

## **NAILSEA TOWN COUNCIL**

A meeting of the Nailsea Town Council will be held on Wednesday  
**11 May 2016 at 7.30pm at The Tithe Barn.**

### **AGENDA**

#### **Please turn off mobile phones before the meeting**

1. Election of Chairman and signing of the Declaration of Acceptance of Office
2. Election of Vice-Chairman and signing of the Declaration of Acceptance of Office
3. Apologies
4. Declaration of Interests
5. Confirmation of minutes of the meeting held on 30 March 2016 – **encl**
6. Chairman's Remarks
7. Public Participation
8. **Annual Matters**
  - a) Submission of Title Deeds, Leases and list of Town Council property for inspection, available in the office
  - b) Confirmation of the role of the Responsible Finance Officer
  - c) Consideration of the Attendance List for 2015-16 – **encl**
  - d) To consider appointments to committees, working parties and other bodies - **encl**
9. **Financial/Legal/Staffing Matters**
  - a) Statement of Income and Expenditure. Due to the supplier not having installed the new database in time, the Statement cannot be produced. This will be rectified when the Finance Officer returns from holiday.
  - b) Cheques raised from 1 April – 3 May 2015 – **encl**
  - c) To consider re-appointing Fair Account as the internal auditor for the year 2016/17, see Clerk's Report
  - d) To consider a request by Nailsea School for financial assistance with the cost of the minibus service for picking up students in surrounding villages, see Clerk's Report
  - e) Consideration of a request from 'Better Nailsea' for £150 for 'hi-vis' vests
  - f) To consider recruiting for a member of staff for maternity cover from September 2016
10. Consideration of a draft 5-Year Strategic Plan. To include the annual review of the Parish Plan Policy Statements - **encl**
11. Reports from District Councillors
12. **Reports of Committees and working parties**
  - a) Planning Committee 6 April and 27 April 2016 - **encl**
  - b) Environment and Leisure Committee, 23 March 2016 (previously circulated)
  - c) Finance and Policy Committee, 13 April 2016 – **encl**
  - d) Community Engagement 27 April, 2016 - **encl**
13. **Consideration of the following new policies:**
  - a) Councillor and Staff Training and Development Policy - **encl**
  - b) Equality Policy - **encl**
  - c) Social Media Policy - **encl**
  - d) Staff Grievance Procedure - **encl**
14. To consider appointing councillors as judges for the Annual Allotment Competition
15. To note an article published in the Society of Local Clerks' magazine by the Clerk and Dr Malcolm Rigler - **encl**
16. Questions asked under Standing Order 25
17. Invitations to Attend – see Clerk's Report
18. Any Other Business



## **NAILSEA TOWN COUNCIL**

Minutes of the Town Council meeting held on Wednesday 30<sup>th</sup> March at 7.30pm in the Tithe Barn, Church Lane, Nailsea.



**PRESENT:** Cllr Packham in the Chair, Cllr Barber, Cllr Barclay, Cllr J Blatchford, Cllr M Blatchford, Cllr Frappell, Cllr Hamblin, Cllr Heappey (from 7.33pm), Cllr Holt, Cllr Hunt, Cllr Lees, Cllr Middleton, Cllr Petford, Cllr Ponsonby, Cllr A Tonkin, Cllr J Tonkin, Cllr Wilson, the Clerk and the Assistant Clerk.

**26/16** **APOLOGIES** were received and accepted from Cllr Jameel and Cllr Phillips.

**27/16** **DECLARATION OF INTEREST**  
None.

**28/16** **MINUTES** of the meeting of the Committee held on 17<sup>th</sup> February and 2<sup>nd</sup> March 2016 were signed by the Chairman as a correct record.

**29/16** **CHAIRMAN'S REMARKS**

The Chairman reported that he had met with Dr Liam Fox to explain the Town Council's reasons for considering selling the land at Engine Lane. Dr Fox was concerned that new housing included homes for families.

