



Introduction and Purpose of the Document

This Corporate Plan sets out the goals or objectives of the Town Council. It sets out its long-term priorities and should be viewed as a plan spanning the term of the council.

Strategic planning, and therefore this document forms an important part of the corporate governance arrangements of the Town Council and provides direction and leadership for the organisational team.

The priorities will drive the financial decision making of the Council and both the medium-term financial plan and annual budget setting process.

Each priority is presented in this document with some contextual information and details:

- Current activity and projects linked to the priorities;
- Policy statements in relation to specific issues;
- Where further work (feasibility) is needed;
- The Councils commitment to communicate with and engage with Oswestry people;
- Key actions and projects.

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A draft action plan is also presented, linking key projects to priorities and providing an indication of financial considerations.

This first draft of the Corporate Plan and its actions set out a direction of travel and a statement of intent. The action plan will be further developed by the responsible working groups and committees throughout the life of the document.

Review

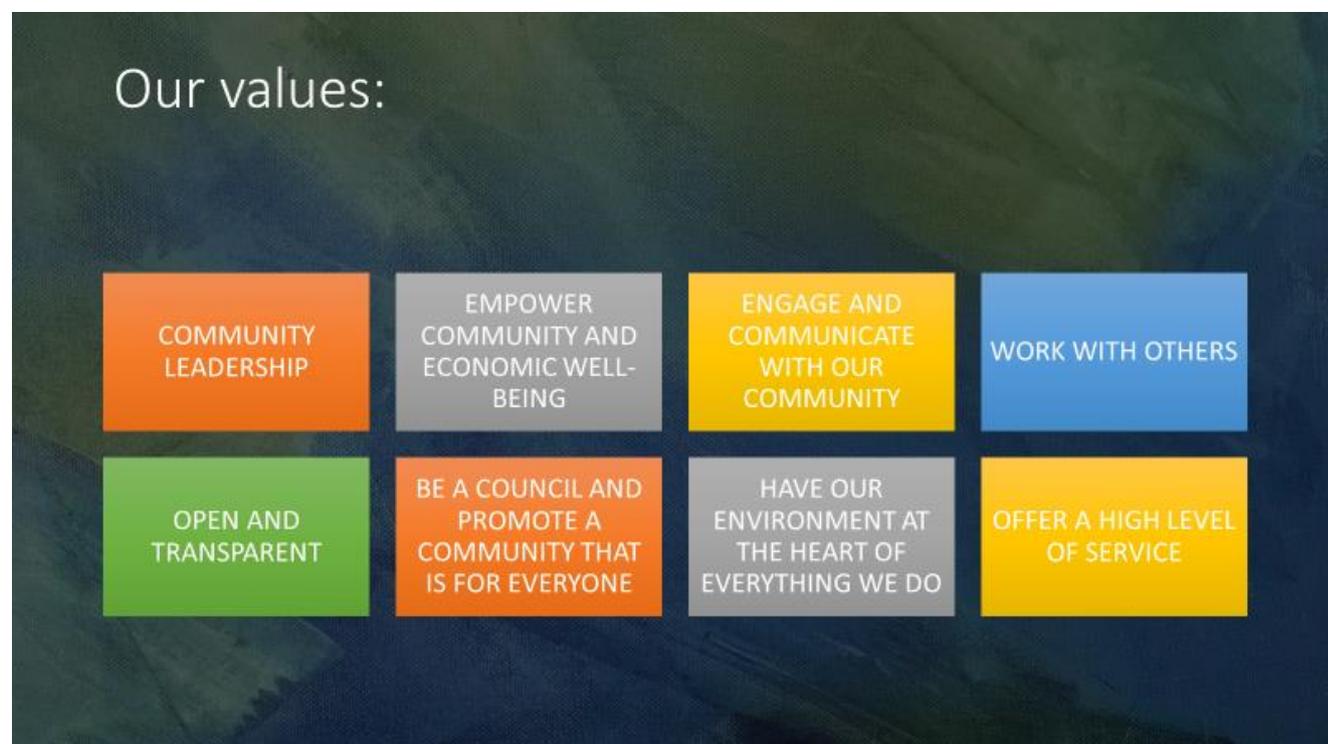
The document will be refined on a regular basis and reviewed and strengthened following the budget setting process which will conclude in February 2022.

