

Project	Priority - H/M/L	What does success look like @ 1st April 2022?
Governance		
Financial Review and budget setting for 2022/23	H	Officers have thoroughly reviewed revenue budgets; Council has considered different scenarios for future financial planning and adopted a revised medium term financial plan.
Complete staffing review	H	Future staffing structure agreed; job descriptions agreed; salary structure review completed; recruitment completed for priority posts.
Agree future plan for Ops Department	H	Advice arising from interim management considered; equipment reviewed; recruitment to management/supervisory posts at advanced stage.
Tender Public Conveniences Cleaning Contract	H	Tender process complete and appointed contractor ready to start.
Corporate Plan 2022-25	H	External facilitation engaged if required, corporate priorities agreed and plan adopted.
Off-Street Parking Places Order	H	Draft order completed and timescale agreed for adoption.
Charitable Trust Review	H	Governance arrangements reviewed and action plan identified.
Lease and licence renewals & rent reviews (Seafront properties/boat concession/Prospect Nursery)	H	Rent reviews completed and new licences/leases in place.
Finalise Health & Safety Policy	H	Revised H&S Policy adopted by Council.
Finalise Roll-Out of Staff Handbook	H	All staff issued with handbook and revised holiday policy implemented.
Finalise Operation London Bridge Plan	H	Plan agreed and all materials acquired.
Review Member and Officer Protocol	H	Protocol reviewed and revised document adopted.
Seek to improve IT for remote meetings	H	Potential improvements for remote meetings held at the Town Hall identified and implemented.
Tender new Council website	L	Tender process for website fully compliant with accessibility regs at an advanced stage.
Economy and Tourism		
Develop Seafront Enhancement Scheme Phase 2	H	Project plan agreed and adopted; architect's concept plans commissioned; professional budget estimate obtained; tender pack under preparation.
Seafront Master Plan	H	External facilitation engaged if required, zoning agreed and draft plan prepared.
Marketing Strategy	L	Make some progress towards completing series of meetings, reviewing findings and drafting strategy ready for adoption.
Sustainable Tourism Strategy	L	Plan consultation with key partners and carry out initial work on draft strategy.
Wellbeing (incl. Sport and Leisure)		
Continue to lobby for retention of Ambulance Car	H	Clarity obtained from CCG/SWAST re engagement process and public kept informed.
Press for improvements to Washpond Lane	H	Discussions concluded with St Mary's School and Dorset Council and agreement reached on what, if any, improvements can be implemented.
Complete Football Club Lease	H	Negotiations with S&PDT completed and document signed.
Award e-bike concession	H	Legal agreement confirmed; cost apportionment agreed; planning permission obtained and concession operational by Easter 2022.
Community Bus - confirm arrangements for 2022	M	Consult with key partners and consider funding requirements as part of budget setting. Develop plan for future years, possibly working with volunteers.
Review of Council-owned public space @ Herston	M	Public engagement completed and plan agreed for access to former St Mark's playing field.
Beach Gardens future plan	L	Meetings held with Bowls and Tennis Clubs and outline plan agreed, together with financial contributions. Heads of Terms for legal agreement drafted.
Protect and Enhance Natural and Historic Environment		
Agree way ahead on planning policy (Neighbourhood Plan + Dorset Plan)	H	Workshops held; decision taken on Neighbourhood Plan and if approved steering group established and consultant appointed.
Implement next stage of Environmental Action Plan	H	Action plan developed and priorities identified. Consultant appointed and specification for building improvements agreed.
Downs LNR - Progress designation	M	Downs LNR legal designation secured.
Peveril Point WW2 Fortifications - Consultation and planning	L	Meeting arranged with interested parties and next steps agreed.
Services, Facilities and Infrastructure		
Cemetery extension completed	H	Cemetery extension laid out, plans completed and ready for interments.
King George's Play Area	H	Tender for play equipment.
Town Hall services review	H	Operation of Town Hall/Police help desk reviewed and new opening hours in place; Future operation of CAB/Registration agreed.
Public Conveniences - Determine future of Burlington Chine WCs	H	Discussions held with north beach owners and Council considered options for future operation.
Waste Management Arrangements 2022	H	Service level for summer 2022 agreed with DC and STC budget contribution and staffing levels agreed through budget setting process.
Review Boat Park Operation and Procedures	M	Boat Park regulations and risk assessment reviewed and amended versions adopted by Council.

