

FOREWORD

May 2019 was a significant month for Nantwich Town Council with the local elections and a fresh Council featuring five new Councillors. A new Mayor and Deputy Mayor of the Council were elected. Alongside all this the new Town Clerk, Samantha Roberts, joined the Council in September 2019.

During the following months we began developing the Corporate Strategic Plan for the next three years. After an extensive public consultation process the Corporate Strategic Plan was adopted by Full Council on the 10th December 2020. The three-year corporate plan has five Core Priorities and the overarching vision of 'making Nantwich an even better place'.

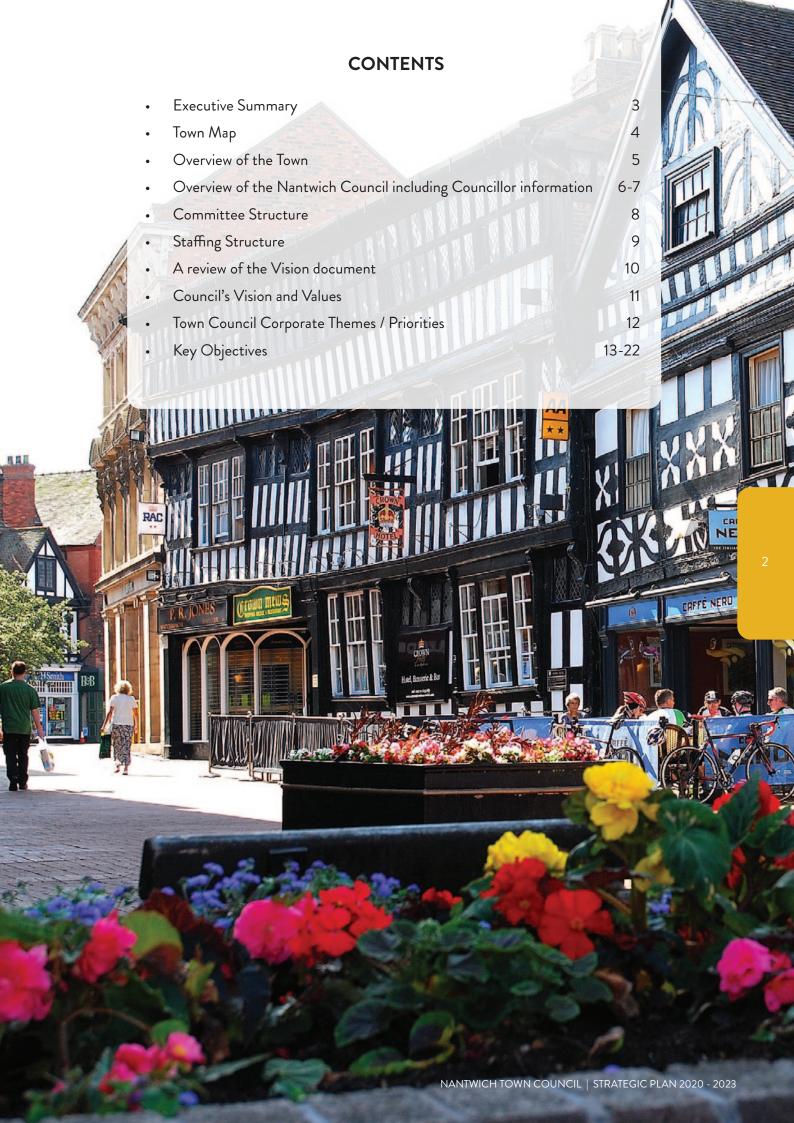
The Councillors and Council Officers are looking forward to delivering the new Corporate Strategy Plan 2020–2023 and are determined to ensure that Nantwich continues to remain a town that delivers quality services to communities, residents and people who work within and visit the town. Over the next three years delivery of the actions highlighted by these five Core Priorities will be both exciting and challenging. The Council will determine how to address various challenges through continued collaboration with key stakeholders.

Although this plan was developed before Covid-19, the Town Council recognise the importance of the plan and its actions in aiding the town to recover from the impact of the pandemic.



