

## STOTFOLD TOWN COUNCIL

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14 February 2024

**Members of the Town Strategy Committee:** Councillor D Matthews (Chair), S Buck, S Hayes, J Headington, J Smith (Vice Chair), Mrs H Wightwick.

**You are hereby summoned** to attend the Town Strategy Committee meeting to be held in the Council Chamber, Greenacre Centre, Stotfold on **Wednesday 21 February 2024 at 8.00pm** for the purpose of transacting business detailed in the agenda.

**E Payne**  
Town Clerk

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### Members of the public:

**In addition to attendance in person, you are now able to observe our meetings by joining via MS Teams.** Join on your computer or mobile app [Click here to join the meeting](#) Please note, our meetings may be recorded for minute taking purposes, and will be deleted after minutes are approved.

Members of the public are invited to observe the meeting and may participate at the 'public participation' agenda item. As per Standing Orders, if you wish to speak, you must notify the Town Clerk of your intention prior to the start of the meeting (contact in advance [enquiries@stotfoldtowncouncil.gov.uk](mailto:enquiries@stotfoldtowncouncil.gov.uk) or 01462 730064 or you will be asked at the appropriate point in the agenda if unable to give prior indication).

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## AGENDA

### 1. APOLOGIES FOR ABSENCE

### 2. DISCLOSURES OF MEMBERS INTERESTS AND REQUESTS FOR DISPENSATIONS

- a) Members to declare interests in respect of any item on the agenda
- b) Proper Officer to consider written requests from members for dispensations. Members are reminded that if at any time during the meeting they feel they have an interest in an item being discussed, they should declare it at that point.

### 3. PUBLIC SECTION (MAX. 15 MINUTES)

Members of the public may speak on matters of concern, ask questions, or make statements (maximum of 3 minutes per speaker), after giving notice of their wish to do so to the Town Clerk prior to the meeting. Order of speakers will be in order of notification. [Public Participation Policy](#) applies.

**4. MINUTES OF PREVIOUS MEETING**

Members are asked to resolve to adopt the minutes of the Town Strategy Committee meeting held on 10 January 2024 as a true record of the meeting.

**5. CLERK'S REPORT, CORRESPONDENCE RECEIVED AND MATTERS ARISING FOR INFORMATION**

**6. REPORTS TO COMMITTEE**

**6.1 Strategic Planning Session – 13 January 202**

To consider the outcomes from the Strategic Planning Session

**7. ITEMS FOR INFORMATION PURPOSES, RELEVANT TO THIS COMMITTEE ONLY**

**8. DATE OF NEXT MEETING**

Wednesday 27 March 2024.

# MINUTES OF THE MEETING OF THE TOWN STRATEGY COMMITTEE HELD ON WEDNESDAY 10 JANUARY 2024 AT 7.00PM IN THE COUNCIL CHAMBER, GREENACRE CENTRE, VALARIAN WAY, STOTFOLD

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## Committee Members present:

Cllrs D Matthews (Chairman), S Buck, S Hayes, J Headington, J Smith (Vice Chair), H Wightwick

## Also present:

Cllr J Bendell  
E Payne, Town Clerk

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### **8/23 APOLOGIES FOR ABSENCE**

All Members were present.

### **9/23 DISCLOSURES OF MEMBERS' INTERESTS AND REQUESTS FOR DISPENSATIONS**

No disclosures were made and there were no requests for dispensations.

### **10/23 PUBLIC PARTICIPATION**

None present.

### **11/23 MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 31 May 2023 were received and it was **RESOLVED** to:

***Adopt the minutes as a true record of the meeting.***

### **12/23 CLERK'S REPORT, CORRESPONDENCE RECEIVED & MATTERS ARISING FOR INFORMATION**

Nothing to report.

