularly liaise with the County Council, District Council, Police Authority and Health Services to establish whether there are any plans to cease, or reduce, services that affect the residents or local organisations of St. Ives. If any are identified, to consider the likely effect of the withdrawal and, if appropriate, lobby to maintain the service and/or to minimise the impact.

If any services are to be withdrawn, or reduced, to consider whether it would be appropriate or practical for the Town Council to carry out the service itself or make a financial contribution to enable the service to be continued by its current, or another, provider.

EXISTING THEMES

COMMUNITY

Representation

To be a pro-active sounding board for community concerns in order to highlight and resolve general problems facing residents of all backgrounds, cultures or religions.

To be ready to publicise concerns and lobby on issues, in appropriate cases, where discussion and liaison is ineffective.

Consultation

To consult residents using cost-effective methods, proportionate to the importance of the issue.

Communication

To communicate with residents, in a variety of ways, to ensure they are informed of the Council's plans.

Respond to queries about non-Town Council public services.

Heritage

To endeavour to preserve and enhance the history, heritage and identity of the town.

To work together with key partners and the community to promote pride in St Ives.

General

To provide, maintain and, where appropriate, enhance services in the town that are valued by the local community.

ECONOMY

To enhance the local shopping and leisure experience.

To help to create an environment that supports existing businesses and attracts new ones.

To promote St Ives as a shopping, leisure and regional tourist destination.

EDUCATION

To endeavour to influence the County Council and individual schools to preserve, or enhance, service provision for St Ives residents.

To promote the Norris Library and Museum as a place for learning – for schools, groups, families and individuals.

ENVIRONMENT AND DEVELOPMENT

To comment on all planning applications in the St Ives' area, in order to influence the best balance between preserving an attractive environment and achieving the developments that the Town needs, within the framework of the planning legislation.

To comment on all Strategic Plans and Proposals to maximise the chance of the Town getting an optimum balance of housing, jobs and infrastructure.

To identify priority environmental improvements and seek funding to deliver them.

To recognise the importance of sustainability and to take appropriate account of it in all Council activities and decisions.

To provide and maintain green areas to enhance the environment.

GOOD GOVERNANCE

To promote openness and accountability in all aspects of the Council's business. (There are specified occasions set by legislation where it would be inappropriate to provide full information)

To produce, review and monitor a 5 year Strategic Plan.

To ensure that the Council produces realistic budgets in the context of its 5 year Strategic Plan.

To adopt and maintain professional standards in all aspects of the Council's business.

To promote public participation.

To preserve, maintain and, where appropriate, improve the assets owned by the Council.

HEALTH AND LEISURE

To endeavour to influence Health Authorities and the County Council to preserve, or enhance, service provision for St Ives residents.

To liaise with the District Council and any other providers to ensure that there is adequate sports and fitness provision in the Town.

To identify opportunities for the Council to facilitate or arrange leisure and entertainment opportunities that are consistent with the approved budget.

To promote the importance of maintaining a fit and healthy lifestyle.

To provide a range of facilities including play areas, public toilets and allotments which support Health and Leisure.

PUBLIC SAFETY

To identify any areas or issues which result in residents feeling unsafe and liaising with the Police or other bodies to resolve or mitigate the problem.

To 50% fund monitored CCTV cameras at key points in the Town.

TRANSPORT

To liaise with Bus Operators and the County Council to ensure a reliable and frequent public transport system to allow residents and others to travel to work, shops and leisure activities.

To liaise with the District Council, the County Council and any other providers to endeavour to ensure there are sufficient car parking spaces at reasonable charges to meet the needs of residents and visitors, in order to support the town's economy.

To comment on Local Plans and Strategic Plans to ensure that the need for any upgrades to the highways infrastructure are fully reflected.

To liaise with the County Council to endeavour to ensure that the road network within the Town is maintained in an acceptable condition and action is taken to deal with any safety or congestion issues.