Samantha Roberts, Town Clerk

NANTWICH TOWN COUNCIL | STRATEGIC PLAN 2020 - 2023



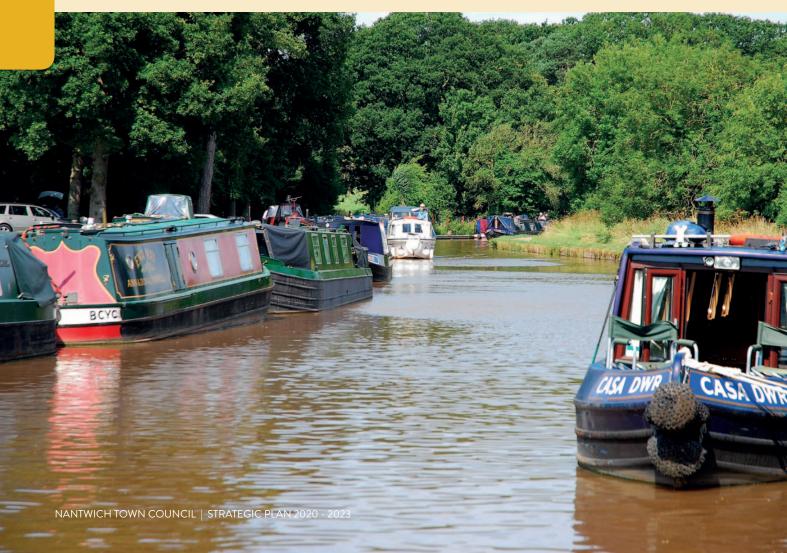
EXECUTIVE SUMMARY

This document has been prepared in order to clearly set out the key priorities and objectives for Nantwich Town Council over the next three years. The document sets out a vision for the Council and the Council's five Corporate Priorities, which are:

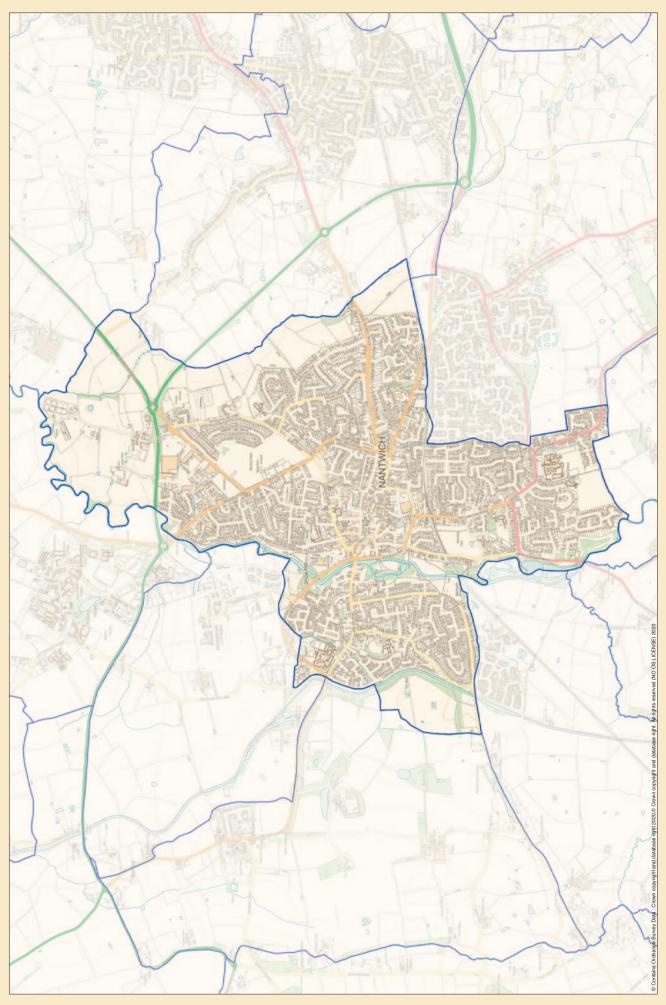
- Planning a sustainable future for our town To conserve and enhance the character of the town and its green spaces, making the town greener and cleaner.
- Work with others to preserve and promote local arts, heritage, culture and tourism To make Nantwich a better and safer place to live, work and visit.
- Continuing to develop and learn as an organisation To develop appropriate strategies and plans for the Town and the Town Council which are supported by the community.
- Supporting people, groups and organisations to help create and maintain a thriving community

 To work with and influence others to deliver improvement in areas where the Council has no direct control.
- Delivering more services locally to meet the needs and aspirations of our community To deliver effective and efficient services.