Vision and Values

Council have held two workshops to develop the Town Councils Vision for the organisation and the community.

#Building a better community together

This vision sets out the purpose of the Council and will be delivered in accordance with the following values



These values are the guiding principles that underpin organisational decision making, the delivery of services and how the Council will work.

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Information and Communication

The need to improve the way that the council communicates with, includes and involves the community is integral to the delivery of the vision and action plan. The Council cannot deliver the priorities set out in this document on its own. It needs to work with individuals, community groups, businesses and business groups and a wide range of partners. The Council has committed to resource this area given its importance to the delivery of the priorities.

Summary of Priorities



- Forming an effective partnership with the police, community and youth services to tackle issues of drugs and anti-social behaviour in the town.
- Provide more youth services and facilities.
- Developing more cycle lanes and controlling traffic speeds and getting potholes filled.
- Working with other agencies to provide more affordable housing
- Using the resources of the Council and urging Shropshire Council to use its statutory powers to get unsightly empty shops in the town centre re-let.
- Improving communications and involvement of residents in the work of the Town Council.
- Investigating options for the development of a significant new tourist attraction for Oswestry.
- Reconnect Oswestry to the Mainline Railway.
- Carbon Neutral Oswestry TC.
- Running effective campaigns and taking direct action to reduce problems of litter, graffiti and dog waste.

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Priorities



Forming an effective partnership with the police, community and youth services to tackle issues of drugs and anti-social behaviour in the town.

The local policing priorities were agreed by Council in consultation with the Police and will be the focus of the new Police Partnership Panel which will see close working arrangements between the organisations in order to problem solve local issues.

- a) Domestic Abuse, sexual offences and sexual harassment.
- b) County lines, anti-social behaviour and support for young people.

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c) Hate crime and supporting the vulnerable in the community.

d) Anti-social driving and associated issues.

Continue

- To deliver youth services in the town and to champion youth work in Oswestry.
- To support the Oswestry CCTV scheme.

Promote

- The Guildhall as a Safe Place.

Engage

- Regularly communicate with the public and promote campaigns that tackle the local policing priorities.

Key Projects

- White Ribbon accreditation.
- Establish a Police Partnership Panel.
- Consider the requirements for additional mobile CCTV cameras.

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Developing more cycle lanes and controlling traffic speeds and getting potholes filled

In line with the Masterplan vision Oswestry Town Centre will thrive if it is a place where people come first but in order for this to be achieved the infrastructure needs to be in place and the condition of the roads improved.

Invite

- Kier to work with the Council to improve the condition of the roads.

Support

- A call for wider pavements.
- 20 mile per hour speeds in the town
- The review of sustainable travel in Shropshire.
- The development of the Masterplan.

Consider

- Encouraging people to use public transport by subsidising bus travel at Christmas.

Promote

- Sustainable travel on social media.

Key Project

- Implement vehicle activated signs in key locations and consider other locations and approaches e.g Community Speed Watch.

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Provide more youth services and facilities

Whilst the Town Council have, in past years, provided services and activities for young people in the town this priority aims to bring about a step-change in the availability of services and facilities for young people.

Continue

- To deliver youth services in the town and to champion youth work in Oswestry.

Put in place

- Policies and procedures to ensure appropriate safeguarding arrangements are in place.

Involve

- Young people in the delivery of youth services, consult with them and consider a wider survey to better understand why some do not use the open access youth club.

Consider

- The establishment of a youth council / youth forum.
- How “The Centre” can be returned to the community.

Key Projects

- Party in the Park.
- Seek to improve sports facilities for young people, including a water activity playground.
- Skateboard park.