**30/16** **PUBLIC PARTICIPATION**

**Presentation of a petition by Nailsea Action Group**

Mr Thomas reported that the group had taken the petition into the town centre on Saturday 5<sup>th</sup> March and had a very good response. The petition stated that whilst recognising the work of Nailsea Town Council to support the towns' schools and businesses, they asked the Council to challenge North Somerset Council's requirement for over 1,100 new houses in Nailsea on proposed sites distant from amenities and without the provision of adequate infrastructure to support a possible 20% increase in the population of Nailsea.

Mr Thomas and Mr Evans handed the petition to Cllr Packham. The petition contains 119 names.

Cllr Lees asked what their priorities were regarding infrastructure.

Mr Thomas said that they had not prioritised them as yet but it included roads into the town, car parks in the town and more parking at the railway station and more trains.

Mr Evans said that he had great difficulty getting an appointment at the Doctors recently and with more housing this would put more pressure on these facilities. He said that it is difficult getting around the town in a car.

Cllr Middleton said there had been a 15% drop in the population in the last 20 years and by the time the houses are built the decline could well have reached 20% so building the house would restore the shortfall.

Cllr Ponsonby said that when the population of Nailsea was at its highest residents would only have one car per household now it is two or more.

Cllr Hunt said that when meeting with the public the group must try to ensure what is being said is correct.

Cllr Packham asked where the group had got the figure of 1,100 houses from.

Mr Thomas said they were including all the houses that North Somerset Council have on their site allocations and the 450 houses proposed by a developer at Youngwood Lane.

Cllr Packham said that the 450 houses at Youngwood Lane have not been included in North Somerset Council's site allocations which has 865 in the plan. He did confirm that the Town Council would be responding to North Somerset Council on the site allocations.

Cllr Heappey said that there is a planning bill being put forward at Whitehall to ensure that the infrastructure is in place before more houses are built.

Cllr Middleton said that consideration on the health provision in the town had not been discussed before but the Town Council could make representations to relevant bodies.

Cllr Packham said that it does appear the problem with doctors appointments is a nationwide problem not just in Nailsea.

### **31/16 CONSIDERATION OF THE NORTH SOMERSET SITE ALLOCATIONS CONSULTATION**

Cllr Barclay said that he had fought for Green Belt in the past and it has been in place since 1950 but if there is a need to increase housing then the constraints need to be considered. He said that councillors can respond as individuals to this consultation.

Cllr Middleton said the planning sub-committee could draft a response.

Cllr Hunt said that because there hasn't been a Green Belt review it makes it difficult for this town.

Cllr Packham said that the Green Belt review will not happen for at least the next two years.

Cllr Ponsonby said that she thought that Cllr Barclay had made the situation clear in his paper which was helpful.

Cllr Lees said that North West Nailsea was unlikely to be developed in the next 10 years.

Cllr Barber said that Mike Reep, Planning Policy Officer at North Somerset Council, says that North West Nailsea could be developed.

Cllr Lees said that he thought with the difficulties of access, pylons, floodplain and the land being multi-owned this would delay any development at North West Nailsea.

After consideration the motion was proposed by Cllr Middleton and seconded by Cllr Lees.

**RESOLVED:**            **to agree to ask the Planning Sub-Committee to draft a response to North Somerset Council on the site allocations.**

The vote was fourteen in favour and three abstentions.

After further consideration it was proposed by Cllr Middleton and seconded by Cllr J Tonkin.

**RESOLVED:**            **to agree to thank Nailsea Action Group for their**

petition which will be taken into account when discussing the response to North Somerset Council on the site allocations consultation.

The vote was unanimous.

**32/16 FINANCIAL/LEGAL/STAFFING MATTERS**

**a)Statement of Income and Expenditure as at 22<sup>nd</sup> March 2016**

Noted.

**b)Cheques raised from 11<sup>th</sup> February – 23<sup>rd</sup> March 2016**

Noted.