### **13/23 PROPOSALS FOR LONG TERM STRATEGIC PLANNING OF STOTFOLD**

Members discussed the upcoming Strategic Planning Session scheduled for Saturday 13 January. Members considered the length of the plan, achievements of the current plan and any matters that hadn't been resolved during the previous plan. Members welcomed the opportunity to get together informally with an opportunity consider a wide range of proposals.

Consideration should be given to consulting with residents on anything coming out of the strategic planning session, to see if they align with what they consider is important to the Town.

The function of this committee was discussed, in relation to the delivery of the strategic plan. The strategic plan needs to be delivered by the individual committees as they have

the expertise to deliver. This committee would have a scrutiny role, meeting quarterly to ensure that the plan was being delivered within agreed timescales.

#### **14/23 STOTFOLD AND ASTWICK NEIGHBOURHOOD PLAN**

Members discussed the current status of the neighbourhood plan. The Town Council is currently without the staff resources to deliver a neighbourhood plan. With CBC consulting on their current Local Plan, Members considered that there isn't any opportunity at present to start the Neighbourhood Plan process and would wait for CBC to finish consulting and updating their own Local Plan.

#### **15/23 ITEMS FOR INFORMATION PURPOSES, RELEVANT TO THIS COMMITTEE ONLY**

Nothing to report.

There being no further business, the meeting was closed 1934.

#### **16/23 DATE OF THE NEXT MEETING**

Members considered that due to the Strategic Planning Session, Members wanted to carry on with the impetus of the planning day and a meeting was agreed for Wednesday 21 February 2023, with the following meeting being held on Wednesday 27 March 2024.

**MINUTES APPROVED (date):** \_\_\_\_\_

**SIGNED BY CHAIRMAN:** \_\_\_\_\_

## STOTFOLD TOWN COUNCIL

**COMMITTEE:** TOWN STRATEGY  
**DATE:** 14 FEBRUARY 2024  
**OFFICER RESPONSIBLE:** EMMA PAYNE, TOWN CLERK  
**SUBJECT:** STRATEGIC PLAN

### 1. SUMMARY

- 1.1 Following on from a successful brain storming session on Saturday 13 January, the next steps in formulating a strategic plan need to be considered.

### 2. RECOMMENDATION

- 2.1 Members are asked to:

- a) Define a vision statement that articulates the organisation's long-term aspirations.
- b) Develop a clear and concise mission statement which defines the organisation's purpose.
- c) Identify core values that guides the decision-making process and behaviour within the organisation.
- d) Identify common themes from the topics raised in the brain storming session which can then feed into community engagement, to ascertain what is important to the residents of Stotfold.

### 3. BACKGROUND

- 3.1 The stages of developing a strategic plan are:

- a) **Set the stage** – define the purpose of the plan; what is the time frame; establish who is involved in the process and define their roles and responsibilities.
- b) **Conduct a situation analysis** – SWOT; review the organisations past performance and identify areas for improvement.
- c) **Define Vision, Mission, and Values** – craft a vision statement that articulates the organisation's long-term aspirations; develop a clear and concise mission statement that defines the organisation's purpose; identify core values that guide decision making and behaviour within the organisation.
- d) **Set Strategic Objectives** – establish SMART (specific, measurable, achievable, relevant, and time-bound) objectives.
- e) **Develop Strategies and Tactics** – break down each objective into an initiative with allocated resources (personnel, budget, technology) to supplement the implementation.
- f) **Monitor, evaluate and progress** – monitor progress against the strategic plan, reviewing performance and adjusting to stay on track including periodic evaluations.
- g) **Communicate and cascade** – clearly communicate the plan to all stake holders including employees and external partners; ensure alignment between individual goals

and strategic objectives; foster a culture of accountability to ownership throughout the organisation.

- h) **Review and update regularly** - to ensure its relevance, incorporating feedback from stake holders and lessons from implementation, revising where necessary to reflect evolving priorities and goals.

- 3.2 Members might want to consider some of the strategic plans for local town/parish councils which are shown below.

#### **4. FINANCIAL**

- 4.1 Any implementation needs to have budget and resources considered for success to be achieved.