ECONOMY					
Issue	Action	Priority	Partner	Progress since 2011	Action re. Strategic Plan
Support for town's shops and businesses and encourage new retailers and businesses into St Ives	To work closely with partners to find new ways/initiatives to support local retailers and businesses and to encourage new retailers and businesses into St Ives	High	Action Team, SITl, HDC, LB, BL, SITC	Some significant progress through Town Team, SITl and the Retail Group. New "The Old Riverport" designation. Encouragement of Pavement Licences. Support for Retail Group initiatives/promotions. Distribution of Welcome Packs to Cambridge Science Park technology sector.	E8
Encourage residents to shop locally	Continue to work closely with partners to encourage residents to shop locally, rather than shopping out of town	High	Action Team, SITl, HDC, LB	Some progress through Town Team, SITl and the Retail Group. Advertising on Cambridge buses, promotion through Cambridge & Beyond TIC and website, Farmers' Market. FEST have introduced an annual Snowman Festival. Local publications carry regular articles to encourage shoppers.	E2

St Ives the “alternative shopping experience to Cambridge”	Continue to work closely with partners to develop programmes, events and advertising to encourage Cambridge shoppers into St Ives (link with the opening of the Guided Busway)	High	Action Team, CCC, HDC, SITl, LB, FESl	St. Ives display and leaflets in Cambridge Tourist Office.	E2, E11A, E14, E15 E11
Empty Shops and Retails Units	Investigate the feasibility of reduced rent/rates for empty shops and retail units in St Ives	High	Action Team, HDC, SITl, CCC, Local MP	Some progress through SITl	E7
Town Centre Environmental Improvements	Recognise residents wishes to “keep the same, but with minor improvements” such as widening street pavements throughout the town centre	Medium	Action Team, CCC, HDC, SITC, Civic Society, LB, SITl, Access Groups,		E&D3
Support Post Offices in St Ives	Recognise residents’ wishes that a Post Office in the town centre is an integral part of the town’s economy	Medium	Action Team, Post Offices in St Ives, LB, SITC	Accomplished but support move to better premises in town centre.	
Problems encountered whilst shopping in St Ives	Continue to work with partners to investigate ways to improve “shopping experience” for everyone	Medium	Action Team, HDC, SITl, LB. Access Group	Town Team survey of poor pavements and additional dropped kerbs produced. No response from CCC. Efforts made by Town Team to request permission from landlords/companies to use empty windows for display of town notices, exhibitions, and by Civic Society for tasteful decoration. Continue to monitor for adequate access for disabled.	E2

Signage around St Ives	To review all signage as follows and make recommendations: <ul style="list-style-type: none"> • Entering/exiting St Ives • Around the whole of St Ives • To car parks • For pedestrians/visitors 	Medium	Action Team, CCC, HDC, Civic Society	Additional and improved finger arms and better use of notice boards. Farmers Market Award signs added to town signs. The Old Riverport signage planned.	E10
Coach Parking for Tourists	Investigate and support coach parking facilities in the town to encourage, promote and increase tourism	Medium	Action Team, CCC, HDC, Coach Operators	Accomplished at P&R and Bus Station	
Town minibus/Link to Industrial Estate during lunchtime period	Invite bus operators to consider this service/initiative	Medium	Action Team, Bus Operators, CCC, SITl, LB	Additional bus services agreed as part of Morrison's development.	E2
St Ives Markets	Work closely with organisers, market traders and retailers to the benefit of the town's economy. Investigate the feasibility of widening footpath access on Monday Market Day	Medium	Action Team, HDC, SITC, SITl, Market Traders, LB	SITl, HDC and Market Traders worked together to ensure stalls are placed to allow good access for all.	E1, E2, E11
Entertainment in Town Centre	Continue to work closely with partners to support and promote town centre entertainment to boost local economy/tourism	Medium	Action Team, FEST, SITl, HDC, SITC	List of monthly events produced and displayed around town and on web-site Creation of St. Ives "Town Hub" website. TT Jazz & Blues Festival set for Sept 2015 Musicians at Farmers Market. Morris Dancers convention considered for 2016/17	C38, HL4, E11

				Discovery Day	
Riverside Setting	Investigate ways of promoting the riverside setting for economy/tourism/ pleasure purposes	Medium	Action Team, EA, HDC, GOBA, FEST, SITI, Civic Society	Designation as The Old Riverport. Support for river trips by electric boats. Encouragement for Inland Waterways to return for festival. Lighting on Old Town Bridge to be upgraded. FEST are working on expanding the size of the bi-annual illuminated boat parade.	E11