The aim of the document is to give Nantwich residents a clear understanding of what the Council is trying to achieve and how it intends to deliver. It sets out what the Council intends to focus on over the next three years and in doing this the document also defines what the Council will not necessarily focus on as it may be that other public sector bodies are better placed for other areas of service provision. It is not a traditional Town Plan that many town and parish councils produce, but is a document that aims to set out what the Council can achieve rather than a document that seeks to influence others on issues that are not directly under the control of the Council. The document will be reviewed on an annual basis and updates on achievements will be reported through the Council's annual reporting process.



TOWN MAP



AN OVERVIEW OF NANTWICH

Nantwich is a medieval market town famous for the black and white timbered buildings dotted around the town within in the Borough of Cheshire East. Established well over 1000 years ago, originally known as 'Wich Malbanc' and, in the 18th century 'Namptwych'. The old Welsh name was 'Hellath Wen'. Nantwich was an important outpost close to the Welsh border, with a castle near the river Weaver (now recalled in the name 'Castle Street'). In the 1800s the town was a vital coaching route from London to Wales and Ireland.

Nantwich is fiercely proud of its rich heritage yet, whilst it may be steeped in history, it is very much a town in the present, working towards a bright future. The town is a vibrant town and host to a number of high profile events.

Nantwich is a thriving shopping centre with many specialist traders, especially food shops and businesses selling clothes and fashion accessories. It's attractive old buildings, beautiful church and splendid recreational facilities make Nantwich a popular centre for tourism. It is an increasingly popular visitor destination for short breaks and is in easy reach of other tourist destinations in the Peak District and North Wales.

Nantwich hosts a number of festivals through the year including the Battle of Nantwich, Nantwich Show, the Jazz Festival, the Food Festival and Words and Music Festival.

There are many visitor attractions within a short distance of the town, including Bridgemere Nursery and Garden World, the Secret Nuclear Bunker and Cholmondeley Castle Gardens.

It is also a major centre for canal holidays with several marinas within easy reach on the Shropshire Union and Llangollen canals.



OVERVIEW OF THE TOWN COUNCIL INCLUDING COUNCILLOR INFORMATION

Nantwich Town Council was established in 1974 at the same time as Crewe & Nantwich Borough Council, the successor council to the Nantwich Urban District Council. Today the towns' occupants are represented by twelve Councillors, who were last elected in 2019.

Over recent years the Town Council has taken control of several assets previously run by Cheshire East Council, including Nantwich Civic Hall, Nantwich Market, public toilets and four allotment sites.

The Council comprises 12 elected representatives that are democratically elected (typically) every four years. For Town Council purposes Nantwich is divided into two political wards that have the following numbers of elected representatives:

South Ward - five Council Members

North and West Ward - seven Council Members

The Council is the body that makes decisions and this is achieved through Committees that have delegated authority in line with the Council's Constitution, Standing Orders and Delegation of Authority to Members and Officers (please see the Council's website at www.nantwichtowncouncil.gov.uk for further details).

The Council itself is chaired by the Town Mayor who typically serves one year of office and is elected from the Council itself. The Council then has three main Committees that govern the strategic direction and much of the day to day business of the Council.

The Council is entirely funded by the residents of Nantwich through what is known as a precept on the council tax charge and by generating income through services delivered. The 2020/21 budget set a total precept target of £673,005, which equates to a council tax charge of £122.61 per council tax band D household. The gross budget is in excess of £1.2m in addition the Council had an allocated capital reserve of £585,887 general reserve of £207,781 (as at 1 April 2020).

Supporting the Council is an officer structure that the Council employs to deliver services and ensure that all decisions are made appropriately. The Council officer structure is headed by the Town Clerk who is also the statutory Head of the Paid Service and Responsible Finance Officer. She in turn is supported by a Facilities Manager who is responsible for the Council's three service departments. The Council also employs a range of external support services including Legal, HR and Health & Safety. A copy of the Council's departmental service and functions as well as Committee and staffing structures are set out overleaf.



