
TOWN COUNCIL UPDATED FOUR YEAR ACTION PLAN 2023 - 2027

Mission Statement

Keynsham Town Council seeks to enhance and improve Keynsham as an attractive, safe and sustainable place in which to live, visit and to do business."

It will do this.

- by working together with all sectors of the community.
- by delivering the services it provides to the highest quality in terms of efficiency, effectiveness and value for money.
- in an environmentally sustainable manner.

Aims

Keynsham Town Council is a democratically elected body and aims to:

- act as a local democratic voice representing everyone in Keynsham.
- to work in partnership with other statutory and voluntary bodies, groups, agencies and individuals to meet the needs of the community.
- to support the revitalisation of the town in order to meet the leisure, commercial, cultural, social and educational needs and aspirations of the community.
- to conduct its business openly and democratically, communicating with residents using a wide variety of methods including newsletters, social media and community engagement.
- to ensure the community is consulted on relevant issues.
- to help develop and support stable, sustainable and inclusive communities.
- to preserve the historic traditions and unique identity of the town.
- to continue to be a good employer, upholding equality of opportunity and non-discriminatory employment practices.
- to continue to lead and influence policy and activity to address the climate emergency and reduce use of single use plastics.

Objectives:

- 1) Continue to improve the Working Effectiveness of the Council.
- 2) Improve Methods of Communication.
- 3) Increase Community Engagement and relevance of the Council to the Community including specific groups such as businesses/retailers, young people.
- 4) Increase local influence on Planning and Development.
- 5) To continue to support activities leading to Community Empowerment, including addressing environmental issues such as climate emergency and single use plastics.
- 6) Improve the quality of Open Spaces and protect the Greenbelt.
- 7) Extend the life of the Cemetery.
- 8) Improve the quantity and quality of Arts culture.
- 9) Improve the quality of the Town Centre whilst preserving its historic identity.

Action Plan

Activity/Projects	2023-2024	2024-2025	Progress	2025-2026	2026-2027	Budget/Financial implications
Objective 1: Improve the Working Effectiveness of the Town Council						
1. To complete audit and introduce working practices that support reduction of single use plastics and addressing climate emergency	Review of practices	Completion of audit review	Audit not yet started. Carbon calculations and time to zero carbon plan not yet formulated	Complete audit Complete carbon neutral plan	Implementation	Increase in procurement costs for alternative products/services will need to be budgeted for Requires staff resource in conjunction with an external advisor to perform audit.
2. To put in place file sharing and other electronic measures to reduce use of paper for Council administration.	Sharepoint introduced in office. Additional desktop drive to be installed to allow removal of office server. Councillor access specified areas of Sharepoint.	Review of working systems of Sharepoint.	Ongoing checks to ensure that Sharepoint is working for both staff and Councillors			Software budget was increased to account for Councillor tablets and additional licenses (in 2020)

Activity/Projects	2023-2024	2024-2025	Progress	2025-2026	2026-2027	Budget/Financial implications
Objective 1: Improve the Working Effectiveness of the Town Council						
3. To continue to improve training and development for both Staff and Councillors reviewed annually with appropriate budget commitment.	Policy to be reviewed at future Town Council meeting. Training to be booked for all Councillors, Personnel Cttee, Planning Committee, F & P Committee and Chairpersons	On going reviews in respect of training and development to be undertaken by the Personnel Committee.	All training on going			Annual Budget requirement – Any increases required. All training budgets to be reviewed annually
4. To continue to review and develop Induction Procedures for new Councillors and Staff	Ongoing. Full induction manual for staff to be prepared.					
5. Complete review of the Staff Handbook.	Reviewed fully at Town Council meeting in June 2024	Check that the Handbook is operating satisfactorily.	In progress continually			

Activity/Projects	2023-2024	2024-2025	Progress	2025-2026	2026-2027	Budget/Financial implications
Objective 1: Improve the Working Effectiveness of the Town Council						
6. Re- introduce staff appraisals	New appraisal forms in place and staff appraisals are being undertaken	Continue to review the appraisals system going forward.				
7. Continue reviewing and updating the Council's policies and protocols	Ongoing Finance & Policy Cttee & Full Council	Corporate Governance Timetable established	Review annually			Staff resource required
8. Annual Review of Committee effectiveness, Terms of Reference and Delegation of Powers	Ongoing Finance Cttee		Ongoing			None
9. Cemetery records Preserve historic maps/registers and decide on electronic records system (necessary also for business continuity reasons)	New hard copies maps are being reproduced. Pilot Cemetery mapping with Parish Online in place. Cemetery record system regularly updated.	Creating chapel log On going checks.	Ongoing Software & Digital mapping packages being looked into.			Parish Online Cemetery record system FREE – This system may not be suitable