COMMUNITY					
Issue	Action	Priority	Partner	Progress since 2011	Action re. Strategic Plan
Improve Access to facilities for Young People (17- 25 age)	To work with partners to improve the access to facilities and to ensure that the services delivered match local needs	Medium	Action Team, CCC, Young Lives, Other bodies	Met with young people at Hill Rise Skatepark to discuss the facilities. Questionnaire placed on TP website to conduct survey of facilities available for young people and/or establish current facilities for 17-25 age group. Hard copies of the questionnaire distributed to localities around St. Ives. On-line	HL4

				questionnaire link sent to Huntingdon Regional College, Youth Council/St. Ivo School. Press Release sent to Hunts Post. Result of the survey analysed and report prepared and distributed (April 2013)	
Devolve functions from district and county council, with appropriate funding	To work with the District and County council to ensure that local users are empowered to commission and manage services	Medium	Action Team, HDC, CCC	Public toilets now run by Town Council. CCTV partnership with HDC. Localism Act 2011: Provides opportunities for St. Ives Town Council to bid for services currently carried out by HDC or CCC.	C41-43, G15
Strengthen links with surrounding villages	To work with other villages in adopting a common approach to issues and sharing best practice	Medium	Action Team, HDC, Town/Parish councils	Joint meetings with other villages on local plan, neighbourhood plans and St Ives west development. Worked with other villages to produce a Parish Charter in partnership with HDC and CCC . Local Clerks cluster.	G9

ENVIRONMENT

Issue	Action	Priority	Partner	Progress since 2011	Action re. Strategic Plan
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Vagrancy / street drinking	To remove the issue of vagrancy and street drinking	High	Action Team, Police, HDC	Designated public place order in place and has improved the situation.	S2
Safety at night - drunkenness	Reduce anti-social behaviour	High	Action Team, Police, HDC	Designated public place order in place. New St. Ives Neighbourhood Police Team in place since April 2012. Town Council holds regular meetings with the Police Sgt. Police ASB stats are monitored. Emergency lighting on Town Bridge. Replacement of alcove and floodlighting in progress. 50% CCTV funding and close monitoring.	S2
Town Centre Environment	To preserve historic centre	Medium	Action Team, HDC, CCC, Civic Society	Active Town Team/Old Riverport action group. Civic Society looking at local listing for key town buildings.	C13
Sustainable Energy Policy	To work with partners to produce a sustainable policy	Medium	Action Team		E&D 5,6,7
Town Environment	To maintain the cleanliness of the town centre	Medium	Action Team, HDC	HDC sent letters to the fast food shops requesting them to clean up rubbish (copy of letter available). Subsequently followed up by Town Team Community Action Group.	E5, C6A

				St Ives in Bloom painting of street furniture and new planters. Additional cleaning of The Quay by SITC. St Ives in Bloom cleaning of street furniture. Community litter picks and cleaning events.	
Housing Policy	To create a manageable housing policy that preserves St Ives' character	Medium	SITC, HDC	Response to Local Plan Consultation	E&D 1,2

TRANSPORT

Issue	Action	Priority	Partner	Progress since 2011	Action re. Strategic Plan
Major means of transport	To educate people on the benefits of walking, cycling and using public transport and to leave the car at home. To achieve this objective the need to work closely with partners will contribute to healthy lifestyle and reduce carbon emissions	High	Action Team, SITI, HDC, CCC	Transport Plan produced by Town Team Transport issues closely monitored with other authorities. Agreed to target new residents and visitors to St. Ives on the benefits that the town has on walking, cycling and using public transport. All new town maps/leaflets to be distributed through residents' Welcome Pack	E&D 5,6,7 HL5