Summary - High Urgency Items	
Green - largely completed	9
Amber - significant progress	15
Red - Little or no progress	2

Proposed STC Priorities Spring/Summer 2022			Item 4 (b)
Project	Urgency - H/M/L	What does success look like @ 1st October 2022?	Immediate Next Steps
Good Governance			
Complete staffing review and undertake recruitment	H	Future staffing structure agreed; job descriptions agreed; salary structure review completed; recruitment completed for priority posts.	Management team to review final tranche of draft job descriptions and then refer to South West Councils prior to final consideration by Personnel Committee.
Financial Planning	H	Council has have agreed sustainable spending objectives for medium term.	Report to PF&PM Committee July 2022.
Corporate Plan 2022-25	H	Corporate priorities agreed and plan being prepared for adoption in autumn.	Outline plan to be presented to PF&PM.
Off-Street Parking Places Order	H	Draft order completed and timescale agreed for adoption.	Organise CPWP meeting to determine schedules required. Clarify DC position re: 2004 and enforcement options.
Review Committee Structure	H	Revised committee structure agreed and implemented.	Report to PF&PM Committee May 2022.
Charitable Trust Review	H	Governance arrangements reviewed and action plan identified.	Specialist charity solicitor to be engaged - report to Council.
Lease and licence renewals & rent reviews	H	Rent reviews completed and new licences/leases in place.	Valuer recommendations to be presented to Council; solicitors to be instructed.
Finalise Operation London Bridge Plan	H	Plan agreed and all materials acquired.	Review and adapt model plans.
Review Member and Officer Protocol	H	Protocol reviewed and revised document adopted.	Report to PF&PM Committee May 2022.
Seek to improve IT for remote meetings	H	Potential improvements for remote meetings held at the Town Hall identified and implemented.	Suppliers identified, final procurement process to be completed.
Improve access to Transparency Code Data and Revise Asset Register	H	All relevant data accessible via a single webpage.	Information to be saved into a single location.
Finalise lease/licence agreements North Beach and Peveril Point	M	Finalise outstanding lease/licence agreements.	Meet with third parties and follow up legal advice.
Develop Communications Plan	M	Draft communications plan in preparation for presentation to Council.	Draft plan to be presented to working party.
Tender new Council website	L	Tender process for website fully compliant with accessibility regs at an advanced stage.	Develop brief for tender process in consultation with working party.
Local Economy and Tourism			
Develop Seaford Enhancement Scheme Phase 2	H	Outcomes of feasibility report agreed in advance of budget setting for 2023/24.	Consider next steps following receipt of feasibility report.
Develop Seaford Master Plan	H	External facilitation engaged and draft plan prepared.	Appoint consultant and consider initial report.
Finalise timescale for closure of southern section of Shore Road	H	Timescale, procedure and budget agreed for closure of southern section of Shore Road.	Follow up Dorset Council for further information.
Agree public realm improvements for Lower High Street	M	Format of public realm improvements in lower High Street agreed.	Continue to participate in Dorset Council project meetings; seaford strategy group site visit to Portsmouth.
Review Boat Park Operation and Procedures	M	Decision taken regarding future operation.	Agree format of service review.
Develop Marketing Strategy	L	Progress made towards completing series of meetings, reviewing findings and drafting strategy ready for adoption.	Continue meetings with partner organisations and report to future Tourism Committee meetings.
Community Services, Health and Wellbeing			
Investigate options for footpath linking Washpond Lane and Northbrook Road	H	Discussions concluded with stakeholders and outcome determined.	Clarify position of St Mary's School; determine whether permissive footpath is an option; consult stakeholders; consider costings.
Progress Football Club redevelopment proposals	H	Clear progress being made in implementing Phase One of redevelopment proposals.	Continue regular meetings with S&PDT/S&HFC.
Public Conveniences - Determine future of Burlington Chine WCs	H	Discussions held with north beach owners and Council considered options for future operation.	Undertake stakeholder engagement.
Peveril Point Road stabilisation/improvements	H	Specification of works agreed.	Appoint consultants.
Town Hall services review	M	Operation of Town Hall/Police help desk reviewed and new opening hours in place; future operation of CAB/Registration agreed.	Liaise with partners and develop report for Council.
Beach Gardens future plan	M	Meetings held with Bowls and Tennis Clubs and outline plan agreed for way ahead, together with financial contributions.	Continue to meet with sports clubs.
Planning & Heritage			
Agree way ahead on planning policy (Neighbourhood Plan + Dorset Plan)	H	Consultant appointed and steering group established.	Meeting with potential consultants to be held early May.
Station Approach Improvements	H	Specification for improvement works agreed.	Consider report from consultants.
Environment & Climate Crisis			
Implement next stage of Environmental Action Plan	H	Action plan developed and priorities identified.	Consider actions arising from consultant's report.
Downs LNR - Complete designation	M	Downs LNR legal designation secured.	DC progressing designation.
Continue to support partners			
Dorset Council Flood Defence Scheme			
CLT provision of local social housing			
S&PDT football club proposals			
Willdoes proposals			
Museum re. extension/relocation plans			
Dorset Council parking review			