NANTWICH TOWN COUNCIL

Town Councillors



North & West Ward



Mavor Councillor Pam Kirkham 35 Marsh Lane, Nantwich, CW5 5HP Tel: 01270 627999 North and West Ward



Deputy Mayor Councillor Stuart Bostock 12 Bowyer Avenue, Nantwich, CW5 5PS Tel: 01270 627702 North and West Ward



Councillor Penny Butterill 21 Birchin Lane, Nantwich, CW5 6JU Tel: 01270 625575 North and West Ward



Councillor Arthur Moran 16 Gerard Drive, Nantwich, CW5 5JR Tel: 01270 624071 North and West Ward



Councillor John Statham 38 Mallard Avenue, Edleston Nantwich, CW5 5WE Tel: 07849 319522 North and West Ward



Councillor Carole Thomas 34 Whitewell Close, Nantwich, CW5 6LY Tel: 01270 361228 North and West Ward



Councillor Stephanie Wedgwood 19 Mallard Avenue, Edleston, Nantwich, CW5 5XE Tel: 07814 686377 North and West Ward

Councillor David Marren C/O Nantwich Civic Hall

South Ward

Market Street, Nantwich, CW5 5DG Tel: 01270 569284 South Ward



Councillor David Greaves C/O Nantwich Civic Hall Market Street, Nantwich, CW5 5DG Tel: 01270 618387 South Ward



Councillor Peter Groves Yew Tree Close, Bulkeley, SY148DA Tel: 01829 720439 South Ward



Councillor Andrew Martin London Road, Stapeley, Nantwich, CW5 7JL Tel: 01270 627740 South Ward



Councillor Philip Staley 168 Audlem Road Nantwich, CW5 7EB Tel: 01270 482642 South Ward

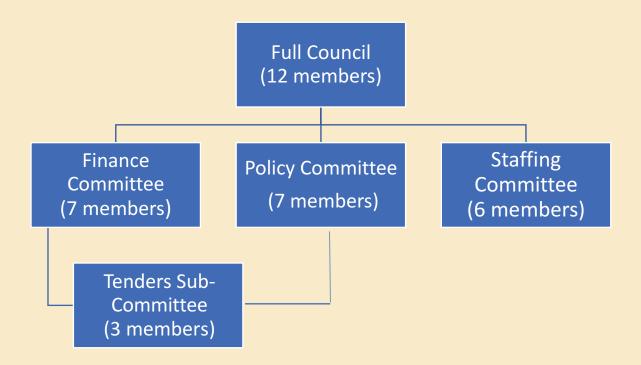
Town Clerk



Mrs Samantha Roberts Town Clerk Civic Hall, Market Street, Nantwich, CW5 5DG Tel: 01270 619224

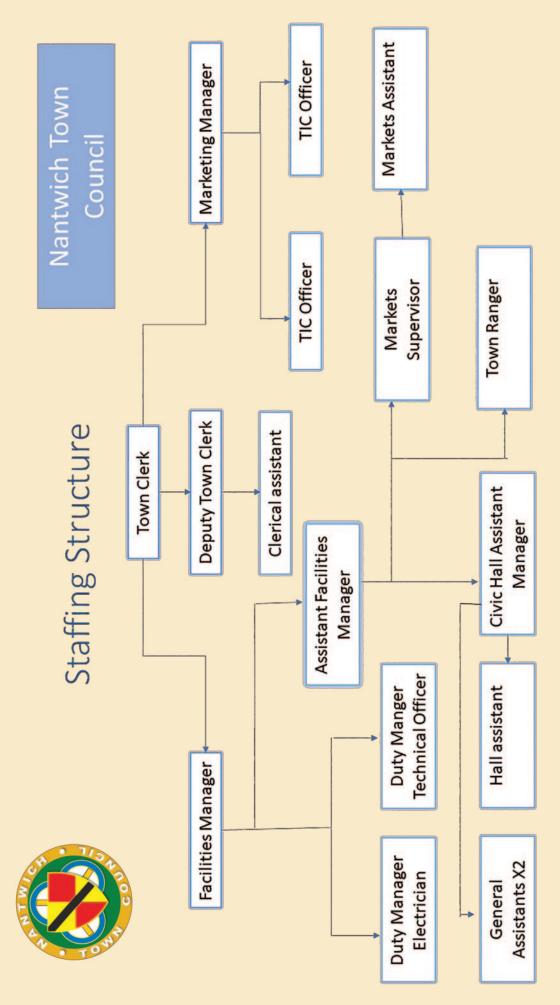
Email: nantwichtc@nantwichtowncouncil.gov.uk www.nantwichtowncouncil.gov.uk