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Working with other agencies to provide more affordable housing

Whilst data for the Oswestry place plan area shows that the affordability ratio median household income / median priced house is lower than a ratio for England access to affordable housing is an issue for many people.

Encourage

- Development of brownfield site rather than greenfield through planning process.
- A higher % affordable home in developments and request that Shropshire Council policies are reviewed

Promote

- Affordable Housing when considering planning applications
- Promote passive housing as a policy rather than retrofitting properties.
- Grant schemes to reduce the cost of running homes

Consider

- Whether to develop a Neighbourhood Plan to ensure that local priorities and issues are taken into account through the planning process.

Key Projects

- Convert upper floors above shops into accommodation

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Using the resources of the Council and urging Shropshire Council to use its statutory powers to get unsightly empty shops in the town centre re-let

Whilst most towns in the country suffer from the negative image that having empty shops portrays, the Council will work with others to re-purpose and renovate such properties to bring them back into use.

Consider

- Investing in town centre property following the compulsory purchase of empty properties or the acquisition of property through Community Rights of Acquisition

Publish

- Information on the number of empty shops in the town.

Key Projects

- Heritage Action Zone projects (Re-purposing scheme and Shopfront Scheme).
- Heritage Action Zone flagship project

Other Projects and Actions

- Empty shop decoration scheme.
- Establish incubator space / starter units to encourage new businesses and business growth

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Improving communications and involvement of residents in the work of the Town Council

The need to improve the way that the council communicates with, includes and involves the community is integral to the delivery of the vision and action plan. The Council cannot deliver the priorities set out in this document on its own. It needs to work with individuals, community groups, businesses and business groups and a wide range of partners. The Council has committed to resource this area given its importance to the delivery of the priorities.

Promote

- Messages and regularly repeat.
- Town Council v Shropshire Council – who does what?
- The use of different media to maximise reach and impact

Ensure

- Communication is accessible and inclusive.

Key Projects

- Produce an Oswestry Town Council newsletter.
- Have an allocated communication resource.
- Establish and deliver a communication plan
- Redesign the Council web presence and provide a transactional element
- Provide a changing places facility at central car park.
- Make better use of the Annual Town meeting.

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Reconnect Oswestry to the Mainline Railway

Support

- Cambrian Railways in their efforts to connect Oswestry to Gobowen via the rail network.
- The development of the Oswestry Masterplan.
- The review of bus services in Oswestry.

Promote

- The need for improved connectivity of public transport and the facilities that would support more people to use public transport.

Contribute

- To the sustainable transport review (which is being funded by CIL monies).

Key Project

- Consider the feasibility of providing a shuttle bus from Oswestry to Gobowen station. Investigate the opportunities to further improve connectivity to other parts of the town.

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Carbon Neutral Oswestry TC

The Town Council have committed to becoming carbon neutral by 2030.

Promote:

- Information and advice on the Council's webpages.
- Campaigns and initiatives eg home composting, reduction in food waste.
- Discourage single use plastic.

Invite

- Input from others onto the working group, (including the community).

Involve

- The community and identify their priorities

Key Projects

- Solar panels on Market Hall.
- Carbon audit and the delivery of the action plan.

Other Projects and Actions

- Reduced vehicle trips.
- E-vehicles for Council.
- E-agendas (possible development of a website portal).
- Additional electric vehicle charging points.

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Increase the planting of trees & improve biodiversity

In line with the declaration of climate emergency the town council aim to tackle the intertwined crises; climate change and biodiversity collapse recognising the need to take urgent action to prevent irreversible damage.

Influence

- Request higher tree density in new housing estates.
- Shropshire Council to wild more public verges, engage with the community to gain support.

Key Project

- Seek to secure land for the development of a community forest.

Other Projects and Actions

- Review floral scheme and planting in the park to more sustainable options.
- Develop a series of community-based projects eg plant a fruit tree and work with schools and others to deliver.

Running effective campaigns and taking direct action to reduce problems of litter, graffiti and dog waste

Encourage

- Reporting of issues.
- Businesses to take responsibility for litter in the town.