To consider adoption of Interim Corporate Priorities and approval of timescale for preparation of Corporate Plan

Background

At a meeting held on 17th October 2019 the Town Council resolved to start work on a Corporate Plan that would set out the Council's key priorities, act as a guide to decision making and help communicate the Council's vision for the town to residents and partner organisations. The following paragraphs are taken from a briefing note considered at that meeting:

The Town Council's adopted Risk Register acknowledges the importance of the Town Council publishing a corporate plan to ensure that the Council clearly understands its aims and objectives and communicates these to the local community. Such a document would set out the overall priorities for the Council in terms of broad topics such as 'Supporting the local economy', 'Protecting the local environment' and 'Enhancing health and wellbeing'. It would also enable Council to set out what actions it will take to deliver these over the four years prior to the next election in May 2024.

Discussion at recent management meetings has highlighted the benefits that officers believe would flow from this exercise. For example, this document would assist in prioritising future capital projects as we transition from a reactive programme of repairs and maintenance towards prioritising planned improvements to council facilities. It would aid budget preparation and financial planning, and help in the assessment of grant requests from third parties.

The outline vision of the document is that it should be succinct (Dorset Council's being only 16 pages in total) and well-designed so that it makes good use of photographs and diagrams to make information readily accessible.

Dorset Council's Corporate Plan, adopted in 2020, identified the following five priorities:

- economic growth - we will deliver sustainable economic growth, increasing productivity and the number of high quality jobs in Dorset, creating great places to live, work and visit;
- unique environment - we will help to deliver sustainable development while protecting and enhancing Dorset's environment;
- suitable housing - we will work with registered housing providers, community land trusts and local housing partners to deliver affordable, suitable and decent housing;
- strong, healthy communities - we will work with residents and partners to build and maintain strong communities where people get the best start and lead fulfilling lives;
- staying safe and well - we will work with all of our residents to have a good quality of life.

Examples from other larger coastal town councils can be found via the following links:

Newquay Town Council - [NTC0002_CorporatePlan_v03.pdf \(newquay.gov.uk\)](#)

Weymouth Town Council - <https://www.weymouthtowncouncil.gov.uk/wp-content/uploads/2021/07/WTC-Corporate-Plan-2021-2025.pdf>

Falmouth Town Council -

https://www.falmouthtowncouncil.co.uk/sites/default/files/Strategic%20Plan%202019-2023_0.pdf

Weston-super-Mare - <https://wsm-tc.gov.uk/wp-content/uploads/2020/04/WsM-Town-Council-Strategy-2020-2030.pdf>

A start was made on the process, with all councillors being invited to partake in a workshop. That was held on 8th November 2019 and was attended by Cllrs Bonfield, Foster, Harris, Moreton, Tomes and Whitwam. The aim of the session was to review the Council's current services, identify potential changes and improvements, and to group the Council's activities under a number of headings that could form corporate objectives. The headings discussed were as follows:

- Tourism
- Environment
- Health, Wellbeing and Community Safety
- Sport, Leisure, Heritage and Culture.