**c)Consideration of the insurance renewal for the Council**

After consideration it was proposed by Cllr Holt and seconded by Cllr Frappell.

**RESOLVED:** to agree to the renewal of a three year insurance policy with Zurich Insurance.

The vote was unanimous.

**d)To note the Band D precept rates for North Somerset Council**

The information was noted with interest.

**e)To note barrister's advice and the final account regarding a potential judicial review of the Secretary of State's approval for the Hinckley C to Avonmouth connection project**

Noted.

**33/16 REPORTS FROM DISTRICT COUNCILLORS**

Members note the information in the Clerk's Report.

Cllr J Tonkin apologised for being unable to present a report.

**34/16 REPORTS OF COMMITTEES AND WORKING PARTIES**

**a)Planning Committee 24<sup>th</sup> February 2016**

As Cllr Phillips was not in attendance Cllr Packham introduced this report and as there were no recommendations to Council they were adopted.

**b)Planning Committee 16<sup>th</sup> March 2016**

As Cllr Phillips was not in attendance Cllr Packham introduced this report and as there were no recommendations to Council they were adopted.

**c)Finance and Policy Committee 10<sup>th</sup> February 2016**

Cllr J Blatchford introduced this report and referred to the recommendation contained within minute number FP07/16. After consideration it was proposed by Cllr Frappell and seconded by Cllr Hunt.

**RESOLVED:** to approve putting £150,000 into the CCLA property fund and agree to put this on hold until a decision has been made with regard to the purchase of Youth House.

The vote was unanimous.

Cllr Blatchford referred to the recommendation contained within minute number FP09/16. It was

**RESOLVED: to agree to adopt the Standing Orders with no changes.**

The vote was unanimous.

Cllr Blatchford referred to the recommendation contained within minute number FP09/16. It was

**RESOLVED: to agree to adopt the Financial Regulations including the changes that had been made.**

The vote was unanimous.

Cllr Blatchford referred to the recommendation contained within minute number FP09/16. It was

**RESOLVED: to agree to adopt the Grant Requests Policy.**

The vote was unanimous.

Cllr Blatchford referred to the recommendation contained within minute number FP09/16. It was

**RESOLVED: to agree to adopt the Purchasing Policy.**

The vote was unanimous.

Cllr Blatchford referred to the recommendation contained within minute number FP09/16. It was

**RESOLVED: to agree the changes to the Recruitment of Ex-Offenders Policy and to adopt this policy.**

The vote was unanimous.

Cllr Blatchford referred to the recommendation contained within minute number FP09/16. It was

**RESOLVED: to agree to adopt the Risk Assessment Policy.**

The vote was unanimous.

He then referred to the recommendation contained within minute number FP09/16. It was

**RESOLVED: to agree the changes to the Secure Storage Policy and adopt this policy.**

The vote was unanimous.

**d)Finance and Policy Committee 2<sup>nd</sup> March 2016**

Cllr J Blatchford introduced this report and as there were no recommendations to Council they were adopted.

**e)Community Engagement Committee 16<sup>th</sup> March 2016**

As Cllr Jameel was not in attendance Cllr Packham introduced this report and referred to the recommendation contained within minute number CE13/16.

After consideration it was proposed by Cllr Packham and seconded by Cllr Frappell.

**RESOLVED:** to agree to having a town-wide consultation on the subject of housing development and a five year strategy.

The vote was unanimous.

Cllr Packham then referred to the recommendation contained within minute number CE17/16.

Cllr J Blatchford said that government bodies only respond to emails send with a .gov address.

After further consideration it was proposed by Cllr Middleton and seconded by Cllr Frappell.

**RESOLVED:** to agree that Councillors who so wish can request a [name]@nailseatowncouncil.gov.uk email address and that if required it could be diverted to their personal email address. The cost of each email address of £3.10 per month would be paid by the Town Council.

The vote was fifteen in favour and two abstentions.