				and placed on TP web-site. Discussions held with Rambler's Association to trial walks and amend as necessary.	
Construction or a bridge or underpass to the guided bus area across Harrison Way	The questionnaire has indicated that the preferred option would be a bridge or underpass instead the present pedestrian crossing. Action required that this feedback be reported to CCC for evaluation and possible timescale if able to support the preferred option	High	SITC, CCC	Junction improvements along the by-pass are part of CCC's Long Term Transport Strategy. Bridge or underpass unlikely to be financially viable.	T6
Access to/from St Ives	The findings of the questionnaire reveal that access is bad or very bad within rush hour. This information to be shared with HDC and partners to agree a solution i.e. Bypass and timescale to this major problem	High	Action Team, HDC,CCC, SITI, CCC	Junction improvements along the by-pass are part of CCC's Long Term Transport Strategy.	T7
Bus services	Collective results have reported that this service was good to very good. To report these findings to the appropriate bus services	High	SITC, Bus operators	Discussions with CCC regarding future of supported bus services	T1
Condition of the Roads around St Ives	Some areas of St Ives are better than others. Monitoring of roads is completed by CCC and can be reported by road users but repairs may only be carried out when deemed necessary. Being actively involved with CCC and working with them may reduce the schedule of works	High to medium	SITC, CCC	Town Centre has been resurfaced in last year but future funding will inevitably be focussed on worst situations.	T7

Roads around the Town Centre should be widened	It was acknowledged that no road widening would be beneficial apart from the North Road area. It was highlighted that this is an area of concern when public transport was using the road. Liaison with bus operators and their findings would also benefit this questionnaire to explore an alternative measure to ensure road and pedestrian safety.	High to medium	SITC, Bus operators	CCC traffic model produced, CCC are looking at various road management schemes for the town.	T7
Car parking in St Ives	School parking bad Street Parking bad Town centre parking spaces good Cost of parking good	High to Medium	Action Team, SITC, Police, Neighbourhood forum, HDC	Review of Station Road and Meadow Lane parking taken place. Waiting for CCC survey on parking on streets before and after P&R charges.	T3, T4
Cycle facilities in St Ives	Cycle racks, SITC need to verify what work has been completed since December and determine from this information how to improve these facilities. Cycle way and paths found to be good/very good but still need improvements which are on-going.	Medium Low	Action Team, CCC SITC	Some paths resurfaced and new path created adjacent to by-pass. Cycle racks on Holt Island established by Friends group. Path along Harrison Way established. Pressure applied to CCC to complete cycle/footpath resurfacing along Barnes Walk (Thicket Path).	E&D3 T7
Bus shelters at bus stops	As this questionnaire was being completed there have been additional bus shelters added to Ramsey Road area.	Medium to low	SITC, HDC, Bus operators	Houghton Road shelter replaced. Talks with H&W Parish regarding	T2

	Liaison with HDC and bus operators for schedule of on-going works			shelters at top of Houghton Hill.	
Pedestrian crossings in and around St Ives	Satisfactory pedestrian crossings in and around St Ives. As St Ives grows we must bear in mind that further crossings should/or may need to be added. Planning committee to be made aware of this item for future reference.	Low	SITC Planning	Planning Committee aware Town Team path survey highlighted areas for improvement. Improved crossing achieved at a school.	T7 E&D 2
Cycling around St Ives	In general people felt safe, work is on-going for cycle routes. Information to be reported to CCC	Low	Action Team, CCC, SITC	Town Team cycle survey carried out.	E&D3 T7
Speed restrictions	The general consensus was felt that there should be none, this is an on-going operation as since this questionnaire was completed the speed restrictions have been reviewed in some areas	Low	-	Town Council have responded to consultations on changing speed limits on roads – 20mph zone introduced in town centre. Speedwatch invited to return.	T7

