

BUSINESS PLAN

2015 - 2019

COMPLETED ACTIONS 3RD APRIL 2019



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The Business Plan was adopted by Sprowston Town Council on 12 August 2015, to be realised in conjunction with the Five Year Financial Forecast accompanying this Business Plan 2015 – 2019 reviewed annually.

Sprowston Town Council will produce a business plan for the term of office of Councillors after the parish council elections on 2 May 2019.

APPENDIX 1 : ACTION PLAN OUTCOMES

TOWN COUNCIL GOVERNANCE	LEAD/ PARTNERS	REF	ACTIVITY	TIMESCALE Short term: up to March 2016; Medium term: April 2016 to March 2017; Long term: 2017 onwards	OUTCOME ACHIEVED YES/NO	COMMENTS
OBJECTIVE						
Improved communication	Sprowston Town Council (STC)	1.1	Maintain the Town Council website	Short term	Yes	Information provided about the Town Council and also signposting people to other service providers
	STC	1.2	Produce a regular update of Town Council initiatives on new website	Short term and ongoing	Yes	
	STC	1.3	Distribute the Town Council's newsletter	Short term and ongoing	Yes	Continue to make better use of local media. Facebook increased.
	STC	1.4	Provide opportunity at each Town Council meeting for public questions and comments	Ongoing – three weekly	Yes	
	STC	1.5	Provide updated versions of the Town Council Business Plan on the website	Ongoing - annual	Yes	Action Plan updated and outcomes provided at each year end.
	STC	1.6	Provide annual report at Town Meeting	Ongoing - annual	Yes	Action Plan was provided and updated monthly but Business Plan as a whole

						updated annually through Chairman's address.
Improved effectiveness of Council	STC	1.7	Carry out a Governance Review	Short term - annual	Yes	Effectiveness/speed of decision-making completed by Full Council and Time and Task Panels.
	STC	1.8	Conduct a review of training needs of both Councillors and staff following Governance Review and annually	Short term and ongoing	Yes	Retained budget for training. Appraisals identified needs and reported to Council.
	STC	1.9	Seek re-accreditation of Foundation Level Local Council Award Scheme and progress to Quality and Quality Gold	Short / Medium term	Yes	Quality Gold accreditation March 2016 until March 2020.
Increased influence/coordination in matters that impact on Sprowston	STC STC/BDC/NCC, Police and other service providers	1.10	Invite representatives of outside agencies to address the Council on key matters of interest	Short term and then ongoing	Yes actively encouraged	Encourage proactive round table discussions with key service providers, (particularly on parking, new Business Rate Retention Scheme, parks and youth activities; also increased involvement with Housing Group); with NCC on highways planning,

						public transport, with BDC increased coordination and proactive discussions ref Development Control, LDF and Housing)
	STC and other service providers	1.11	Set up new working groups in order to facilitate coordinated effort	Short term	Yes	e.g. Youth engagement wider membership of Grow Your Community.
	STC	1.12	Appoint representatives to appropriate external agencies and committees	Ongoing	Yes	STC representation on local group committees
	STC	1.13	Attend relevant conferences and meetings	Ongoing	Yes	
Improved quality of Sprowston's Open Spaces, Parks and Woodland Areas	STC / BDC	2.1	Continue to improve dog fouling enforcement in open spaces, parks and woodland areas	Short term - ongoing	Yes	Information provided to users of resultant policy decisions
	STC / BDC	2.2	Continue to provide ongoing financial support to play equipment through grants and lobbying BDC	Short term	Yes	
	STC / BDC (developers) / Members of the Public	2.3	Support initiatives for improving teenage / young adult provision in parks and open spaces, in partnership with BDC and members of the community	Medium term	Yes	Income from loss of s106 area on Blue Boar Lane site received towards centre funding
	STC	2.4	Encourage and facilitate the use of parks and open spaces as a site for events with a	Ongoing	Yes	Income from sports is low and sporadic