#### **5. IMPLICATIONS**

Strategic Plan	N/A
Risk Management	N/A
Resources	Identification of staff and other resources are imperative otherwise the plan will fail
Equalities	Due consideration for all sectors of society should be considered
Biodiversity	Biodiversity Policy adopted
Financial	Implications for

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### [Biggleswade TC – Aspirations 2021-25](#)

#### **VISION**

“Our vision for Biggleswade is that it should be a thriving and sustainable market town with a range of employment and community facilities, providing quality of life and economic opportunities to meet the diverse needs of the community and with a high-quality environment, including green spaces, to promote healthy lifestyles.”

#### **MISSION / PURPOSE**

We want to be an outstanding and innovative local council, representing the best interests of the town and people of Biggleswade. We can achieve this by making the Council more effective, working with our community and being a strong advocate for the town by influencing statutory and other organisations whose decisions and actions have an impact on our town. We want to preserve the best of our past and make the most of future opportunities.

#### **VALUES**

Our core principles are:

- Openness, responsiveness, innovation and constructive relationships to maximise effectiveness and the use of resources.
- Active engagement with all stakeholders, positively and inclusively.
- Being business-like, professional and delivering on our promises.
- Councillors committed to working collaboratively, supported by a high-quality team of staff.
- Managing change as evolution not revolution, allowing time to adapt.
- Ensuring value for money for the community while delivering services to a high standard.

### [Dunstable Town Council – Corporate Plan 2020-23](#)

Corporate Priorities:

- Continuing to improve the organisational management, efficiency and environmental sustainability of the Town Council
- To preserve and enhance the history and identity of the town, creating a sense of pride in Dunstable.
- To further improve and develop the provision of green and open space in the town.
- To continue to improve services targeted to all community sectors in the town.
- To contribute to the regeneration of the town centre and development of neighbourhoods in the town
- To represent residents, businesses and community groups of Dunstable on key strategic issues facing the town

### [Flitwick Town Council Strategic Plan](#)

#### **Our Vision**

Our Town will be vibrant and welcoming, with an inclusive and engaged community, working together to provide an improved, sustainable, and life-enhancing environment.

#### **Our Mission**

We will engage residents, organisations, and businesses to understand their needs and wishes.

We will champion equality, enhance local democracy, and encourage community involvement and cooperation.

We will manage our resources openly, effectively, and sustainably.

We will advocate and campaign for the Town, where appropriate, working with other bodies and organisations to influence beneficial development and investment in amenities and services in our local area.

## **The Heart of Our Strategy**

There are five key pillars of the strategy:

### **1. A PROSPEROUS TOWN**

Increase economic prosperity and encourage a vibrant and diverse town. Develop improved services to meet the demand as it grows.

### **2. A SUSTAINABLE ENVIRONMENT**

Improve the quality of the public realm, responding to climate change issues and protecting the local environment.

### **3. AN ENGAGED COMMUNITY**

Develop a greater sense of pride in the Town across all age groups, improving the level of public engagement and providing a place where people have a strong sense of wellbeing.

### **4. A CENTRE FOR EVERYONE**

Develop the Rufus Centre as a profitable commercial business and quality hospitality centre, which also caters for a wide range of community activities and supports local businesses.

### **5. A COUNCIL THAT DELIVERS**

Develop the capacity and skills within the Council to equip it to best deliver its aims and services efficiently, effectively, imaginatively, and collaboratively.

## **[Knutsford Strategic Plan 2023-32](#)**

## **OUR VALUES**

In setting our strategy and the aims we are working to deliver, we felt it important to also set our values. These values support our work and shape our culture, reflecting our ambition to be a leading town council at the forefront of local government. Everything we do will be underpinned by the following values, which are not presented in any form of priority order.