C	COMMUNITY	Action	Completion by:					
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Volunteering							
C1	To proactively encourage volunteering	Create a strategy to encourage volunteering.	March					
C2		Deliver the approved strategy within timetable.	Subject to C1 above					
C3		Continue to support the Norris Library and Museum framework of volunteering and volunteer training Everyday Business.						
C4		Identify new opportunities for volunteers to support the work of the Norris Library and Museum.				◆		
C6A		To recruit and organise volunteers to undertake litter picking in problem areas when necessary.		June				
C7		Prepare a draft process and assessment scheme to allow objective comparison between competing bids for funding ready for determining 2017/18 grants.		June				
C8		Create a Working Party to consider the bids (in the light of officer prepared assessment sheets) for funding and make formal proposals to the Council.		October				
C9		Invite voluntary organisation to apply for grants by October each year.		October	October	October	October	
C11		Review the budget provision for grants on an annual basis taking into account the value for money achieved from voluntary effort.	November	November	November	November	November	
C5		To identify unmet Community needs that can be effectively met by Volunteers, and then, in partnership with other agencies and charities, help them become operational	Carry out appropriate surveys to highlight areas of significant unmet need.	Subject to C31 below				
C6			Discuss unmet needs with relevant voluntary groups and agencies to see if the Council can facilitate the setting up of a group to meet the need.			◆		
C10	To be ready, in partnership with other agencies and charities, to react quickly if any existing Volunteer Group gets into difficulties and help resolve their problems	Respond promptly to any concerns raised by any Volunteer Group during the course of the year and liaise with other relevant agencies in an attempt to resolve their difficulties. Respond within 20 working days. Everyday Business.						

	Heritage						
C12	To endeavour to preserve and enhance the history, heritage and identity of the town	Support civic events Everyday Business.					
C13		Endeavour to preserve the historic centre Everyday Business.					
C14		Provide support to Civic Society in producing a local list of key buildings.			◆		
C15		Preserve the Norris Library and Museum collection Everyday Business.					
C16		Enhance the cataloguing of the Museum collections.		December			
C17		Carry out the Museum Rationalisation Programme.				◆	
C18		Support and document local research Everyday Business.					
C19		Development of permanent Museum displays. (Dependent upon grant)			◆		
C20		Maintain temporary exhibition programme Everyday Business.					
C21		Maintain Library and Museum Outreach programme Everyday Business.					
C22		Improvement of Library and Museum facilities integral to Huntingdonshire's Heritage project. (Dependent upon grant)			◆		
C23		Make the Library and Museum's collections more intellectually accessible Everyday Business.					
C24		Identify opportunities to make the Library and Museum more physically accessible.		March			
C25		To work together with key partners and the community to promote pride in St Ives	Town Clerk to meet with relevant groups to identify ways in which the Town Council could consider assisting.	January			
C26	Deliver the resulting plan within timetable.		Subject to C25 above				
	Representation						
C27	To be a pro-active sounding board for community concerns in order to highlight and resolve general problems facing residents of all backgrounds, cultures or religions.	Everyday Business. to identify issues. Respond within 5 working days					
C28		Work with St. Ivo school to identify ways to encourage input from those under 18.		April			

C29	To be ready to publicise concerns and lobby on issues in appropriate cases, where discussion and liaison is ineffective.	Act within 4 weeks on issues identified as important that have not been resolved through ordinary influence and liaison. Everyday Business.						
	Consultation							
C30	To consult residents using cost-effective methods proportionate to the importance of the issue	Identify cost-effective methods of consultation.		September				
C31		Agree a consultation plan to include rolling coverage of the Business Plan each year.	September	September	September	September	September	
C32		Implement the consultation plan within timetable.	Subject to C31 above					
C32A		Summarise and assess consultation responses. Take appropriate follow-up action, and incorporate in the review of the Strategic Plan.	Subject to C31 above					
	Communication							
C33	To communicate with residents in a variety of ways to ensure they are informed of the Council's plans.	Produce four copies of 'The Bridge' Magazine each year on agreed dates.	October January	April June October January	April June October January	April June October January	April June October January	
C34		Review the implications of moving to an E-Magazine.			◆			
C35		Provide copy for the annual St Ives Official Guide in line with publisher's timetable.	September	September	September	September	September	
C36		Promote St Ives using social media including Facebook. Everyday Business.						
C37		Maintain councillor surgeries on a quarterly basis and review effectiveness.		July				
C38		Produce monthly events list for notice boards and website. Everyday Business.						
C39		Review effectiveness of the website.			◆			
C40		Respond to queries about non-Town Council public services.	Determine which areas are to be covered and organise any required staff training.		October			
C40A			Direct questioner to the appropriate provider. Everyday Business.					