			view to generating rental income for the park			
	STC	2.5	Improve cross-marketing of the parks and open spaces	Short term	Yes	e.g. promote the parks and open spaces so that people using the facilities know about it
	STC	2.6	Continue to monitor the provision of toilets in Sparhawk and Recreation Ground Park	Long term	Yes	Cost of toilets and no long term supervision of use resultant in cleaning contract
	STC / BDC Developers	2.7	Pursue creative options for improving the management and development of the parks	Medium term	Yes	Review CIL and S.106 monies towards existing play area equipment
	STC	2.8	Consider options for increasing community involvement in Open Spaces, Parks and Woodland areas	Medium term	Yes	Blue Boar Lane play areas adopted. Talks in progress re skatepark area
	STC	2.9	Review the equipment at Wilks Farm Drive and Windsor Park Gardens. Future of open space at Post Mill Close	Medium term	Yes	All refurbished
	STC	2.10	Review the use of the changing facilities at the Pavilion	Medium term	Yes	Refurbished
Protection and management / maintenance of Sprowston's assets	STC / BDC / Developers	2.11	Include information on the Town Council website to clarify the allocation process	Short term and ongoing	Yes	This will also help distinguish between the Town Council managed site and the desire to increase provision.
	STC / BDC	2.12	Draw up a list of key community assets in Sprowston (key	Medium term	No	Prioritised Cottage Plantation Woods and

			community buildings and land) to be submitted to BDC for inclusion on a Community Asset list			Blue Boar Public House; acquisition of Gurney Drive woodland, Police station and Hub building
	STC	2.13	Keep in good condition any assets which are managed by the Town Council (e.g. Parks and Open Spaces, Sprowston Diamond Centre and bus shelters	Ongoing	Yes	
Increased youth engagement and support	STC – working with SYEP, BDC, Schools, activity providers, Youth services etc.	2.14	Form a Town Council Working Group on young people to facilitate increased engagement with Sprowston Schools	Medium term	Yes	Engagement with SYEP through funding and inclusion
	STC Youth Working Group – BDC	2.22	Work together to facilitate access to leisure activities for young people, particularly during the summer break	Medium term	Yes	Use of community centre and park
	STC	2.23	Work with Sprowston Schools to help improve access to information about leisure activities / clubs for their students	Medium term	Yes	
	STC	2.24	Form a working relationship with the youth to bring forward facilities which will be used by that age group	Medium term	Yes	Engagement towards skatepark. Greenhouse and orchard project.
Improved quality of STC events and improved	STC	2.25	Continue to fund and support community events	Short term	Yes	STC to provide funding. Consider outsourcing

management of external events						events such as WW1 and Praise in Park
	STC	2.26	Encourage and support the establishment of an independent Town Events Management Group	Short term	No	Project failed due to lack of involvement of volunteers.
	STC	2.27	Include information about local clubs and societies on the Town Council website and link through to other websites which promote events	Medium term	Yes	Working in the community.
	STC External events providers, NCC, BDC, local groups	2.28	Work with BDC, NCC and other stakeholders to influence the improved scheduling of general, externally-run events, and to encourage better management of problems / issues such as parking, noise etc.	Medium term	Yes	Church Lane car park; Safer Neighbourhood Panels
Increased impact of Community Grant Scheme	STC	2.28	Continue to fund Community Grants Scheme	Ongoing	Yes	
	STC	2.29	Review grant policy in terms of assessing the likely impact of the grant	Medium term	Yes	Feedback provided
	STC	2.30	Increase active promotion of the Community Grants Scheme on the Town Council website	Short term	Yes	
	STC	2.31	Work with neighbouring parishes to consider opportunities for and potential benefit of	Medium term	Yes	Opportunities limited due to constraints of CIL funding