COUNCIL COMMITTEE STRUCTURE



Functions and Service Responsibilities of the Council

NANTWICH TOWN COUNCIL					
	TOWN CLERK				
	NANTWICH TOWN COUNCIL DEPARTMENT	Г			
Finance and Support	Community Services	Grounds and			
Services		Environmental Services			
	Management of Civic Hall				
Mayoral enquiries	Management of Brookfield Hall	Allotments			
Councillor enquiries	Town centre regeneration	Town centre maintenance			
Committee enquiries	Christmas lights	Floral displays			
Civic events	Council events programme	Working with Nantwich			
Council finances	Community grants and contributions	in Bloom			
Council audit (internal	Community development projects	Town Ranger Scheme			
and external)	Tourist Information Office				
Personnel, jobs and	Nantwich indoor and outdoor Market				
recruitment	Market Street Public Conveniences				
Internal IT support	Town Centre CCTV				
Civic Hall administration					
and enquiries					
Town Twinning					



A REVIEW OF THE VISION DOCUMENT 2014 - 2020

Nantwich Town Council agreed its first Vision Document in 2014. The document was written to have a six year life span, after which time it was to be reviewed in order to adopt a new plan. The document agreed the overall aim of the Council as the leader of the local community influencing others where necessary and promoting change to encourage the provision of effective and efficient services. The document also identified 23 key objectives set against five Strategic Aims.

Since May 2012 the Council has taken over management of Nantwich Civic Hall, Nantwich Market Hall, four allotment sites, Snow Hill toilets and two redundant toilet blocks to be used for storage. The Council has also taken on responsibility for services including town centre management, street entertainment, tourism, CCTV and shop mobility. These services are in addition to the continued financial support for Nantwich in Bloom and other organisations in the town. From a staff of one full time Clerk and a part time assistant the Council has grown to a staff complement of 12 full time staff and 4 part time staff and also employs a team of casual employees. This growth has been largely down to local government reorganisation, the creation of the new Cheshire East Council and the Council agreeing to take on additional responsibilities in order to protect and develop important services for the residents of Nantwich.

In 2019, the Vision Document was reviewed as the new Clerk Samantha Roberts was appointed and the Council agreed to strengthen the Vision Document by developing the Council's first Strategic Plan which would include a vision for the Council along with an expression of Council values. The document would also set out a performance management framework for the Council as well as identifying key objectives within an action plan set against five Corporate Priorities.

As the town relies heavily on the tourism sector, it is important that the plan and its actions recognise this with the aim of strengthening the promotion of the town and what it has to offer.

The adoption of this new Strategic Plan for 2020 to 2023 will hopefully help ensure the achievement of the town's objectives and service delivery that contributes to 'Making Nantwich a Better Place' for all residents, businesses and visitors to the town.

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NANTWICH TOWN COUNCIL - VISION AND VALUES

The Council's Vision

"Protecting our past, working for our future to improve the environment, local services and facilities making Nantwich an even better place."

The Council's Values:

- Conduct its business with integrity, impartiality and transparency;
- Be a listening Council that treats all views with courtesy and respect;
- Engage with all residents and be an advocate and campaigning voice for the people of Nantwich;
- Seek to work in partnership with other organisations to improve services and deliver value for money for the community of Nantwich.

CORPORATE THEMES / PRIORITIES

In trying to promote civic pride, make Nantwich a lively and vibrant place and improve the quality of life for its residents, the Council currently delivers a range of different services and functions. The Council provides such services in line with various powers that have been created by Government legislation. Council Members believe it is these existing services and powers that govern the Council's priorities and as a result the Council has adopted the following five Corporate Priorities and associated key objectives that the Council will seek to achieve over the next three years. Each of the five priorities will be achieved under the general aim of . . .



Planning a sustainable future for our town – To conserve and enhance the character of the town and its green spaces, making the town greener and cleaner.

Work with others to preserve and promote local arts, heritage culture and tourism - To make Nantwich a better and safer place to live, work and visit.

Continuing to develop and learn as an organisation – To develop appropriate strategies and plans for the town and the Town Council which are supported by the community.

Supporting people, groups and organisations to help create and maintain a thriving community – To work with and influence others to deliver improvement in areas where the Council has no direct control.

Delivering more services locally to meet the needs and aspirations of our community - To deliver effective and efficient services.