**35/16 QUESTIONS ASKED UNDER STANDING ORDER 25**

None.

**36/16 CONSIDERATION OF A PROPOSAL BY CHURCHILL RETIREMENT LIVING TO TRANSFER LAND ON THE SOUTHERN PART OF THEIR SITE TO THE TOWN COUNCIL**

Cllr Barclay said that the area could be used in the following ways:- 1) As a pleasant open seating area; 2) For retirement houses; 3) As an extended car park.

After consideration it was proposed by Cllr J Tonkin and seconded by Cllr Middleton.

**RESOLVED:** to agree that the Town Council would be happy to take on the land from Churchill Retirement Living provided the land is reinstated and all the legal and any other fees are paid for by Churchill.

The vote was unanimous.

**37/16 TO CONSIDER A PROPOSAL FROM NORTH SOMERSET COUNCIL FOR THE TERMS OF GRANTING A LEASE ON THE SKATE PARK TO THE TOWN COUNCIL**

Cllr Ponsonby said that she had spoken to the Leader of North Somerset Council with regard to tarmacking the area around the Skate Park once it has been completed. She felt that this should be done prior to the Town Council taking over responsibility for the site.

Cllr Lees questioned the terms of the lease.

Cllr Middleton asked what advantage the Town Council would have by taking on this lease.

Cllr Packham said that by taking on the lease it would ensure the maintenance requirements are carried out.

Cllr Ponsonby said the Town Council have agreed to put money away each year for the renewal of the equipment when it is required.

Cllr J Blatchford said that he did not think the Council should agree to this unless North Somerset Council deliver the provision they had promised at Scotch Horn.

It was proposed by Cllr Packham and seconded by Cllr Hunt.

**RESOLVED:**            **it was agreed not to go ahead with a lease from North Somerset Council for the Skate Park at this time.**

The vote was unanimous.

**38/16    CONSIDERATION OF THE RISK ASSESSMENT PLAN**

After consideration it was proposed by Cllr Middleton and seconded by Cllr Packham.

**RESOLVED:**            **to agree to adopt the Risk Assessment Plan.**

The vote was unanimous.

Members thanked the Finance Officer for the work she had carried out with regard to the Audit and Insurance renewal.

**39/16    TO CONSIDER A PROPOSAL FOR A STATUE OF ADGE CUTLER IN THE TOWN**

Cllr Packham said he thought it was good to have public art in the town.

Cllr Frappell reported that she had spoken with the Royal Oak Pub and they would be happy to have the statue installed on their land, but they would not incur any cost.

After further consideration it was proposed by Cllr Middleton and seconded by Cllr Wilson.

**RESOLVED:**            **to agree to support the provision of a statue on land at the Royal Oak Pub. The Town Council would be willing in principle to pay for the provision of the plinth for the statue once the costs have been identified and brought back to the Council for approval.**

The vote was unanimous.

**40/16    ITEMS TO NOTE**

Members noted the information in the Clerk's Report.

**41/16    PUBLICATIONS**

**a) Avon and Somerset Police Crime Commissioners newsletter Spring 2016**

Cllr Wilson took this publication.

**b) Nailsea School Newsletter March 2016**

Cllr Hunt took this publication.

**42/16 CONFIDENTIAL ITEM**

**To consider a report by Cllr Packham regarding the Resources Working Party**

Pursuant to section 1 (2) of the Public Bodies (Admissions to Meetings) Act 1960 it was

**RESOLVED:**            **that because of the confidential nature of the business to be transacted, the public and press leave the meeting during consideration of the above. The meeting therefore closed at 8.34pm.**

The meeting reconvened at 9.22pm.

**43/16 ANY OTHER BUSINESS**

1. Cllr Hunt reported that there is a Little Theatre Quiz on 9<sup>th</sup> April.
2. J Blatchford suggested that the Town Council could send a letter to North Somerset Council expressing interest in principal but no financial commitment to supporting the continuation of the school crossing controls. Other members expressed the view that crossing controls should be the responsibility of North Somerset Council schools or parent teacher associations.
3. The Clerk asked if any members wanted to be involved in the interviews for the Market Manager post. Cllr Hunt and Cllr Frappell put their names forward.