We work to make Knutsford a better place to live, work, visit and do business. The Knutsford community is made up of many stakeholders. Whilst elected by our residents, as a town council we realise that Knutsford is fortunate to have a strong business portfolio which provides economic vitality and local employment as well as supporting community and charitable events. Our work will always aim to improve Knutsford for its residents, for those who visit the town, those who draw visitors to the town and the businesses on which we all depend.

**We are committed to openness, transparency and strong democratic engagement.** We want to make our decision-making processes open to public scrutiny; we welcome challenge and are always willing to engage and explain. The opportunity to elect Town Councillors



every four years gives us our democratic mandate and we know that this can be strengthened by continuing to engage the wider community in our work and shaping our decisions.

**We set out to be community leaders and serve as the voice of Knutsford.**

As the first tier of local government, we want to be seen as leaders within our community. We will always aim to keep a finger on the pulse of the town and understand the issues that affect our community. Through being led by democratically elected councillors we are well positioned to be the voice of the community outside the town, representing Knutsford with regional and national bodies as is needed. We know that much of what matters most to Knutsford is out of our hands, so we will use our voice to lobby. We will actively support the emergence of other leaders within the community and use our position to support them where appropriate.

**We deliver high-quality services which represent value for money and efficient use of our share of council tax funds.** We will continually strive to maximise what we get for every pound we spend and aim to ensure that everything we do is looked on as being the best it can be.

**We work collaboratively to strengthen the whole Knutsford community.**

We recognise that working in partnership with others means we can both deliver more for Knutsford and also take advantage of the incredible skills and passion within the community. This will also provide opportunity for us to learn from others and for others to learn from us, helping develop the next community leaders and a more empowered community.

**We ensure our staff feel valued and empowered.**

Our staff are our greatest asset and fundamental to our ability to deliver this plan and serve the community. We want to ensure we get the best from our staff, that they feel confident in their roles and are able to demonstrate initiative, leadership and espouse the other values of our organisation.

Project idea	Brief description	Who will benefit	Which committee will	How is it paid for?
Promote community engagement to coordinate events/ planning.	To arrange events like 'Stotfold Day', Christmas lights	Whole community	New Engagement committee	Explore grant funding / normal funding / Precept/ s106
Festival Week? Next year?	Explore ways to revive this celebration week.	Whole community	New Engagement committee	Charge for stalls
50th Celebration, TC 50th, D-Day 80th	One day events	Whole community	New Engagement committee	Precept
Christmas lights	Same as last year with more stalls.	Whole community	New Engagement committee	Precept
Encourage volunteering / community groups	Reach out to local groups, eg Big tidy up, Community coffee, Teasel, Mill, SGNG, Need Project	Whole community	New Engagement committee	Precept
Community Hub for events	At New library, Box of cakes	Whole community	New Engagement committee	Precept
Website development - key communication to community engagement / events	Employ outside body to refresh the website, Promote meeting.	Whole community	New Engagement committee	Precept / Grants
Social Media. Facebook, Whatsapp channel, Instagram	Improved Social media communication with residents. Showing what we have done eg Just out/ Young people	Whole community /TC and Residents	New Engagement committee	Precept / Officer time.
Leaflets / Stotfold News/ residents handbook	Hard copy communications with older residents	People who arent on social media	New Engagement committee	Precept
Neighbourhood Plan	Longer Term	Town	Project Officer /Supported by New Engagement Committee	Precept / Grant
Youth Council /Develop activities for teenagers	Publicising existing activities	Younger people	New Engagement committee	EMR
Social interaction with schools?	Some one designated for all schools	Young People	New Engagement committee	Precept

## Post It notes

Decide how to communicate to the residents - what do they want v What the TC can deliver.

External Resident scrutiny

Promote meetings

not to be shy of who we are

Digital communication

Website Update x2

Proactive social media

Keep town tidy

More community events

Community events like the Mill weekend are great but we should do something on the Greenacre field . Festival / Cinema

50th Event -

Festival

Revive / refresh Stotfold festival

Encourage local groups to support

Community Hub - New library new opportunity

Work closely with Ward Cllrs to get our town on work schedules that take CBC responsibility

Social interaction - with schools so they can help promote council

Residents Handbook

Get youth council - similar to CBC from Etonbury and Pixbrook - twice yearly meetings

Space for museum of Stotfold

Talk to shops more recycling centres

Some formal youth provision is needed.