Financial Pressures						
C41	To regularly liaise with the County Council, District Council, Police Authority and Health Services to establish whether there are any plans to withdraw, or reduce, services that affect the residents or local organisations of St. Ives. If any are identified, to consider the likely effect of the withdrawal and, if appropriate, lobby to maintain the service and/or to minimise the impact.	Identify the optimum point(s) in each organisation's budget cycle to hold such discussions.	October			
C42		Undertake discussions with each organisation at agreed times and prepare reports to Council identifying any issues and outlining proposed action.	Subject to C41			
C43	If any services are to be withdrawn, or reduced, to consider whether it would be appropriate and practical for the Town Council to provide the service or to make a financial contribution to enable the service to be continued by its current, or another, provider.	Prepare reports to Council identifying any issues that cannot be resolved and outlining options to maintain service or mitigate service reductions. Everyday Business.				
General						
C44	To provide, maintain and, where appropriate, enhance services in the town that are valued by the local community.	Carry out planned improvements at Hill Rise Cemetery.	February			
C45		Upgrade tracks at Hill Rise allotments.	October			
C46		Respond to telephone calls in a timely manner. Everyday Business.				
C47		Respond to all written communications, with at least a holding reply, within 5 working days. Everyday Business.				

E	ECONOMY		Completion by:				
	Shopping	Action	2015/16	2016/17	2017/18	2018/19	2019/20
E1	To enhance the local shopping and leisure experience	Promote the Farmers' Market. Everyday Business.					
E2		Work with the Town Team to produce an action plan to identify affordable opportunities to increase footfall.		September			
E3		Deliver Council elements of the approved plan within timetable.	Subject to E2 above				
E4		Review footfall data from SITI on an annual basis.		June	June	June	June
E5		Ensure that the defined level of cleanliness is maintained in the Town Centre. Everyday Business.					

Local Businesses						
E6	To help to create an environment that supports existing businesses and attracts new ones.	Prepare a report on the advantages and disadvantages of creating a Business Improvement District.	March			
E7		Work with the Town Team and HDC to identify opportunities to encourage new businesses to come to the Town.			◆	
Tourism						
E8	To promote St Ives as a shopping, leisure and regional tourist destination	Identify opportunities to support AONB and Ouse Washes Landscape Partnership initiatives.	Link with E11			
E9		Identify opportunities to promote St Ives proximity to Ouse Valley scenery, Fen Drayton lakes, Ouse Fen and Great Fen.	Link with E11			
E10		To identify any need for improving signage within and approaching the Town.			◆	
E11		Identify options for promoting the Town, including emphasis on The Old Riverport setting, for tourism/economy and leisure purposes.		September		
E11A		Identify options for providing facilities for types of tourist, such as motorhome users, where these are not currently available.	Link with E11			
E13		Identify opportunities to publicise the Norris Library and Museum improvements as a tourist attraction for the town.		March		
E14		To prepare a report identifying options for providing additional tourist information and advice within St Ives.	Link with E11			
E15		To continue to work closely with Cambridge & Beyond and the Cambridge TIC to promote the town and all its events. Everyday Business.				

ED	EDUCATION		Completion by:				
	Theme	Action	2015/16	2016/17	2017/18	2018/19	2019/20
ED1	To endeavour to influence the County Council and individual schools to preserve (or enhance) service provision for St Ives residents.	Identify any current concerns that residents have with education provision.			◆		
ED2		Discuss concerns with relevant schools and/or County officers to seek to resolve issues. Everyday Business.					
ED3		Discuss with County officers the potential impact on St Ives schools of their funding in future years.				◆	

ED4	To promote the Norris Library and Museum as a place for learning – for schools, groups, families and individuals	Maintain learning programme and outreach activities Everyday Business...					
ED5		Develop a programme of Town Tours.				◆	
ED6		Provide holiday activities and events Everyday Business.					