The meeting closed at 9.37pm.



# NAILSEA TOWN COUNCIL: ATTENDANCE AT MEETINGS 2015-16

## SUMMARY SHEET

| Councillor       | Town Council      |               | Planning          |               | Finance & Policy  |               | Environment & Leisure |               | Community Engagement |               | Total no of meetings attended | Attendance at nominated cte | Total meetings of nominated committee | % of meetings per nominated committee |                   |
|------------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|-----------------------|---------------|----------------------|---------------|-------------------------------|-----------------------------|---------------------------------------|---------------------------------------|-------------------|
|                  | Meetings attended | Meetings held | Meetings attended | Meetings held | Meetings attended | Meetings held | Meetings attended     | Meetings held | Meetings attended    | Meetings held |                               |                             |                                       |                                       |                   |
| Mrs A Barber     | 10                | 11            | 16                | 19            | 0                 | 7             | 6                     | 6             | 0                    | 4             | 32                            | 32                          | 36                                    | 88.9%                                 | TC, P, EL         |
| Mr P B Barclay   | 11                | 11            | 16                | 19            | 5                 | 7             | 6                     | 6             | 4                    | 4             | 42                            | 38                          | 43                                    | 88.4%                                 | TC,P, FP, EL      |
| Mr M Bird        | 7                 | 11            | 15                | 19            | 0                 | 7             | 1                     | 6             | 2                    | 4             | 25                            | 24                          | 34                                    | 70.6%                                 | TC, P, CE         |
| Mr J Blatchford  | 11                | 11            | 5                 | 19            | 7                 | 7             | 3                     | 6             | 1                    | 4             | 27                            | 21                          | 24                                    | 87.5%                                 | TC, FP, EL        |
| Mrs M Blatchford | 9                 | 11            | 3                 | 19            | 6                 | 7             | 0                     | 6             | 0                    | 4             | 18                            | 15                          | 18                                    | 83.3%                                 | TC, FP            |
| Mrs E Frappell   | 11                | 11            | 17                | 19            | 7                 | 7             | 6                     | 6             | 4                    | 4             | 45                            | 45                          | 47                                    | 95.7%                                 | TC, P, FP, EL, CE |
| Mrs H Hamblin    | 8                 | 11            | 2                 | 19            | 0                 | 7             | 2                     | 6             | 3                    | 4             | 15                            | 10                          | 17                                    | 58.8%                                 | TC, EL            |
| Mrs A J Heapey   | 9                 | 11            | 0                 | 19            | 3                 | 7             | 0                     | 6             | 2                    | 4             | 14                            | 14                          | 22                                    | 63.6%                                 | TC, FP, CE        |
| Mrs J L Holt     | 11                | 11            | 3                 | 19            | 6                 | 7             | 5                     | 6             | 0                    | 4             | 25                            | 22                          | 24                                    | 91.7%                                 | TC, FP, EL        |
| Mrs C Hunt       | 11                | 11            | 13                | 19            | 5                 | 7             | 4                     | 6             | 3                    | 4             | 36                            | 36                          | 47                                    | 76.6%                                 | TC, P, FP, EL, CE |
| Mrs S M Jameel   | 8                 | 11            | 7                 | 19            | 0                 | 7             | 0                     | 6             | 4                    | 4             | 19                            | 19                          | 34                                    | 55.9%                                 | TC, P, CE         |
| Mr R J R Lees    | 11                | 11            | 14                | 19            | 7                 | 7             | 2                     | 6             | 4                    | 4             | 38                            | 36                          | 41                                    | 87.8%                                 | TC, P, FP, CE     |
| Mr N D Middleton | 11                | 11            | 18                | 19            | 6                 | 7             | 3                     | 6             | 0                    | 4             | 38                            | 38                          | 43                                    | 88.4%                                 | TC, P, FP, EL     |
| Mr D A C Packham | 11                | 11            | 17                | 19            | 7                 | 7             | 6                     | 6             | 3                    | 4             | 44                            | 44                          | 47                                    | 93.6%                                 | TC, P, EL, FP, CE |
| Mrs J Pelford    | 8                 | 11            | 14                | 19            | 0                 | 7             | 5                     | 6             | 4                    | 4             | 31                            | 31                          | 41                                    | 75.6%                                 | TC, P, EL, CE     |
| Mr J Phillips    | 8                 | 11            | 17                | 19            | 3                 | 7             | 0                     | 6             | 0                    | 4             | 28                            | 28                          | 33                                    | 84.8%                                 | TC, P, FP         |
| Mrs M Ponsonby   | 10                | 11            | 3                 | 19            | 6                 | 7             | 3                     | 6             | 0                    | 4             | 22                            | 19                          | 24                                    | 79.2%                                 | TC, FP, EL        |
| Mrs A J Tonkin   | 11                | 11            | 5                 | 19            | 6                 | 7             | 4                     | 6             | 0                    | 4             | 26                            | 21                          | 24                                    | 87.5%                                 | TC, FP, EL        |
| Mr J Tonkin      | 10                | 11            | 16                | 19            | 0                 | 7             | 3                     | 6             | 3                    | 4             | 32                            | 32                          | 47                                    | 68.1%                                 | TC, P, FP, EL, CE |
| Mr J Wilson      | 9                 | 11            | 16                | 19            | 5                 | 7             | 5                     | 6             | 3                    | 4             | 38                            | 38                          | 47                                    | 80.9%                                 | TC, P, FP, EL, CE |