The overwhelming conclusion was that Members approved of the Town Council's range of services and that the focus should not be on radical change, but incremental improvement where required. Some possibilities raised at the meeting included:

- Maximise use of technology where appropriate;
- Implement environmental improvements across departments/services;
- Improve tourism offer (e.g. facilities for water sports);
- Aid delivery of affordable housing;
- Prepare a welcome pack for new residents.

It had been intended that following a further workshop, consideration by Council and public consultation, the Corporate Plan would have been adopted in July 2020. Unfortunately, however, largely due to the pandemic, work on the plan was put on hold.

It is proposed that work on the plan should now be revived, covering the period until 2025. This will provide guidance to councillors newly elected in 2024, whose first year's budget will also be agreed by the current Council in January 2024. Following a year in office, they will then have the opportunity to produce a revised plan for the following 5 years, 2025-2030.

Next steps

In order to progress matters, the notes of the workshop held in November 2019 have been reviewed, alongside the Council's agreed budgets, services and capital projects. As a result, it is proposed that consideration be given to agreeing the following list of priorities as an interim measure:

- **Delivering Good Governance**
- **Promoting Sustainable Tourism and Supporting the Local Economy**
- **Providing Opportunities to Improve Health and Wellbeing**
- **Planning for the Future and Protecting our Past**
- **Protecting the Natural Environment and Addressing the Climate Crisis**

The following paragraphs seek to illustrate how the Council's services could be grouped under each of these headings, together with relevant capital projects and working parties. Examples are also provided of more specific objectives that could be identified under each priority. If these priorities are approved, it is also envisaged that consideration would be given to revising the committee structure to bring that into line with these overarching priorities.

Delivering Good Governance

- Work in partnership (include grant support)
- Actively communicate and consult with residents
- Uphold transparency in decision making
- Positively represent the community
- Make use of new technology
- Represent the views of residents
- Obtain Best Value from Council assets and investments
- Uphold the highest standards of conduct and champion equality for all

Services – Grants, Communications, Community Awards, Civic/Mayoral Support

Working Parties – Community Awards Panel, Communications Strategy, Grants Panel, Rents & Licences Panel

Promoting Sustainable Tourism and Supporting the Local Economy

- Promote sustainable tourism, encouraging visitors to the town outside of the main summer season (includes events/heritage)
- Ensure Swanage is a high-quality visitor destination
- Explore opportunities to improve access from the sea
- Provide an environment in which businesses can thrive providing employment opportunities for young people

Services - Beach Management; Car Parks and Taxi Rank; Boat Park and Fishermen's Huts; Beach Huts; Events; Market; Lifeguards; Information Centre; Festive Lights

Capital Projects – Seafront Stabilisation & Enhancement; Beach Hut Booking System

Working Parties – Car Parks, Events, Market, Seafront Masterplan, Website & Marketing

Providing Opportunities to Improve Health and Wellbeing

- Support development of affordable housing (planning policy & CLT)
- Provide opportunities for sport, leisure and culture
- Protect and enhance the delivery of public services in Swanage (both STC community services and those of other public authorities)
- Promote community safety (CCTV and working with police; flooding; community emergency planning)

Services – Cemeteries; Public Toilets; Community emergency response; Allotments; Town Hall/Police help desk and Community Hub (CAB/Registrar); Beach Gardens; Playing Fields; CCTV; Street Furniture (benches, shelters, signs, street lights, bus shelters); Play Areas/Skate Park; School Crossing Patrol; Town Hall Hire (weddings etc); Council-Owned Roads

Capital Projects – Play Areas/Skate Park; Cemetery Extension; Beach Gardens Tennis Courts; Day’s Park Footpath; Football Club Grants; Depot improvements and Vehicle acquisition; Council-Owned Road improvements, Peveril Point Stabilisation

Working Parties - Affordable Housing, Emergency Health Services, Public Conveniences, Lower Grammar School Field, Sport, Leisure & Wellbeing

