
TOWN COUNCIL UPDATED FOUR YEAR ACTION PLAN

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 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)
3. To continue to improve training and development for both Staff and Councillors reviewed	Policy to be reviewed at future Town Council meeting.	On going reviews in respect of training and				Annual Budget requirement – Any increases required.

	annually with appropriate budget commitment.	Training to be booked for all Councillors, Personnel Cttee, Planning Committee, F & P Committee and Chairpersons	development to be undertaken by the Personnel Committee.				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.	Undertake first review	Check that the new Handbook is operating satisfactory.				
6.	Re- introduce staff appraisals	Obtain new appraisal forms from WorkNest & organise Time Manager training.	Continue to review the appraisal going forward.				

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						
7. Continue Review and updating the Council's policies and protocols	Ongoing Finance Cttee	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. Plus pilot Council for online Parish Cemetery record system.	Creating chapel log On going checks.	Ongoing			Parish Online Cemetery record system FREE £5k in budget should we need any other online record system
10. Future Office accommodation	Underway – Confidential updates made regularly to full Council	Possible position to complete by December 2024 Purchase/PWL drawdown	Refurbishment	March 2025 Temple St Office lease expires. Project completed.		£50k 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, Farnham Town Council.					Staff and Member resources
12.	As required review Capital Projects Pavilion, Cemetery, Paddock, Play areas. Activity/Projects	Ongoing – various leases due for review 2028 2023-2024	2024-2025	Progress	2025-2026	2026-2027	Budget/Financial implications
Objective 1: (Continued) Improve the Working Effectiveness of the Town Council							
13.	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
14.	Review of all Employment documentation.	PERSONNEL COMMITTEE		Ongoing	Completed		
15.	Review of Youth Service provision and strategy development	Working Party					Outcome of review could have highly significant impact on budget requiring

									substantially more expenditure.
16.	Town Council to work through Local Government Award scheme to achieve Gold Standard Status	Apply for Foundation level	Commence Quality Standard in 2024	Commence Gold Standard in 2025					Staff resources.
17.	Renewal of Council leases	Review allotment lease with landowner			Start reviewing all B&NES Leases as majority expire in 2028				
18.	Review Council contracts and hire agreements	Annually 3-year insurance contract.			Electricity contract				Staff resources

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 2 – Improve methods of communication						
<p>1. Develop Marketing and Communications Strategy – to include increased frequency of press releases, Instagram accounts and use of other social media platforms.</p> <p>Complete review of production of Keynesham News. Most efficient and economic method of production to be adopted,</p>	EATH Strategy in place, ongoing to be reviewed.		On going			<p>Raising advertising revenue from Keynesham News possible option reducing costs.</p> <p>Potential saving on current newsletter costs</p>
<p>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 furniture etc in respect of re-branding</p>	EATH Sample of possible website layouts to be presented to EATH	Must be complete by Sept 2024	Website now Accessibility-compliant from 2020	Branding	New platform	£3000 in the budget for new website.

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						
1. Develop Community Engagement Strategy	EATH Ongoing	Complete				To be determined
2. Review Community Networking event	EATH Ongoing	Re-instate annually.				Budget allocation 2023-2024 set at £250
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				£2500 for community events in EMR
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 WP Hold launch meeting.	Strengthen the Business Forum going forward				£2,000 in the budget

6.	Production of Official Town Guide?	EATH	To be reviewed once Heritage Action Zone complete and new website in place			Budget to be reviewed for 2024 - 2025
7.	Create Tourist information office in conjunction with office move	TC			To commence in line with office move.	Consider budget.
8.	Consider new events	EATH Food Festival		On going		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			Staff resources

Activity/Projects	2023-2024	2024-2025	PROGRESS	2025-2026	2026-2027	Budget/Financial implications
Objective 4 - Increase local influence on Planning & Development						
1. Complete Neighbourhood Development Plan – This is a priority. May now need to include housing allocation sites. Need for Community Transport - study.	Reform NDP Steering Group. Steering Group to revise timetable. Topic groups to review policies. Include desk studies (Paddock and FHL) include LGS or AGVL document if approved by B&NES	Document completion Policies to be in line with B&NES Plans.	The NDP is at a good point, requires: Early completion of Young People's Survey. Community Transport – Connecting Keynsham Travel Surveys. Review of the data from previous surveys. Drafting Completion of Policies. Maps and photography evidence to be collated for appendices.			Staff/contractor resource Budget for 2023-2024 to be submitted by Town Clerk. Possible GWR grant – closing date for applications 23 rd May 5 p.m. (staff working on this)