Activity/Projects	2023-2024	2024-2025	Progress	2025-2026	2026-2027	Budget/Financial implications
Objective 1: Improve the Working Effectiveness of the Town Council						
10. Future Office accommodation	Extended lease negotiated with possibility of minor structural amends to assisting accommodation.	The need for any office move will be continually reviewed	Refurbishment to be reviewed as required	March 2035 Temple St Office lease expires.		£53k in EMR – depending upon final choice, additional finance to be raised via PWL, Historic England and other.
11. Investigate other best practice methods – visit other local Councils	Progress required. Possibly visit Newport Pagnall Town Council, Yate Council, Farnham Town Council.	Ongoing Capital Project Committee meetings				Staff and Member resources
12. As required review Capital Projects Pavilion, Cemetery, Paddock, Play areas.	Ongoing – various leases due for review 2028	Ongoing Capital Project Committee meetings				
13. Cemetery Flooding		Work with B&NES to improve drainage into Broadlands playing fields	In hand. Also provision of flooding mitigation within the Cemetery.			

Activity/Projects		2023-2024	2024-2025	Progress	2025-2026	2026-2027	Budget/Financial implications
Objective 1: (Continued) Improve the Working Effectiveness of the Town Council							
14.	Skills Audit of both Staff and Councillors to identify gaps that need filling to progress the Council's 4-year plan.	PERSONNEL COMMITTEE		Ongoing	Completed		Evaluation of all staff salaries was undertaken by external company 2022
15.	Review of all Employment documentation.	PERSONNEL COMMITTEE		Ongoing	Completed		
16.	Review of Youth Service provision and strategy development	Youth strategy working party		Meetings held quarterly.			Outcome of review could have highly significant impact on budget requiring substantially more expenditure.
17.	Town Council to work through Local Government Award scheme to achieve Gold Standard Status		Apply for Foundation level – In hand	Commence Quality Standard in 2024		Commence Gold Standard in 2026	Staff resources.
18.	Renewal of Council leases	Review Allotment lease with landowner		Actions required	Start reviewing all B&NES Leases as majority expire in 2028		

	Activity/Projects	2023-2024	2024-2025	Progress	2025-2026	2026-2027	Budget/Financial implications
Objective 1: (Continued) Improve the Working Effectiveness of the Town Council							
19.	Review Council contracts and hire agreements	Annually 3-year insurance contract - Completes 2026		Electricity and Telephone Broadband contracts recently renewed			Staff resources
20.	Review of Town Council Bank Account and investments		Majority of investments moved to CCLA Public Sector Deposit Account	Unity Trust new bank account set up almost completed			
21.	Town Council Sec 106 & CIL		Change of bank accounts from Barclays to Unity almost completed.	Unity Trust new bank account set up almost completed			
			Updates to be presented to F & P Committee every 3 months to review. Anything contentious to be brought to				

		the attention of full Council				
--	--	-------------------------------	--	--	--	--

Objective 2 – Improve methods of communication		2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
1.	Develop Marketing and Communications Strategy – to include increased frequency of press releases, Instagram accounts and use of other social media platforms. Review of production of Keynsham News. Most efficient and economic method of production to be adopted.	EATH Strategy in place, ongoing to be reviewed.	Improve-ments to comms and marketing. Scheduled postings . Keynsham News - no longer produced. Arts Newsletter quarterly has relaunched	On going 6 times per year – KTC has a double page spread in the Voice. Plus online submissions to the WeekIn			
2.	Re-branding of the Town Council with associated new website development platform/design to include compliance with new Accessibility legislation and Transparency Code 2015. This will impact on existing branded street	EATH Sample of possible websites layouts to be presented to EATH	Needs to be completed by Sept 2025	Website now Accessibility-compliant from 2020	Branding	New platform	£3000 in website budget - £2655 left after exp on current site. Suggest increased budget 2024 --2026