What follows over the next few pages is a range of key actions that the Town Council will pursue over the lifespan of this document. They are indicative actions that are supplemented by the Council's internal service planning process.



KEY OBJECTIVES FOR THE COUNCIL OVER THE NEXT THREE YEARS

THEME ONE: Planning a sustainable future for our town			
Action	Service Area	Responsible Officer/Committee	Timescale
To play an active role in influencing plans for major development/new transport infrastructure and reducing the town's carbon footprint. Respond to next boundary review by Cheshire East in favour of the town	Community Services	Town Clerk/ Policy Committee	Ongoing through the life of this plan
Play an active role in identifying and influencing improvements to public transport	Community Services	Town Clerk/Policy Committee	Ongoing through the life of this plan
Develop open spaces devolution programme to protect and enhance important open spaces together with a capital programme so devolution "makes a difference" and reverses impact of underfunding, including Coronation Gardens and Brookfield	Grounds and Environmental Services	Town Clerk/Policy Committee	Feasibility to be examined by June 2021
Develop a 3/5-year maintenance plan for current street furniture and council owned land (including allotments)	Grounds and Environmental Services	Town Clerk/Facilities Manager/Policy Committee	November 2020
Ensure all street furniture is well maintained and where possible painted in town colours	Grounds and Environmental Services	Facilities Manager/Policy Committee	Ongoing through the life of this plan
Revise Allotment Management Policy	Grounds and Environmental Services	Town Clerk/Policy Committee	December 2020
Hold CEC to their street duties and encourage the public to do likewise through 'Report It' web portal	Grounds and Environmental Services	Facilities Manager/Full Council	Ongoing through the life of this plan
Review the suitability of the existing traffic order in the town	Grounds and Environmental Services	Facilities Manager/Full Council	Summer 2021

Action	Service Area	Responsible Officer/Committee	Timescale
Work with partners to consider possibilities for additional trees and future woodland areas in the town	Grounds and Environmental Services	Town Clerk/Facilities Manager/Full Council	Ongoing through the life of this plan
To work with partners on a Public Realm Strategy	Grounds and Environmental Services	Town Clerk/Policy Committee	Summer 2022
Develop a Plastic Reduction Policy	Grounds and Environmental Services	Town Clerk/Policy Committee	December 2020
Seek to extend and improve our floral display through continued support of Nantwich in Bloom	Grounds and Environmental Services	Town Clerk/Full Council	Ongoing through the life of this plan
Investigate the opportunity for renewable energies	Grounds and Environmental Services	Town Clerk/Facilities Manager/Policy Committee	Ongoing through the life of this plan
Investigate the opportunities for electric vehicle charging points	Grounds and Environmental Services	Town Clerk/Facilities Manager/Policy Committee	Feasibility to be examined by Summer 2021
Seek opportunities to work collaboratively with Nantwich Partnership to utilise the green spaces and river frontage within the town	Grounds and Environmental Services	Facilities Manager/Full Council	Ongoing through the life of this plan
Ensure the cleanliness of the town centre remains at a high standard by investing in additional resources with the introduction of a Town Ranger	Grounds and Environmental Services	Facilities Manager	Appointment of Town Ranger April 2021
Reduce waste and increase reusing and recycling within our own operations by using recycled paper and minimise paper use as a matter of course, providing members with the option to receive agendas and other documents by email	Finance and Support Services	Council and staff	Ongoing through the life of this plan

Action	Service Area	Responsible Officer/Committee	Timescale
Review effectiveness of millennium clock and other features in the town and consult with public on future provision	Finance and Support Services	Town Clerk/Facilities Manager	Summer 2021
In areas where there is a high percentage of take away restaurants to work with the owners to ensure that surrounding streets are regularly patrolled, and extraneous litter is collected, working with Cheshire East ensuring they meet their obligations	Grounds and Environmental Services	Facilities Manager	Ongoing through the life of this plan
Consider the environmental impact of all Council decisions	Finance and Support Services	Town Clerk/Full Council	Summer 2020
Work with others to improve the provision of transport services for the elderly or disabled	Community Services	Town Clerk/Full Council	Ongoing through the life of this plan
Carry out repairs and improvements to The Pillory	Grounds and Environmental Services	Facilities Manager	June 2021
Focus on play provision and enhancement of play facilities in Nantwich through asset transfer of play areas	Grounds and Environmental Services	Town Clerk/Full Council	Summer 2023
Work with Cheshire East responding to consultation on car park review	Grounds and Environmental Services	Town Clerk/Full Council	April 2021