		Include Nature Local Plan.	Decide on style and format of the plan as a whole.			
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 in May/June 2023	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 £10K community Resilience (Warm Spaces etc) £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	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	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.

		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 Assess how well the DMRT buses are providing a service and report.	Transport study Project scoping & funding to be investigated	Money set aside in EMR to build matched funding element		Implementation		Budget for project scoping activities 2023/2024.
5.	HSHAZ (High Street Heritage Action Zone) project	Ensure that Shop Front Design Project progresses.					

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						
1. Develop a Joint Green Space Strategy with B&NES including use of outstanding s106 and CIL monies including possible community asset transfer. Develop Fox and Hounds Lane Conservation Area together with FHLAG. Promote ALGV/LGS if granted.	Working Group established Jointly working 4-year strategy plan for the Memorial Park Keep monitoring amounts of s106 and CIL held by B&NES		Ongoing			
2. Implement staged refurbishment programme for all existing play areas	Finalise strategy. Downfield Play area consultation under way Establish programme in	Ongoing	Kelston Park complete			EMR and CIL allocations each year Staff resources for tendering/contract management

	3.	Increased use/provision at Manor Rd Playing fields including Asset Transfer	priority order and apply for further funding	<p>Prepare Business Plan. Consultation</p> <p>Refurbishment of Pavilion to be completed end of May.</p> <p>Promote newly refurbished Pavilion to generate more income.</p>	<p>Asset transfer possibility</p> <p>Lease ends 2028.</p> <p>Research funding</p>		Feasibility study budgeted for, Planning application/raise finance.	Completion	Staff resources
4.	Additional mini skate park to avoid conflict of age groups.	Capital Projects		Start seeking planning permission and grant application.	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					S106 monies Staff resources
6. Work with Queens Road Methodist Church to create Community Allotment/Garden	Reps to outside working party		On going			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. e.g., Somerdale play area; Hygge Park community orchard; Parkhouse Lane Allotments.	Ongoing – Planning & Development Committee, should be annual review					
8. Identify land for possible tree planting from our SHLAA data	Identify and approach landowners. Next suggested	Tree planting – autumn	List compiled from residents' suggestions. Landowners need to be approached.	Ongoing	Ongoing	Councillors and staff resource £4400k plus £2K in EMR 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 together with B&NES	Commence plan						Staff resource
10.	Identify other green spaces for asset transfer								Staff resource
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 £2.5K

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		Boundaries completion		£10k for cemetery railings from CIL. Use EMR for walls
2. Develop a long-term programme for Cemetery and Chapel improvement/refurbishment- includes excavation for Roman Remains Quinquennial Survey – completed May 2022 Further report on Chapel repair from Mann Surveyors May 2023	Steeple repaired. East Chapel wall repair after further monitoring Review boundary walls Apply for funding to	Listed wall repair.	Faculty application undertaken by staff. External contractors for all repairs/investigation work.	Raise funding.	Start long term project for detection of any Roman Remains.	Long term project Look for funding from external sources.

		Geophysical Survey.						
3.	Look for opportunities to extend Cemetery in the future		Ongoing – Mid-term refer early 2026				Long term project – Build EMR provision approx. 12K currently.	
4.	New Rose Garden		Ongoing				Staff resources £3050 budget	

	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					To be determined
2.	Improve Arts promotions/Arts newsletter/ticketing	EATH					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			£1,200 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 2023 - 2024
3. Cultural Consortium Bid to Historic England	EATH Cultural Consortium		Update awaited from B&NES			Matched funding to be provided from EMR for some projects (Timeline, Mosaics)
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 2023.
- (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  (Chairman)

Date 25/7/23