furniture etc in respect of re-branding							
---	--	--	--	--	--	--	--

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
1. Develop Community Engagement Strategy	EATH Ongoing	Complete				To be determined
2. Review Community Networking event	EATH Ongoing	Re-instate annually.				Budget allocation 2024-2025 set at £1600
3. Programme of public meetings on matters of public interest (e.g., railway station, airport, bus services, climate matters) as and when required.	TOWN COUNCIL	Ongoing				£14,000 for community events in budget
4. Investigate/Implement new methods to reach a wider range of residents. Ability to communicate with those that do not use technology.	EATH	Ongoing				
5. Re-instate quarterly meetings of Business Forum. Look at additional ways to engage with local business	TC & BUSINESS FORUM W/P	Strengthen the Business Forum going forward	New launch meeting to be arranged.			£2,000 in the budget

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications	
Objective 3 – Increase Community Engagement including with specific groups e.g. businesses/retailers; young people							
6. Production of Official Town Guide?	EATH	To be reviewed once Heritage Action Zone complete and new website in place				No Budget allocated to be reviewed for 2025 - 2026	
7. Create Tourist Information office in conjunction with office move	TC			To commence in line with possible office move.		Consider budget.	
8. Consider new events	EATH Food Festival		On going – Recent new events Picnic in the Park, Spring Show & Charity Fashion Show.			Staff resources.	
9. Hold discussions with groups such as the History Group with a view to set up a museum and have activities such archaeological community digs	EATH	To be commenced	Heritage Weeks planned for 6 th – 15 th August 2024			Staff resources	

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 4 - Increase local influence on Planning & Development						
<p>1. Complete Neighbourhood Development Plan – This is a priority. May now need to include housing allocation sites. Need for Community Transport - study.</p>	<p>Reform NDP Steering Group & revise timetable</p> <p>Topic groups to review policies.</p> <p>Include desk studies (Paddock and FHL)</p> <p>Include LGS or AGVL document if approved by B&NES</p> <p>Include Nature Local Plan.</p>	<p>Document completion</p> <p>Policies to be in line with B&NES Plans.</p> <p>Aim to complete by Dec 2025</p>	<p>The NDP is at a good point, requires: Launch of Resident's, Children's and Business Consultations/Surveys. Early completion of Young People's Survey.</p> <p>Community Transport – Connecting. Keynesham Travel Surveys.</p> <p>Review of the data from previous surveys. Drafting Completion of Policies.</p> <p>Maps and photography evidence to be collated for appendices.</p>			<p>Staff/contractor resource Budget for 2024-2025 to be submitted by Town Clerk.</p>

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 4 - Increase local influence on Planning & Development						
2. Increase participation in Consultations	Ongoing		Ongoing			Staff resource- need more Councillor involvement
3. Increase participation/input in the larger development proposals in respect of developer obligations and infrastructure required. Ensure that the message is conveyed to B&NES that a large Community Space (to accommodate theatrical performances, concerts etc) is included in any future development in Keynsham.	Ongoing Representatives to be allocated to working group already set up with B&NES re. Keynsham North. Awaiting date for first meeting		Ensure that matters arising from this Working Group relate to the Town Council NDP			Staff resource

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 5 – To continue to support activities leading to Community Empowerment						
1. Review level of support provided to existing community organisations and new community-led initiatives e.g., seed funding/admin support	Ongoing		Financial: £15,750 Environmental grants £20k CIL Community Fund	Complete Review to include further initiatives		Staff resources
2. Lead and support initiatives to reduce use of single use plastics – does not include grants allocation	E & S Committee	Ongoing				Allocate funds towards Council's costs of specific initiatives e.g., education/campaigns to future budgets.
3. Lead and support initiatives to address climate emergency – does not include grants allocation	E & S Committee	Continues to support ECO Fest Ongoing	Consider Climate Showcase East Bristol Fringe Walking and Cycling Group. Make sure that promised connecting routes come to fruition.			Budgets fixed for Council costs for specific initiatives e.g., education/campaigns, purchase of trees/hedging, wildflower planting, Rose Garden at Cemetery. Paddock and Fox and Hounds Lane Conservation Area funding allocated.