THEME TWO: Work with others to preserve and promote local arts, heritage culture and tourism

Action	Service Area	Responsible Officer/Committee	Timescale
Continue to provide a Town Centre CCTV service, reviewing the current service level agreement and seeking to extend the provision	Community Services	Town Clerk/ Policy Committee	November 2021
Work with a range of partners to provide initiatives to ensure the town remains a safe place promoting the town as a great place to live in ways that recognise its unique character and heritage	Community Services	Town Clerk/Full Council	Ongoing through the life of this plan
Work with community organisations to support events, activities and volunteer programmes across the town and continue to develop the Town Council's events programme, including street entertainment, and seek authority from Cheshire East to manage the town centre	Community Services	Facilities Manager	Ongoing through the life of this plan
Seek funding opportunities to help conserve and enhance the town's built environmental, heritage and historic structures	Community Services	Town Clerk/Policy Committee	Summer 2023
Promote small grants scheme within Nantwich sports clubs and community groups and associations	Community Services	Town Clerk/Marketing Manager/Finance Committee	Ongoing through the life of this plan
Identify concise list of local community groups and raise awareness of their existence	Community Services	Marketing Manager	Ongoing through the life of this plan
Review how tourism can be better supported through partnership working	Community Services	Marketing Manager/Full Council	Summer 2021
Require TIC to provide more information on accessibility for visitors	Community Services	Marketing Manager	Ongoing through the life of this plan

Action	Service Area	Responsible Officer/Committee	Timescale
Consider the development of a Tourism Strategy	Community Services	Town Clerk/Marketing Manager/Policy Committee	Feasibility to be examined by October 2021
Increase awareness of Comfort Scheme	Community Services	Marketing Manager	Ongoing through the life of this plan
Review current provision of public toilets introduce annual refurbishment programme, and feasibility study on former Snowhill site	Community Services	Town Clerk/Facilities Manager	November 2020
Refurbish the War Memorial	Community Services	Facilities Manager	November 2020
Look for opportunities to enhance Nantwich Market	Community Services	Manager/Marketing Facilities Manager	December 2020
Carry out new town centre signage and street furniture scheme in the town centre with interpretation panels and Tourist Information Points for public spaces	Community Services	Town Clerk/Policy Committee	Feasibility to be examined by Summer 2021
Continue support to ensure the future of the Museum and to preserve and interpret our heritage for the inspiration, learning and enjoyment of all	Community Services	Full Council	Ongoing through the life of this plan
Develop a customer service strategy	Community Services	Town Clerk/Marketing Manager/Policy Committee	Summer 2023
Support Nantwich's wide range of festivals making sure they are doing their very best to support local businesses in the town	Community Services	Facilities Manager	Ongoing through the life of this plan
Install gateway features at entrances into the town, considering themes to the gateway including the Battle of Nantwich and the historic market town	Community Services	Town Clerk/Policy Committee	Summer 2023

THEME THREE: Continuing to develop and learn as an organisation			
Action	Service Area	Responsible Officer/Committee	Timescale
To continue to enhance the organisational management and efficiency of the Town Council in meeting the needs of the community	Finance and Support Services	Town Clerk/Staffing Committee	Ongoing through the life of this plan
Provide training opportunities for Councillors and Officers	Finance and Support Services	Town Clerk/Staffing Committee	Ongoing through the life of this plan
Align the Town Council's finances with the agreed corporate priorities and continue to improve budget forecasts and further develop Capital Reserves	Finance and Support Services	Town Clerk/Finance Committee	Ongoing through the life of this plan
Proactively showcase work of the Town Council to residents, local, regional and national stakeholders through online, print, digital and social media and face-to-face events	Community Services	Marketing Manager	Ongoing through the life of this plan
Local Government Award Scheme - Seek 'Gold' status under the Local Government Award Scheme	Finance and Support Services	Town Clerk/Full Council	Summer 2022
Strengthen democracy - Promote the role and value of the Council in the public life of the town	Finance and Support Services	Full Council	Ongoing through the life of the plan
Encourage the engagement of the public in Council meetings (through attendance and public speaking)	Finance and Support Services	Town Clerk/Full Council	Ongoing through the life of the plan
Provide strong, clear and consistent leadership at Councillor and officer level	Finance and Support Services	Town Clerk/Facilities Manager/Full Council	Ongoing through the life of the plan
Ensure that we operate within legislation, regulation, ethical guidelines and best practice	Finance and Support Services	Town Clerk	Ongoing through the life of the plan
Take a Council wide holistic approach to managing and mitigating risk	Finance and Support Services	Town Clerk/Policy Committee	Ongoing through the life of the plan