			additional joint parish community fund			
Improved environmental services and appearance	STC works with BDC	3.1	Monitor the effectiveness of street cleaning (including dog fouling) and litter collection services in the town and raise any problems with BDC	Ongoing	Yes	Parks financed by STC included.
	STC works with BDC	3.2	Work with BDC to ensure local complaints are directed to BDC Environmental Services	Ongoing	Yes	Information given on contacting Environmental Services and on STC website
	STC	3.3	Promote and facilitate STC 'Town Tidy Up' days on STC website, at Council meetings etc.	Ongoing	No	Volunteers and constraints of public liability proved onerous.
	BDC	3.4	Signpost community groups and individuals to BDC for support with community litter picks	Ongoing	Yes	BDC held area event
	STC	3.5	Continue to provide and finance dog and litter bins on recreational sites	Ongoing	Yes	
	STC	3.6	Monitor the litter collection at recreational sites and innovative ways to improve	Long term	Yes	Signs erected at acquired sites
Consistent safety of Sprowston's residents, workers, students and visitors	STC	3.7	Continue to work with Norfolk Constabulary to share information on local crime and safety issues. This includes Sprowston PCSOs attending Town Council meetings and the Town	Ongoing	Yes	

			Council forwarding any enquiries and concerns submitted to them			
	STC	3.8	Facilitate access to the Police by including Police contact information on the Town Council's website	Ongoing	Yes	
	STC	3.9	Continue to support and work together with the Safer Neighbourhood Area Meetings	Ongoing	Yes	Regular attendance
	NCC / BDC Flood and Emergency Recovery Group	3.10	Continue to work with other members of the Flood and Emergency Recovery Group at BDC and NCC to build up community resilience and emergency preparedness	Ongoing	Yes	
	STC	3.11	Provide information on the STC website related to Community Emergency Planning	Medium term	No	
Improved standards in highways management and maintenance	Lead NCC Lead BDC on road nameplates	4.1	Work with NCC on a long-term plan for road and pavement repairs in the town, including effective maintenance of roadside verges and appropriate and well-maintained signage	Medium term	Yes	Working with Parish Rangers and provide regular schedules of works in the Sprowston area
	STC	4.2	Forward any complaints STC receives about	Ongoing	Yes	

			road, pavement or kerb damage to NCC			
	Lead STC to lobby NCC	4.3	Liaise with NCC to influence scheduling of major road works so that, as far as possible, disruption to residents is minimised and peak commuter periods are avoided.	Ongoing	No	
	STC	4.4	Provide information on the STC website related to NCC	Ongoing	Yes	
	Lead STC to lobby NCC	4.5	Lobby NCC to ensure that adequate budget is set aside for ongoing maintenance within any future capital works	As required	Yes	
	NCC - STC	4.6	Work with NCC to maintain an adequate supply to winter gritting bins	Medium term	Yes	Considered purchase of additional bins requested. Facilitate NCC in the appropriate locating of winter gritting bins
	STC	4.7	Allocate Town Council budget for emergency gritting into earmarked reserves to be available to supplement gritting in case of a severe winter, for example to improve the gritting of pavements	Short term	Yes	
	STC – NCC	4.8	Monitor and promote the public rights of	Ongoing	Yes	Ensure Parish Rangers cut public rights of

			way in the town in conjunction with NCC			way when in Sprowston
Improved local transport provision	STC – Passenger Transport Services NCC – House Builders	4.9	Lobby Passenger Transport Services NCC both directly and jointly with neighbouring parishes to improve the quality of service, particularly in terms of cost and scheduling	Short term and ongoing	Yes	Sprowston service to Tesco’s and railway station explored also hospital route.
	STC	4.10	To increase use of park and ride.	Short term	Yes	Future of Park and Ride to be explored through Sprowston Neighbourhood Plan
	STC	4.11	To support Bus Rapid Transit system to be introduced along Salhouse Road	Medium term	Yes	Harrisons Woodland entry point for cyclists maintained with signage
Improved parking provision	Lead STC – BDC - developers	4.12	Lobby BDC (LPA) to ensure planning for any future housing developments includes adequate provision for parking	As required	Yes	
Increased local influence on planning decisions and development	Lead STC – to lobby BDC, NCC and House Builders	5.1	Lobby County and District authorities to ensure Sprowston benefits from a fair distribution of support/ spend	Ongoing	Yes	
	STC - BDC	5.2	Continue to comment on all key strategic planning documents and consultations that affect Sprowston, ensuring that the Council’s knowledge and	Ongoing	Yes	