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 5 (Continued) – To continue to support activities leading to Community Empowerment						
4. To investigate feasibility of a community transport shuttle bus and support better provision for public transport in Keynsham	Transport study Project scoping & funding to be investigated	Money to be set aside in EMR to build matched funding element	Bid submitted to WESTLocal awaiting outcome	Implementation		No budget for project scoping activities – review 2025/2026.
Assess how well the DMRT buses are providing a service and report.						
5. HSHAZ (High Street Heritage Action Zone) project	Ensure that Shop Front Design Project progresses.	Complete				
6. Keynsham Regeneration Plan	Work with B&NES Council on this new plan		Presentation to full Council on 23 rd July 2024 B&NES Regeneration Plan working group set up.			
7. Safer Shops & disc Scheme	Work with shops & businesses to improve safety/reduce anti-social acts.		To apply for a set up the Safer Shop & disc scheme for shops and businesses in Keynsham. TC staff to manage the scheme.			

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 6 – To improve Open Green Spaces and protect the Greenbelt						
<p>1. Develop a Joint Green Space Strategy with B&NES including use of outstanding s106 and CIL monies including possible community asset transfer.</p> <p>Develop Fox and Hounds Lane Conservation Area together with FFLAG. Develop in consultation with the Community a use for The Paddock Promote ALGV/LGS if granted.</p>	<p>Working Group established</p> <p>Jointly working 4-year strategy plan for the Memorial Park</p> <p>ALGV/LGS application submitted but not granted by B&NES Keep monitoring amounts of</p>		<p>Ongoing</p> <p>This matter has been chased seeking an update June 2024.</p> <p>Progressing</p> <p>TC currently seeking archaeological and structural information on the site before consulting on uses.</p> <p>Update data requested from B&NES Planning</p>			

		s106 and CIL held by B&NES		Department Manager July 2024			
	Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 6 – To improve Open Green Spaces and protect the Greenbelt							
2.	Implement staged refurbishment programme for all existing play areas	Finalise strategy. Downfield Play area consultation complete Establish programme in priority order and apply for further funding	Play equipment /wet pour ordered. Installation by selected company.				EMR and CIL allocations each year Staff resources for tendering/contract management
3.	Increased use/provision at Manor Rd Playing fields including Asset Transfer		Asset transfer possibility Lease ends 2028. Research funding	Ongoing	Feasibility study budgeted for, Planning application/raise finance.	Completion	Staff resources

	Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 6 – To improve Open Green Spaces and protect the Greenbelt							
3.	Continued.....	Prepare Business Plan. Consultation		Negotiation of plans still ongoing with B&NES Request has been made to B&NES			
		Promote newly refurbished Pavilion to generate more income. Creation of extended parking facility					

		Possible extension of footpath					
	Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 6 – To improve Open Green Spaces and protect the Greenbelt							
4.	Additional mini skate park to avoid conflict of age groups.	Capital Projects	Start seeking planning permission and grant application.	May be part of Parks 4 Year Plan. Put out to tender	Completion		Staff resources – Grant funding required

	Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 6 continued-- To improve Open Green Spaces and protect the Greenbelt							
5.	Improve existing allotments	Continue to support the Allotment Assoc. Quarterly reports to Council	Encourage the Developer to get the Allotments on Bilbie Green up and running	Ongoing			S106 monies Staff resources
6.	Work with Queens Road Methodist Church to create Community Allotment/Garden			This is no longer going ahead and will be removed from 4 year plan.			Staff Resources KTC to hold Sec 106 allotment funding from B&NES for this project.
7.	Monitor new developments to ensure landscape and recreational space plans are implemented (allotments/orchards.	Ongoing – Planning & Development Committee, should be annual review					Staff and Councillor resource

	Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications	
Objective 6 continued – To improve Open Green Spaces and protect the Greenbelt								
8.	Identify land for possible tree planting from our SHLAA data	Identify and approach landowners.	Tree planting – autumn	List compiled from residents' suggestions. Landowners need to be approached.	Ongoing	Ongoing	Councillors and staff resource £7000k in budget for ornamental/specimen trees in addition to Woodland trust native trees/hedges	
9.	Local Nature Action Plan – Pilot Parish & Town Council Plan	E & S /KNAP together with B&NES Play area upgrade.	Commence plan				Staff resource	
10.	Identify other green spaces for asset transfer	Ongoing –						Staff resource

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 7 – To improve community well being						
1. Installation of more Defibrillators	Defib WP Continue assessing requirements around the town. New Defibrillator purchased for Manor Road Pavilion		Ongoing			Staff resource £750 in the budget