Enviromental awareness - local and national to make Stotfold a sustainable town - good fro town - good for residents - good for nature / enviroment.  
How to develop / encourage community involvment in 'community garden' 'wildlife club' for kids  
Growing enthusiam from new residents to get involved in their town - need to move fast  
More action on enviormental awareness in our open spaces - dogs under control.

Project idea	Brief description	Who will benefit	Which committee will deliver	How is it paid for?
Website / IT/ Systems	New Website / Comm	Town Council /Community	Full Council	General Reserves
Youth provision	Enhanced provision of youth facilities	Youth of the town	Officers and Youth Worker	Youth Budget increase
Town Handbook / Welcome pack	Brief info about the town/ Review the booklet /Distribute via estate agents and developers	Residents New and current	Town Council	General Reserves
Staff Structure / Deliver projects	Provide capacity to deliver projects	Town Council /Staff/ Community	Establishment / Community Engagement	Establishment / Costs?
Digital Transformation	Make better use of systems we have and evaluate new packages	Town Council / Staff / Cllrs	Establishment / Full Council	IT Budget / General Reserve

## Post It notes

Facilities for teenagers Youth Club space. Outdoor events etc

Youth Provision - Teenage girls

Strengths - Today's meeting Committed Cllr's & Staff working together proactively

Consideration to be made on contact. Not everyone is online - IT Savy, Stotfold news does a good job - I find leaflet dropping very positive - More personal contact is needed.

Less council meetings and more time to deliver

Transparency

Better processes

CRM

Know your customer - the population are more likely to commute, therefore not having time to volunteer this comes up time and time again.

Digital transformation - Communication and efficiency - to learn about our residents

Website needs a complete rebuild - needs to be kept up to date and used as a focal point

Better Website

Ultimate aim to allow staff to be empowered to run the council while Cllr's steer

Approved list of contractors for small jobs

Realise the TC staff cannot deliver at the drop of a hat

Welcome pack - What's on and where.

Project idea	Brief description	Who will benefit	Which committee will deliver	How is it paid for?
Oversee council owned properties and open spaces	To look into the future use of STC controlled areas - Simpson Centre - Greenacres facility - Memorial Hall - Green Spaces - Mossoman Centre - Scout hut land - Football club - Cemetery Chapel and ancillary building - Bowls Club	Community - Council - Local groups	Buildings - Rec - Cemetery	Precept / Rec EMR / Cemetery EMR
Older generation Engagement	To engage with older residents	Older residents	Possible community engagement committee	Precept / Grants
Youth engagement	provisional youth provision	Youth groups within the town - Council reduced cost for clean up / repair - wider community	Buildings	Precept - National Lottery - Local Funding
Stotfold Summer event	Community events held within our town. Internal / external areas	Stotfold community, raise portfolio of local groups in town.	New engagement committee with staff / project coordinator / under town strategy / establishment	Events budget / precept

## Post It notes

Planning policy - we don't have to comment on all planning applications

something to engage with old stotfoldians - get feedback from them to the council on what they want to see.

More Involvement

Monthly disco / youth club

**Simpson centre** - Provide social housing for stotfold - use money to refurbish the memorial hall.

Get all our community facilities up to a good standard

Better cyclical maintenance

Maintain open informal space - reflected in Riverside survey of residents

Development of council owned buildings and facilities

Community events - Currently Mill fairs - Christmas event - walking market - proposed - Summer cinema - Carnival - others

Stotfold day - community events with free entry - to enhance our community - events committee

Consider stotfold day as a follow up to 50th birthday.

Encourage groups to get involved - run regular events - one off events - Grant funding

Expansion of events like eat feast - more involvement into longer events over a weekend.