Key Project

- Develop a continual marketing and media campaign to encourage personal responsibility and pride of place.

Other Projects and Actions

- Deliver action focussed projects and campaigns e.g. dog fouling
- Provide poo bags in hot spot areas.
- Consider providing more dog waste bins.

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Investigating options for the development of a significant new tourist attraction for Oswestry

Key Project

- Work with partners and the community to develop a series of ideas and options.



Finance over the Medium term

THIS SECTION WILL BE COMPLETED FOLLOWING BUDGET SEMINARS AND ASSOCIATED REPORTS. IT WILL PROVIDE AN OVERVIEW OF RESOURCES AND SET OUT A POLICY STATEMENT

Staffing Structure

THIS SECTION WILL SET OUT THE ORGANISALTIONAL STRUCTURE

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Council Structure and responsible committees

The Council’s decision-making structure (its scheme of delegation) has been established for a considerable time. The table below sets out the current framework and links the priorities. The analysis identifies the need for a review.

Body	Purpose	Priorities
Council	From which all business obtains its authority	<ul style="list-style-type: none"> - All priorities - Improving communications and involvement of residents in the work of the Town Council
Development and Planning	Comment on all planning applications, Place Plan, Neighbourhood Plan, planning inquiries, street lighting, roads,	<ul style="list-style-type: none"> - Developing more cycle lanes and controlling traffic speeds and getting potholes filled - Working with other agencies to provide more affordable housing - Reconnect Oswestry to the Mainline Railway
Finance and General Purposes Committee	<p>All finance and HR business, health and safety policy, risk, disciplinary procedures, grievance, staff development and youth services.</p> <p>The Management of Council property.</p>	<ul style="list-style-type: none"> - Forming an effective partnership with the police, community and youth services to tackle issues of drugs and anti-social behaviour in the town. - Provide more youth services and facilities - Carbon Neutral Oswestry TC

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Body	Purpose	Priorities
<p>Amenities</p>	<p>Public clocks, Castle Bank, High Lea play area, bonfire and fireworks, Cae Glas Park, Monitoring meetings, allotments, burials, play equipment, recreation, tourism, closed churchyards, Brogyntyn Park, Oswald's Well, rights of way, town centre floral decoration, Christmas lighting, Oswestry Cemetery, etc.</p> <p>The Management of the Old School House.</p>	
<p>Markets and Town Centre Committee</p>	<p>Administration of all markets, licences, policies and charging structures, planning and development of the Markets and its associated land.</p> <p>The day to day management, development, charging structure and fabric of car parks.</p> <p>To detail capital recommendations to the Council for any developments associated with the Council's Markets and Car Park operation.</p>	<ul style="list-style-type: none"> - Using the resources of the Council and urging Shropshire Council to use its statutory powers to get unsightly empty shops in the town centre re-let - Investigating options for the development of a significant new tourist attraction for Oswestry - Running effective campaigns and taking direct action to reduce problems of litter, graffiti and dog waste

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Action Planning

The actions set out in this document have been developed through workshop sessions with members and officers. Some require further work but their inclusion recognises a commitment to investigate, consider and test. Timescales will be frequently reviewed in the first year as the budget is developed. The columns headed capital and budget aim to show new commitments at a high level, those annotated with resource indicate staff / member or community input.

Priority	Actions	Timescales	Capital?	Revenue?	Key Issues
Forming an effective partnership with the police, community and youth services to tackle issues of drugs and anti-social behaviour in the town	Achieve White Ribbon accreditation	Nov 2021	No	Resource	Development of action plan Engagement with others and communication
	Deliver White Ribbon action Plan	Aug 2021	No	Resource	
	Establish a Police Partnership Panel				
	Consider the requirements for additional mobile CCTV cameras	Ongoing	Yes		
Developing more cycle lanes and controlling traffic speeds and getting potholes filled	Lobby the unitary authority and its contractors	Ongoing	No	Resource	Dialogue with contractors Availability of funding from Police and Crime Commissioner
	Undertake a feasibility study on subsidising bus travel at Christmas	By Oct 2021	No	Yes	
	Deliver vehicle activated speed signs in Oswestry	By April 2022	Yes	Yes	