E&D	ENVIRONMENT & DEVELOPMENT	Action	Completion by:				
			2015/16	2016/17	2017/18	2018/19	2019/20
	Planning						
E&D1	To comment on all planning applications in the St Ives area in order to influence the best balance between preserving an attractive environment and achieving the developments that the Town needs within the framework of the planning legislation.	Ongoing Everyday Business.					
E&D2	To comment on all Strategic Plans and Proposals to maximise the chance of the Town getting an optimum balance of housing, jobs and infrastructure whilst preserving the Town.	Respond within timescale to all Strategic Plans and Proposals. Everyday Business.					
	Improvements						
E&D3	To identify priority environmental improvements and seek funding to deliver them	Submit bids to CCC for Highway Improvement Funding each year.	October	October	October	October	October
E&D4		Work with interested parties to achieve town centre tidy up each year.		June	June	June	June
	Sustainability						
E&D5	To recognise the importance of sustainability and to take appropriate account of it in all Council activities and decisions.	Arrange any necessary training for staff and councillors.				◆	
E&D6		Introduce relevant references in all Council reports.				◆	
E&D7		Identify opportunities for working with other bodies to maximise sustainability.				◆	
E&D8		Publicise impact of excessive feeding of inappropriate food, such as white bread, to birds on The Quay and Waits.		April			
	Green Spaces						
E&D9	To provide and maintain green areas to enhance the environment.	To review the existing areas and determine whether there is need for additional areas or whether any are surplus to requirements.			◆		
E&D10		Continue approved maintenance regime. Everyday Business.					

G	GOOD GOVERNANCE		Completion by:				
	Openness And Accountability	Action	2015/16	2016/17	2017/18	2018/19	2019/20
G1	To promote openness and accountability in all aspects of the Council's business. (There are specified occasions set by legislation where it would be inappropriate to provide full information)	Produce Annual Report each year.	June	June	June	June	June
G1A		Regularly publish information on the Council's website to enhance accountability. Everyday Business.					
Strategic Plan And Budget							
G2	To produce, review and monitor a 5 year Strategic Plan.	Monitor the Plan quarterly. Take any necessary remedial action.	January	April July November January	April July November January	April July November January	April July November January
G3		Review Plan each year in light of agreed consultation plan and all other available information.		September	September	September	September
G4	To ensure that the Council produces realistic budgets in the context of its 5 year Strategic Plan.	Ensure that the approved actions in the Strategic Plan are costed and included in the budget each year.	November	November	November	November	November
Professional Standards							
G5	To adopt and maintain professional standards in all aspects of the Council's business	Complete application for the NALC Quality Gold Standard Award.	November				
G6		Identify training needed for both staff and Councillors for the coming year by October and deliver by the following March	October	October March	October March	October March	October March
G7		Produce a draft performance management framework.	October				
G8		Implement the agreed performance management framework in accordance with the timetable.	Subject to G7 above				
G9		Where relevant, work collaboratively with other villages to enhance results. Everyday Business.					
G10		Create a Disaster Recovery Plan for the Council.	October				
G11	To maintain ACE (Arts Council England) Accreditation standard at Norris Library and Museum			◆			
Public Participation							
G12	To promote public participation	Advertise the opportunity to address the Council and Committee meetings for up to 3 minutes on the website and in The Bridge and refresh the message annually.		May	May	May	May

Assets							
G13	To preserve, maintain and, where appropriate, improve the assets owned by the Council.	Produce a programme of improvements and maintenance for the Town Hall by Oct 2015, with indicative costs, and then deliver the approved programme.	October	→	→	→	→
G14		Produce a costed preventative maintenance schedule for all the Council's assets highlighting any elements not covered by existing budgets each year.	October	October	October	October	October
Efficiency And Value For Money							
G15	Undertake a rolling review of the activities of Council to identify opportunities for increasing efficiency. This includes working in partnership with other local authorities to determine which authority could most efficiently provide the service or out-sourcing.	Review the delivery of grounds maintenance work and grass cutting by all Councils.		June			
G16		Review the future use of the Pavilion at Warner Park.	October				
G17		Seek grants from external funders for any relevant element of the Council's activities. Everyday Business.					
G18		Prepare timetable of services in priority order and deliver reviews in accordance with timetable.	March	→	→	→	→
G18A		Seek to work in partnership with the Councils of surrounding villages, Cambridgeshire's towns, and the District and County, to: <ul style="list-style-type: none"> i. share best practices, experience and expertise; ii. establish if centralising some administrative tasks would be beneficial; Everyday Business.					
G19	Undertake a rolling review of the Council's services to identify any which are not considered to be good value for money. If any are found, to identify ways to improve value for money or decide to cease the service.	Prepare timetable in priority order and deliver reviews in accordance with timetable.	March	→	→	→	→