Planning for the Future and Protecting our Past

- Comment on planning applications
- Actively participate in planning policy & traffic management proposals (Neighbourhood Plan, parking review)
- Champion protection of conservation areas
- Protect and increase knowledge of local heritage

Services - Planning; Planning Policy; Monuments

Capital Projects – Seafront Coastal Defence Projects, Station Approach improvements

Working Parties – Museum, Shore Road Closure

Protecting the Natural Environment and Addressing the Climate Crisis

- Take measures to address the climate crisis (Environmental Action Plan)
- Nurture green spaces & marine environment (Green Infrastructure Strategy)
- Promote biodiversity
- Ensure appropriate waste management measures in place (working with Dorset Council)

Services - Grounds maintenance; Rubbish/Recycling/Dog bins

Capital Projects – Environmental Projects

Working Parties – Environmental Policy, Waste Management

Timeframe

In October 2019 the Town Council agreed the next steps set out below. Amended target dates have been provided with the aim of adopting the Plan in the early stages of budget setting for the 2023/24 financial year. It may be necessary to call extraordinary council and committee meetings for the sole purpose of progressing the plan in order to ensure that this timetable can be delivered.

Further councillor workshop – late May/early June 2022

Draft plan presented to Policy, Finance and Performance Management Committee – late June/early July 2022 to consider recommendation to full Council to go out to consultation

Draft plan presented to full Council – 11th July 2022

Public consultation and engagement with partner organisations – mid-July to mid-September 2022

Consideration of consultation responses – mid-September to mid-October 2022

Revised plan presented to Policy, Finance and Performance Management Committee to consider recommendation to full Council for adoption – mid-October 2022

Adoption by full Council – November 2022

Decisions Required

To consider whether to recommend to full Council adoption of the following Interim Corporate Priorities whilst the Corporate Plan is developed:

- Delivering Good Governance
- Promoting Sustainable Tourism and Supporting the Local Economy
- Providing Opportunities to Improve Health and Wellbeing
- Planning for the Future and Protecting our Past
- Protecting the Natural Environment and Addressing the Climate Crisis

To consider adopting the revised timescale for the production of a Corporate Plan, as set out above.

Martin Ayres
Town Clerk

May 2022

To consider revised Committee Structure

1. Background

The Town Council's Committee Structure was adopted in May 2007 and amended in July 2015 with the creation of the Planning & Consultation Committee and addition of Policy matters to the remit of the Finance & Performance Management Committee. Given the changes to the Council's range of services, partnership arrangements and policy objectives since that time it is important to review whether or not the existing structure could be improved.

2. Strengths and weaknesses of the current structure

The current Committee structure has many strengths. In particular:

- the Policy, Finance and Performance Management Committee plays a strong governance role that is key to the Council's System of Internal Control;
- the Planning and Consultation Committee responds efficiently to Dorset Council's consultation on development proposals;
- the involvement of outside representatives provides an important form of community engagement.

There are, however, a number of weaknesses that could be addressed:

- there is a poor alignment between Council budgets and committees e.g. the Roads and Transport Committee has no budgetary management beyond setting car parking charges, but by contrast the Town Council has declared a Climate Crisis and pledged a considerable sum of money to implement its environmental plan, but there is no committee to oversee this work, only a working party;
- current committees are to some extent organised around Council departments (Operations and Tourism), but do not have clear aims and objectives to drive their work. This approach made more sense when the Council operated Bay View Caravan Park (i.e. pre-2009);
- some services might be better aligned to different committees, for example car parking charges should arguably be set in light of wider objectives regarding visitor numbers and support for local businesses; Beach Gardens, currently under the Tourism Committee, would arguably be better managed by a committee with a remit to promote local health and wellbeing.

3. Proposed revised structure

A revised structure would provide the following benefits:

- improved alignment between the Council's corporate priorities and councillors' management of properties, services and budgets;
- the remit of committees could be determined by their objectives, grouping the services that they oversee by shared purpose rather than by departmental management;
- greater sharing of responsibility for individual committees among members of the management team.

Set out below are suggested changes to the committee structure, linking each of the proposed new committees to a specific corporate priority, as set out in the briefing note for Item 5. This could be achieved while retaining the strengths of the current system set out above.