Action	Service Area	Responsible Officer/Committee	Timescale
Maintain a General Reserve of 3-6 months expenditure	Finance and Support Services	Town Clerk/Finance Committee	April 2022
Investigate feasibility of introducing a computerised system to record all HR, contacts, issues & accidents	Finance and Support Services	Town Clerk/Staffing Committee	April 2022
Develop KPIs to help improve the efficiency of Council	Finance and Support Services	Town Clerk/Facilities Manager/Policy Committee	April 2021
To continue to achieve an unqualified external Audit	Finance and Support Services	Town Clerk/Finance Committee	Ongoing through life of the plan
Maintain "Power of General Competence"	Finance and Support Services	Town Clerk/Full Council	Ongoing through the life of the plan
Review staffing structure to ensure sufficient resources to deliver corporate priorities	Finance and Support Services	Town Clerk/Staffing Committee	April 2021
Review Council owned property and Asset Register and develop a 3-5 year planned maintenance programme for all council assets	Finance and Support Services	Town Clerk/Facilities Manager/Full Council	April 2021
Investigate feasibility to introduce live stream meetings	Finance and Support Services	Town Clerk/Facilities Manager/Full Council	April 2022

THEME FOUR: Supporting people, groups and organisations to help create and maintain a thriving community

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Action	Service Area	Responsible Officer/Committee	Timescale
Work with partners to improve quality of life for the ageing population of Nantwich and their carers, including young carers	Community Services	Town Clerk/Full Council	Ongoing through life of the plan
Facilitate the establishment of a Youth Panel to champion the views of young people in Nantwich, working with voluntary, community and social enterprise (VCSE) organisations to deliver activities	Community Services	Town Clerk/Policy Committee	Summer 2021
Promote public, private and third sector organisations to encourage health and wellbeing services within the town	Community Services	Marketing Manager	Ongoing through the life of the plan
Continue to deliver and refine the Community Grants Scheme for local organisations within Nantwich	Community Services	Town Clerk/Finance Committee	Ongoing through the life of the plan
Encourage coordination and foster collaboration between community groups to provide a wide range of volunteer and engagement opportunities across the town	Community Services	Full Council	Ongoing through the life of the plan

THEME FIVE: Delivering more services locally to meet the needs and aspirations of our community

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Action	Service Area	Responsible Officer/Committee	Timescale
Negotiate and agree a Local Charter with Cheshire East	Finance and Support Services	Town Clerk/ Full Council	Feasibility to be examined by September 2021
Devolution Deal with Cheshire East Council (CEC) as a framework to govern transfer of responsibility for key local assets and services to the Town Council subject to satisfactory due diligence	Community Services	Town Clerk/ Full Council	Feasibility to be examined by Summer 2022
Develop service level agreements and baselines with CEC and other providers where the Town Council cannot legally devolve services	Community Services	Town Clerk/ Full Council	Ongoing through the life of this plan
Extend and improve floral displays within the town	Grounds and Environmental Services	Facilities Manager	Summer 2021
Enhance the public realm, street furniture, grounds maintenance, litter and street cleansing services in partnership with Cheshire East and other key stakeholders	Community Services	Town Clerk/Facilities Manager	On-going through the life of the plan
To complete the extension to the Civic Hall providing more space for community use and bigger events, making a more viable venue	Finance and Support Services	Town Clerk/Facilities Manager/Full Council	Summer 2023
To work with Market Traders to develop an agreed market stall pricing policy	Community Services	Town Clerk/Facilities Manager	December 2020
To work with Allotment Holders to develop an agreed allotment rent policy	Grounds and Environmental Services	Town Clerk/Facilities Manager	December 2020
To work with traders to develop ideas to help improve and protect the future of the Market Hall	Community Services	Town Clerk/Facilities Manager	April 2021