**NAILSEA TOWN COUNCIL**

Please indicate your preference for the following Committees and Appointment of Other Bodies and return prior to the Town Council meeting 11th May 2016. It is expected that councillors provide regular reports on the activities they decide to represent.

| <b>COMMITTEES</b>           | <b>2016-7</b> |
|-----------------------------|---------------|
| PLANNING                    |               |
| FINANCE & POLICY            |               |
| ENVIRONMENT & LEISURE       |               |
| COMMUNITY ENGAGEMENT        |               |
| TITHE BARN MANAGEMENT GROUP |               |

| <b>Other Bodies</b>                       | <b>Presently</b>  | <b>2016-17</b> |
|---|---|----------------|
| ALCA                                      | Cllrs J Blatchford and Lees                                 |                |
| Nailsea in Bloom                          | Cllr A Tonkin   |                |
| Youth Network - Coin                      | Cllrs J Blatchford, Hamblin, Heappey and Hunt.              |                |
| Nailsea & Backwell Children's Partnership | Cllr Hamblin  |                |
| Premises'                                 | Cllrs Frappell, Hunt, Lees, Packham, Petford, and J Tonkin. |                |

| <b>Working Parties</b> | <b>Presently</b>  | <b>2016-17</b> |
|------------------------|---|----------------|
| Quality Council        | Cllrs Frappell, Hunt, Middleton, Packham and Ponsonby                               |                |
| Community Safety       | Cllrs Barber, Heappey, Holt, Hunt, Ponsonby and A Tonkin.                           |                |
| Youth Services         | Cllrs J Blatchford, Hamblin, Heappey, Holt, Hunt, Jameel, Lees, Petford and Wilson. |                |

Signed.....

Print Name.....