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 7 – Extend the life of the Cemetery						
1. Complete boundary restorations.	Capital Project Cttee Faculty, tree/hedge removal? Installation of railings	Boundaries Completion	Cemetery railing replacement still needs be completed (needs to be part of the faculty application.	Boundaries completion		£10k for cemetery railings from CIL. Use EMR for walls

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 7 – Extend the life of the Cemetery						
<p>2. Develop a long-term programme for Cemetery and Chapel improvement/refurbishment- includes excavation for Roman Remains</p> <p>Quinquennial Survey – completed May 2022</p> <p>Further report on Chapel repair from Mann Surveyors May 2023</p>	<p>Steeple repaired.</p> <p>East Chapel wall repair after further monitoring</p> <p>Review boundary walls</p> <p>Apply for funding to Geophysical Survey.</p>	<p>Listed wall repair.</p>	<p>Faculty application to be undertaken by staff.</p> <p>External contractors for all repairs/investigation work.</p>	<p>Raise funding.</p>	<p>Start long term project for detection of any Roman Remains.</p>	<p>Long term project</p> <p>Look for funding from external sources.</p>
<p>3. Look for opportunities to extend Cemetery in the future</p> <p>Public consultation on the future of the Cemetery</p>	<p>Consultation with public, as soon as deemed necessary.</p> <p>Ongoing – Mid-term refer early 2026</p>					<p>Long term project – Build EMR provision approx. 12K currently.</p>
<p>4. New Rose Garden</p>	<p>Ongoing – should be ready for use from Spring 2025</p>					<p>Staff resources £500 budget</p>

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 8 Improve quantity and quality of Arts Culture						
1. Develop new Arts Plan	EATH		Needs to be instigated.			To be determined
2. Improve Arts promotions/Arts /ticketing	EATH		Needs to be instigated.			To be determined
3. GWR Posters at Station and on sale posters and postcards	EATH		Re-commence production of station posters. Look at reproduction and on sale			£1,500 budget.

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 9 Improve quality of Town Centre whilst preserving heritage						
1. Produce Design Guide for the Town Centre Conservation area retail outlets (Public Realm Phase 2 Heritage Action Zone)	To be implemented by B&NES	Delivery	Ongoing	Delivery	Delivery	No additional finance should be necessary as Historic England grant
2. Market Walk/Riverside Plaza – Develop a proposal, identifying suitable partners or suppliers and activities in respect of taking over the licensing of Market Walk/Riverside Plaza for events/markets from B&NES.	EATH	Ongoing	To be included in Cultural Consortium bid	Delivery	Delivery	Not budgeted for 2024 - 2025
3. Cultural Consortium Bid to Historic England	EATH Cultural Consortium		Completed			
Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 10 Climate Action Plan						
1. Town Council to follow the Environment and Sustainability Climate Action Plan	E & S Plan commenced	Finalise plan and action	ongoing			Staff resources

RECOMMENDATIONS TO TOWN COUNCIL

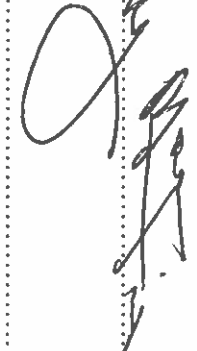
- (i) To use the tabled 4 Year Plan and roll forward current year projects for preparation of the preliminary draft budget December 2024.
- (ii) That all project surpluses should not fall back into General Reserves but be earmarked for the projects next year.
- (iii) That the 4 Year Plan be fully discussed at Town Council in respect of priorities and timescales of the 4 Year Plan and approve a full plan to underpin the final budgeting process.

Signed by Chair of Council



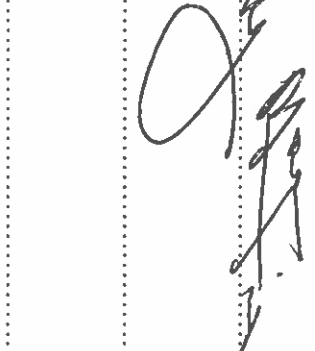
Date.....13 August 24, 2024 – 2025

Signed by Chair of Council

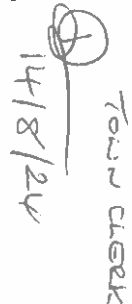


Date..... 2025 – 2026

Signed by Chair of Council



Date..... 2026 – 2027


TOWN CLERK
14/8/24