			understanding of the local context is taken into account in decisions and conforms to the Sprowston Neighbourhood Plan			
	STC	5.3	Review the way in which the Town Council currently considers and approves planning applications, ensuring that its recommendations are robust and clear	Medium term	Yes	Participation in training for new Members
	STC	5.4	Establish closer working relations with LPA (BDC) in particular with the Officers and Members on the Planning Committee and Beeston Park Programme Board	Medium term	Yes	Invited representatives to attend a meeting with Town Council. Encouraged representation on the BDC Planning Committee
	STC	5.5	Encourage local residents to participate in any strategic planning consultations which impact upon Sprowston	Ongoing	Yes	
	Lead STC to lobby BDC	5.5	Work with LPA (BDC) to review retail mix	Long term	Yes	
	STC	5.6	Consider options for proactively targeting specific new businesses which meet the needs of local residents and support the economic sustainability of Sprowston	Medium term	Yes	

	STC	5.7	Work with BDC to determine and ensure the best use of any retained business rate income	Short term	Yes	BDC Policy on Business Rate retention.
	STC / Stakeholders in Development and Members of the Public	5.8	Work in partnership with all stakeholders interested in the development of land at Sprowston to consider the merits of a neighbourhood agreement	Medium term	Yes	Neighbourhood Plan adopted and monitored resultant in 25% BDC CIL receipts
Improved coordination both between Sprowston businesses and between businesses and the Town Council	STC	5.9	Improve liaison with local businesses and encourage and facilitate coordinated initiatives, such as the setting up of a Town Team	Long term	Yes	Lobby local and national authorities for improved support and conditions for local businesses
Improved local housing provision	STC - BDC	6.1	Establish a closer working relationship with the HA's and BDC in order to increase local influence and work together to improve satisfaction with housing provision in Sprowston	Long term	Yes	Influence expanded by local neighbourhood plan
	STC	6.2	Include information about local Housing Policy and Provision on Town Council website	Short term	Yes	
	STC - BDC	6.3	Support the development of affordable homes on sites identified in the LDF Sites Specific Allocations of Land Plan and on appropriate new sites	Ongoing	Yes	

	STC	6.4	Continue to look for and review possible sites for affordable housing	Medium term	No	
Retain quality health and social care services	STC – BDC – Stakeholders through Grow Your Community	6.5	Work in partnership with the relevant statutory and voluntary bodies, groups and agencies to ensure health and social care services meet residents’ needs and expectations	Ongoing	Yes	STC lead in cohesion of Grow Your Community
	STC	6.6	Include information about Grow Your Community on Town Council website	Short term	Yes	

APPENDIX 2 : SPECIFIC ACTIONS FROM THE BUSINESS PLAN

TOWN COUNCIL GOVERNANCE	GREATER DETAIL / CURRENT POSITION		PRIORITY	REVIEW: Medium term: April 2016 to March 2017; Long term: 2017 onwards	OUTCOME ACHIEVED YES/NO	COMMENTS
OBJECTIVE						
Staffing – employment and Health and Safety policies and procedures; fire risk assessments; employee handbook	H&S policy in place, fire and risk assessments undertaken, Staff Handbook completed – annual reviews required	1.1	High	Short term	Yes	Handbook; Risk Assessments; Fire Risk Appraisals all in place.
Seeking external funding sources	Current funding for Sprowston Pavilion refurbishment Sprowston Diamond Centre	1.2	High	Short term	Yes	External funding applied where appropriate
Council structure	Continuing reviews	1.3	Low	Short term	Yes	Time and task applied
On-going activities <ul style="list-style-type: none"> • Noticeboards • Committee support • Administration • Council finances, end of year accounts, audit etc. • Personnel matters, staff management • IT and office equipment • Publicity and website • Annual Report • Newsletter • Annual Town Council • Emergency Planning • New legislation • Responding to consultations • Policy Reviews • Contract Reviews • Training Strategy • Community Forums 	Maintenance Preparation Preparation On-going Arrangements / Administration	1.4	High	Short term	Yes All	Street lights
Cemetery	Maintenance	1.5	Low	Short term	Yes	
Allotments	Maintenance	1.6	Low	Short term	Yes	