HL	HEALTH & LEISURE		Completion by:				
	Health And Social Services	Action	2015/16	2016/17	2017/18	2018/19	2019/20
HL1	To endeavour to influence Health Authorities and the County Council to preserve (or enhance) service provision for St Ives residents.	To identify any general issues from residents via a survey and discuss them with the appropriate body.			January		

Influence Sports And Fitness							
HL2	To liaise with the District Council and any other providers to ensure that there is adequate sports and fitness provision in the Town.	Identify what provision is available in the Town or nearby.		January			
HL3		Discuss with District and any other relevant bodies whether they perceive any areas of shortfall especially for minority or special needs residents and prepare a report outlining the results and proposing any relevant actions.		January			
Leisure And Entertainment							
HL4	To identify opportunities for the Council to facilitate or arrange leisure and entertainment opportunities that are consistent with the approved budget.	Identify the sort of activities, for all ages, that are not currently provided by others and prepare a report considering the cost/benefit of the Council providing these each year.	October	October	October	October	October
Lifestyle							
HL5	To promote the importance of maintaining a fit and healthy lifestyle.	Advertise the District's Healthy Walks programme.	Spring "Bridge"	Spring "Bridge"	Spring "Bridge"	Spring "Bridge"	Spring "Bridge"
HL5A		Liaise with health service for articles in The Bridge or on the website to encourage improved life styles. Everyday Business.					
Direct Provision							
HL6	To provide a range of facilities including play areas, public toilets, allotments which support Health and Leisure.	Maintain to agreed standards. Everyday Business.					

S	PUBLIC SAFETY		Completion by:				
	General	Action	2015/16	2016/17	2017/18	2018/19	2019/20
S1	To identify any areas or issues which result in residents feeling unsafe and liaising with the Police or other bodies to resolve or mitigate the problem.	Undertake a residents survey to pinpoint any locations where they feel unsafe. Discuss the results with the Police and any other relevant bodies.				◆	
S2		Review the position on vagrancy, street drinking and ASB.			◆		
CCTV							
S3	To 50% fund monitored CCTV cameras at key points in the Town.	To review the coverage and discuss the nature and volume of any crimes prevented or solved with the District Council every 6months. Everyday Business.					

T	TRANSPORT	Action	Completion by:				
			2015/16	2016/17	2017/18	2018/19	2019/20
	Public Transport						
T1	To liaise with Bus Operators and the County Council to ensure a reliable and frequent public transport system to allow residents and others to travel to work, shops and leisure activities.	Discuss reported problems with Bus Operators and the County Council, as appropriate, to attempt to resolve any issues. Everyday Business.					
T2		Identify need for further bus shelters and liaise with County and bus operators to secure provision.	Subject to C31 above				
	Car Parking						
T3	To liaise with the District Council, the County Council and any other providers to endeavour to ensure there are sufficient car parking spaces at reasonable charges to meet the needs of residents and visitors, in order to support the town's economy.	Discuss car park usage data with the District Council, the County Council and any other providers to influence decisions to increase or reduce parking availability, or to change its location. Everyday Business.					
T4		Consider and respond to any proposals for increases in car park charges within any defined time limits. Everyday Business.					
	Infrastructure						
T5	To comment on Local Plans and Strategic Plans to ensure that the need for any upgrades to the highways infrastructure are fully reflected.	To take every opportunity to comment within defined time scales. Everyday Business.					
T6		Discuss the possibility of a pedestrian underpass or bridge across Harrison Way.				◆	
	Maintaining Standards						
T7	To liaise with the County Council to endeavour to ensure that the road network within the Town is maintained in an acceptable condition and action is taken to deal with any safety or congestion issues.	Undertake a resident survey to identify any general issues and raise these with the County Council.	Subject to C31 above				
T8		To review the signage on footpaths and cycle paths and identify the costs of any proposed new signs		July			