**Nominal transactions totalling £0.00 or more  
for the period 01/04/2016 to 03/05/2016**

| <u>A/c Code</u> | <u>Centre</u> | <u>Date</u> | <u>Source</u> | <u>Mnth</u> | <u>Transaction Ref</u> | <u>Transaction Detail</u>     | <u>Amount</u> |
|-----------------|---------------|-------------|---------------|-------------|------------------------|-------------------------------|---------------|
| 1305            | 300           | 01/04/2016  | Cashbook      | 1           | A07                    | ALLOTMENT INSURANCE E18A      | 4.00          |
| 1305            | 310           | 01/04/2016  | Cashbook      | 1           | A09                    | ALLOTMENT INSURANCE           | 4.00          |
| 1305            | 310           | 01/04/2016  | Cashbook      | 1           | A33                    | ALLOTMENT INSURANCE W23A      | 4.00          |
| 1310            | 300           | 01/04/2016  | Cashbook      | 1           | A07                    | ALLOTMENT RENT E18A           | 14.25         |
| 1310            | 310           | 01/04/2016  | Cashbook      | 1           | A09                    | ALLOTMENT RENT W30C           | 12.02         |
| 1310            | 310           | 01/04/2016  | Cashbook      | 1           | A33                    | ALLOTMENT RENT W23A           | 12.40         |
| 4030            | 100           | 01/04/2016  | Cashbook      | 1           | BP1                    | MEETINGS WSM AND TAUNTON      | 75.00         |
| 1305            | 300           | 02/04/2016  | Cashbook      | 1           | A32                    | ALLOTMENT INSURANCE E06       | 4.00          |
| 1305            | 310           | 02/04/2016  | Cashbook      | 1           | A169                   | ALLOTMENT INSURANCE W34       | 4.00          |
| 1305            | 310           | 02/04/2016  | Cashbook      | 1           | A31                    | ALLOTMENT INSURANCE W43       | 4.00          |
| 1310            | 300           | 02/04/2016  | Cashbook      | 1           | A32                    | ALLOTMENT RENT E06            | 14.25         |
| 1310            | 310           | 02/04/2016  | Cashbook      | 1           | A169                   | ALLOTMENT RENT W34            | 19.00         |
| 1310            | 310           | 02/04/2016  | Cashbook      | 1           | A31                    | ALLOTMENT RENT W43            | 10.93         |
| 1305            | 310           | 03/04/2016  | Cashbook      | 1           | A30                    | ALLOTMENT INSURANCE W15D      | 4.00          |
| 1310            | 310           | 03/04/2016  | Cashbook      | 1           | A30                    | ALLOTMENT RENT W15D           | 9.50          |
| 1540            | 750           | 03/04/2016  | Cashbook      | 1           | B01                    | WEDDING DEPOSIT               | 850.00        |
| 105             | 0             | 04/04/2016  | Cashbook      | 1           | DD                     | NTB PHONES MARCH              | 21.05         |
| 105             | 0             | 04/04/2016  | Cashbook      | 1           | BP4                    | SERVICE OF FIRE EXTINGUISHERS | 44.82         |
| 1305            | 300           | 04/04/2016  | Cashbook      | 1           | A29                    | ALLOTMENT INSURANCE E32       | 4.00          |
| 1305            | 310           | 04/04/2016  | Cashbook      | 1           | A26                    | ALLOTMENT INSURANCE W31       | 4.00          |
| 1305            | 310           | 04/04/2016  | Cashbook      | 1           | W10B                   | ALLOTMENT INSURANCE W10B      | 4.00          |
| 1305            | 310           | 04/04/2016  | Cashbook      | 1           | W05A                   | ALLOTMENT INSURANCE W05A      | 4.00          |
| 1310            | 300           | 04/04/2016  | Cashbook      | 1           | A29                    | ALLOTMENT RENT E32            | 7.13          |
| 1310            | 310           | 04/04/2016  | Cashbook      | 1           | A26                    | ALLOTMENT RENT W31            | 17.48         |
| 1310            | 310           | 04/04/2016  | Cashbook      | 1           | W10B                   | ALLOTMENT RENT W10B           | 11.88         |