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Priority	Actions	Timescales	Capital?	Revenue?	Key Issues
Provide more youth services and facilities	Look to re-establish Party in the Park.	By Summer 2022	No	Yes	Event design, aims and involvement of Safety Advisory Group
	Seek to improve sports facilities for young people, including a water activity playground.	By Summer 2022	Yes	Yes	Understanding what is achievable and determining options
	Identify suitable land and in partnership with local young people seek to deliver a destination skateboard park for Oswestry	Ongoing	Yes	Yes	Dialogue to identify land
Working with other agencies to provide more affordable housing	Convert upper floors above shops into accommodation	Through to 2023	Yes	Resource	Delivery through the High Street Heritage Action Zone Programme
Using the resources of the Council and urging Shropshire Council to use its statutory powers to get unsightly empty shops in the town centre re-let	Re-purposing scheme and Shopfront Scheme. Heritage Action Zone flagship project Other projects Empty shop decoration scheme. Establish incubator space / starter units to encourage new businesses and business growth	Through to 2023	Yes	Resource	Delivery through the High Street Heritage Action Zone Programme

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Priority	Actions	Timescales	Capital?	Revenue?	Key Issues
Improving communications and involvement of residents in the work of the Town Council	Produce an Oswestry Town Council newsletter.	From Oct 2021	No	Resource	Initial pilot
	Have an allocated communication resource.	Jan 2022	Yes	Yes	Recruitment to post
	Establish and deliver a communication plan	From 2022	No	Resource	Following appointment to post
	Redesign the Council web presence and provide a transactional element	April – June 2022	No	Yes and resource	
	Provide a changing places facility at central car park.	Ongoing	Yes	Yes	Linked to refurbishment of the toilets and decisions re access and design
	Make better use of the Annual Town meeting.	April 2022	No	No	
Reconnect Oswestry to the Mainline Railway	Consider the feasibility of providing a shuttle bus from Oswestry to Gobowen station. Investigate the opportunities to further improve connectivity to other parts of the town.	TBD	?	Yes	Associated with wider review of bus services in Oswestry

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Priority	Actions	Timescales	Capital?	Revenue?	Key Issues
Carbon Neutral Oswestry TC	<p>Solar panels on Market Hall.</p> <p>Carbon audit and the delivery of the action plan.</p> <p>Other projects and actions</p> <ul style="list-style-type: none"> • Reduced vehicle trips. • E-vehicles for Council. • E-agendas (possible development of a website portal). • Additional electric vehicle charging points. 	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Benefits</p> <p>Yes</p> <p>Yes</p>	<p>Significant investment needed to improve energy efficiency of existing buildings</p> <p>Delivery through the climate change working group</p>
Increase the planting of trees & improve biodiversity	<p>Seek to secure land for the development of a community forest.</p> <p>Other projects and actions</p> <ul style="list-style-type: none"> • Review floral scheme and planting in the park to more sustainable options. • Develop a series of community-based projects and work with schools and others to deliver. 	Ongoing	Yes	Yes	Purchase of land

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Priority	Actions	Timescales	Capital?	Revenue?	Key Issues
Running effective campaigns and taking direct action to reduce problems of litter, graffiti and dog waste	Develop a continual marketing and media campaign to encourage personal responsibility and pride of place.	Ongoing	No	Yes	Appointment to communications role
	Other projects and actions <ul style="list-style-type: none"> • Deliver action focussed projects and campaigns e.g. dog fouling • Provide poo bags in hot spot areas. • Consider providing more dog waste bins. 	January 2021	No	Yes	Project Development Officer
Investigating options for the development of a significant new tourist attraction for Oswestry	Work with partners and the community to develop a series of ideas and options.	TBD			