Recreation Ground	Maintenance	1.7	Low	Short term		
Wilks Farm Drive	Maintenance	1.8	Low	Short term	Yes	Replacement
	Play Equipment	1.9	High	Long term		
Windsor Park Gardens	Maintenance	1.10	Low	Short term	Yes	Replacement
	Play Equipment	1.11	High	Long term		
Sparhawk Park	Maintenance	1.12	Low	Short term	Yes	
Blue Boar Lane Play Areas	Maintenance	1.13	Low	Short term	Yes	Adopted
Blue Boar Lane Amenity Area	Skateboard facility	1.14	High	Short term	Yes	Ongoing
Post Mill Close	Open Space	1.15	High	Short term	Yes	Wall Repair
Barkers Lane Open Space	Maintenance	1.16	Low	Short term	Yes	Refurbished shelter
Millennium Woodland	Maintenance	1.17	Low	Short term	Yes	
Harrisons Wood	Cycle Track	1.18	Medium	Medium term	No	Ongoing
	Car Park	1.19	Medium		No	
Youth Forum	School involvement	1.20	Low	Short term	Yes	
Area within Parks and Open Spaces	Outdoor Gym Equipment	1.21	Low	Long term	No	Priority re-evaluated
Solar energy installations for Council buildings	Maintenance	1.22	High	Short term	Yes	Funded installation
Neighbourhood Plan	Monitoring	1.23	High	Short term	Yes	Ongoing
Consultation with Developers	On-going	1.24	High	Short term	Yes	Constant

APPENDIX 3 : PARKS AND OPEN SPACES ACTION PLAN OUTCOMES

PARKS AND OPEN SPACES

1. Original Overview of the Business Plan for Parks and Open Spaces with Outcomes

This section of the business plan was prepared for Members to form a 5-year action plan for the improvement and maintenance of recreational facilities in Sprowston.

It identified the current condition of the Council's parks and open spaces, where located and existing play equipment, against the budget and resources available to the Council at that time. In addition, the community's expectations were sought and taken into consideration throughout this report.

ACTIONS	GREATER DETAIL / CURRENT POSITION	REF	PRIORITY	REVIEW: Medium term: April 2016 to March 2017; Long term: 2017 onwards	OUTCOME ACHIEVED YES/NO	COMMENTS
OBJECTIVE						
Fit for Life Apparatus	Residents requested received		Low	Long term	Yes	
Seating at Cannerby Lane	Monitor requests		Low	Long term	Yes	
Barrier restriction public safety existing Barkers Lane onto public highway (two areas)	Monitor usage of field area		Low	Long term	Yes	Survey of area proved inconclusive of need
Seating Wilks Farm Drive	Identify seating and budget		Low	Long term	Yes	
Signage Wilks Farm Drive Play area	Policy of usage on signage	1.10		Short term	Yes	
Swing barriers at Sparhawk Park and repairs to wetpour	Consultation on Health and Safety to show need		Low	Long term	Yes	Small play area barrier Installed
Play equipment renewals	Decision on timescale of renewals awaited		Medium	Medium term	Yes	New equipment at Wilks Farm Drive and Windsor Park Gardens.
Sprowston Diamond Centre development Phase 3	Working group to identify phased development		High	Medium term onwards	Yes	Project completed
Tennis court refurbishment	General Maintenance		Medium		Yes	
Footpaths Windsor Park Gardens	General Maintenance		Medium		Yes	

Replacement Street Lighting	Consult with lighting contractor as to need		High to Low	Long term survey and decision on LED lights	Yes	Column survey completed
Harrisons Woodland Maintenance	Fit for purpose of public use		High	Medium term onwards	Yes	Not adopted but fit for purpose
Skateboard Park	Identify with young people design aspirations		High	Medium term onwards	Yes	Assured capital funding
Sprowston Events	Working party aspirations		High		Yes	

Recommendation:

To review the draft appendix outcomes of actions identified in the Business Plan adopted by the Council for 2015 – 2019. These follow the paragraph numbers in the Business Plan.