Encourage Volunteering - SGNG - The Need Project - Teasel - all age groups and cross

Try to establish an events forum to avoid clashes in events making it easier for people to attend.

Ned more volunteer input from different age groups to deliver 'community events'

Go for a christmas light switch on- something to rival Letchworth- use more of the High St

Keep town tidy

More community events

Community events like the Mill weekend are great but we should do something on the Greenacre field . Festival / Cinema

50th Event -

Festival

Revive / refresh Stotfold festival

Encourage local groups to support

Community Hub - New library new opportunity

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Social interaction - with schools so they can help promote council

Residents Handbook

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Environmental awareness - local and national to make Stotfold a sustainable town - good for town - good for residents - good for nature / environment.

How to develop / encourage community involvement in 'community garden' 'wildlife club' for kids

Growing enthusiasm from new residents to get involved in their town - need to move fast

More action on environmental awareness in our open spaces - dogs under control.

Project idea	Brief description	Who will benefit	Which committee will deliver	How is it paid for?
Extend Greenacres Car park - Open existing	Extend time / open space	Community /residents	Rec /Buildings	no cost to open up
Performance space	Stage space	Community /residents	Rec /Buildings	Grant
Noticeboard height	Lower notice boards DDA	Short residents/ disabled	Rec /Buildings	Precept
Public toilets	Focus on cemetery	Cemetery users	Cemetery	Precept / EMR
Citizen advice	Ask NHDC to support	Community /residents	Community Engagement	Free resource / Buildings offer let
Tennis court	Toolbox to store nets in	Tennis players	Rec	Budget
Increase waste capacity at Cemetery	New larger bins	Cemetery users	Cemetery	Budget
Enlarge Cemetery	Bigger cemetery	Residents	Cemetery	Precept EMR
Play Equipment	New play quipment on the older legacy playgrounds	Residents	Rec	Precept / Grants
Crossing outside greenacres	Beacons / zebra	Residents	CBC	CBC
Splash park	Splash park	Residents	Rec	Grant and EMR
Dog poo bins	Stickers on regular bins - Bin audit which are full on a regular basis.	Residents	Rec	
Skate park	Deliver skate park	Wheeled sports users	Rec	\$106 - Emr - Grants
Neighbourhood plan	Prepare neighbourhood plan including positives	Residents	NHP committee / Project officer	Grants and Precept

## Post It notes

### NHP related

Preserve current woodland paths and oppose new developments

develop the town centre - Stotfold seems to feel like its fragmented in the middle, ,needs more of a centre focal point

Works with the 'greenwheel' on open space and footpaths, access to open spaces

Protect our Green spaces

### General

Adequate tools and equipment for town rangers - 110v and brush cutter

Noticeboards - Co-op one is too high

Street cleasing - schedule with Town rangers - particularly after bin days and recycling collection.

Public toilets - Riverside

Keep countryside gaps & distinction from neighbouring towns	Better play equipment at all our open spaces
Threats to development that doesn't deliver infrastructure.	Ensure that groundworks benefit the environment and residents
Protect Green spaces - Dog field behind Rook tree lane - Etonbury woods	Decide if we are going to enlarge the cemetery - hand the provision over to CBC
Develop Neighbourhood plan - input into CBC local plan	Ongoing play facilities/ equipment - ask school children what they like
Neighbourhood plan - guiding and planning process.	Get in more services - CAB /Community safety/ make the gap more of a community support facility.
Neighbourhood plan - over the next 3 years - to help influence development and S106 spending in our area, plus protect the green space.	Sort out roads ie Valerian way Delivery of skate park More dog poo bins Open up the greenacre car park - relieve the traffic - congestion - if unlocked at night we could have EV charging Sort out CBC Wrayfields - lets have what was approved not what Saunders can get away with. Pertanque, Tennis court Provide a performance space Highways improvement - Links to CBC Get roads adopted