Re-name Tourism as Economy and Tourism Committee

Corporate Objective: Promoting Sustainable Tourism and Supporting the Local Economy

- Gain Car Parking scale of charges as this relates to the local economy
- Possibly gain fishermen's huts from Operations to unite with Boat Park (fishing being a sector of the local economy)
- Gain festive lights from Operations
- Gain oversight of Station/Station Approach/Taxis as part of Transport Hub being in support of local economy
- Encourage more active partnership with Chamber of Trade

Re-name General Operations Committee as Community Services, Health & Wellbeing Committee

Corporate Objective: Providing Opportunities to Improve Health and Wellbeing

- Retain most of Operations agenda with exception of fishermen's huts – see above
- Gain oversight of Beach Gardens from Tourism due to health and wellbeing focus
- Gain Town Hall/Police Helpdesk
- Gain oversight of S&PDT's Wellbeing Swanage work
- Lose waste management and some elements of grounds maintenance to Environment Committee
- Community Safety to be included within remit e.g. CCTV, SIDs, community emergency plan

Create Environment Committee

Corporate Objective: Protecting the Natural Environment and Addressing the Climate Crisis

- Implementation of Environment Action Plan and associated budgets
- Oversight of partnership with Sustainable Swanage
- Gain waste management from Operations
- Environmental elements of grounds maintenance to be included here e.g. management plans for open spaces and Local Nature Reserve

Delete Roads and Transport Committee and re-distribute as follows:

- Applications for new traffic management measures (including oversight of DC's parking review) – to Planning & Heritage Committee
- Car Park scale of charges – to Economy and Tourism Committee
- Durlston/Community Bus, and EVCPs – to Environment Committee
- Footpaths and SIDs – to Community Services, Health & Wellbeing

Planning and Consultation Committee – rename as Planning and Heritage Committee

Corporate Objective: Planning for the Future and Protecting our Past

- Retain oversight of planning and licensing applications
- Gain Traffic Management from Transport
- Gain heritage role – working towards designation of new conservation areas and building on local list work, as well as potential blue plaque scheme. Heritage also

encompasses many of the projects brought to the Town Council over recent years e.g. Albert Memorial and Trevor Chadwick statue.

- Possibly lose consultation – could revert to distributing specific consultations with particular relevance to the appropriate committee.

Possibly re-name Policy, Finance and Performance Management Committee as Finance and Governance Committee

Corporate Objective: Delivering Good Governance

Retain Personnel Committee unchanged

Corporate Objective: Delivering Good Governance

4. Other Considerations

The Capital Projects Sub-Committee has proved to be an extremely useful forum for councillors to monitor progress towards project delivery and for officers to seek councillor guidance when required. This currently reports to the General Operations Committee. However, as its primary purpose is to monitor performance it is proposed that in future it would report to Policy, Finance and Performance Management.

The Rents and Licences Panel was formed in 2020 to consider requests for financial assistance from the Council's commercial tenants in response to the pandemic. More recently it has considered a number of rent reviews and proposals for new concessions on Council property. It is proposed that consideration be given to the Panel being formally constituted as a sub-committee of the Policy, Finance and Performance Management Committee to provide oversight to all rent reviews and lease renewals, as well as giving consideration to new proposals for concessions. It is recommended that Terms of Reference be prepared and presented to a future meeting of this committee.

Finally, it is proposed that the summer cycle of committee meetings should be cancelled. This is principally to create some time for managers to focus on recruitment to address the ongoing staffing shortage which is afflicting the finance and administration sections. This would not affect meetings of the Policy, Finance and Performance Management Committee, Planning and Consultation Committee and Personnel Committee. These Committees would need to be appointed at the Annual Meeting on 23rd May.

Decisions Required

1. To consider the following options:
 - a) To recommend to Council adoption of the revised committee structure; or
 - b) To defer this item until a future meeting of this committee in order to enable further councillor engagement and the drafting of terms of reference for the proposed new committees; or
 - c) To retain the existing committee structure.
2. To consider cancelling the June/July committee meeting cycle, except for Planning & Consultation, Personnel and Policy, Finance and Performance Management.