| 1310            | 310           | 04/04/2016  | Cashbook      | 1           | W05A                   | ALLOTMENT RENT W05A           | 27.74         |
| 4265            | 220           | 04/04/2016  | Cashbook      | 1           | BP2                    | ELECTION EXPENSES 23/1/14     | 3,333.41      |
| 5315            | 700           | 04/04/2016  | Cashbook      | 1           | DD                     | NTB PHONES MARCH              | 105.25        |
| 5455            | 720           | 04/04/2016  | Cashbook      | 1           | BP3                    | ANNUAL INSURANCE PREMIUM      | 4,507.62      |
| 5705            | 750           | 04/04/2016  | Cashbook      | 1           | BP4                    | SERVICE OF FIRE EXTINGUISHERS | 224.10        |
| 1305            | 310           | 05/04/2016  | Cashbook      | 1           | A64                    | ALLOTMENT INSURANCE W35B      | 4.00          |
| 1305            | 310           | 05/04/2016  | Cashbook      | 1           | A62                    | ALLOTMENT INSURANCE W25       | 4.00          |
| 1305            | 310           | 05/04/2016  | Cashbook      | 1           | A61                    | ALLOTMENT INSURANCE W48       | 4.00          |
| 1310            | 310           | 05/04/2016  | Cashbook      | 1           | A64                    | ALLOTMENT RENT W35B           | 9.50          |
| 1310            | 310           | 05/04/2016  | Cashbook      | 1           | A62                    | ALLOTMENT RENT W25            | 18.24         |
| 1310            | 310           | 05/04/2016  | Cashbook      | 1           | A61                    | ALLOTMENT RENT W48            | 20.43         |
| 1510            | 750           | 05/04/2016  | Cashbook      | 1           |                        | HIRE OF NTB                   | 16.50         |
| 1305            | 300           | 06/04/2016  | Cashbook      | 1           | A105                   | ALLOTMENT INSURANCE E15       | 4.00          |
| 1305            | 310           | 06/04/2016  | Cashbook      | 1           | A82                    | ALLOTMENT INSURANCE W20C      | 4.00          |
| 1305            | 310           | 06/04/2016  | Cashbook      | 1           | A83                    | ALLOTMENT INSURANCE W54       | 4.00          |
| 1305            | 310           | 06/04/2016  | Cashbook      | 1           | A78                    | ALLOTMENT INSURANCE W20H      | 4.00          |
| 1305            | 310           | 06/04/2016  | Cashbook      | 1           | A84                    | ALLOTMENT INSURANCE W17A      | 4.00          |
| 1305            | 310           | 06/04/2016  | Cashbook      | 1           | A106                   | ALLOTMENT INSURANCE           | 4.00          |
| 1305            | 310           | 06/04/2016  | Cashbook      | 1           | A165                   | ALLOTMENT INSURANCE W33B      | 4.00          |
| 1310            | 300           | 06/04/2016  | Cashbook      | 1           | A105                   | ALLOTMENT RENT E15            | 14.25         |
| 1310            | 310           | 06/04/2016  | Cashbook      | 1           | A82                    | ALLOTMENT RENT W20C           | 7.41          |
| 1310            | 310           | 06/04/2016  | Cashbook      | 1           | A83                    | ALLOTMENT RENT W54            | 12.83         |
| 1310            | 310           | 06/04/2016  | Cashbook      | 1           | A78                    | ALLOTMENT RENT W20H           | 27.55         |
| 1310            | 310           | 06/04/2016  | Cashbook      | 1           | A84                    | ALLOTMENT RENT W17A           | 10.22         |
| 1310            | 310           | 06/04/2016  | Cashbook      | 1           | A106                   | ALLOTMENT RENT W12B           | 15.68         |
| 1310            | 310           | 06/04/2016  | Cashbook      | 1           | A165                   | ALLOTMENT RENT W33B           | 19.57         |
| 1305            | 300           | 07/04/2016  | Cashbook      | 1           | A104                   | ALLOTMENT INSURANCE E16       | 4.00          |
| 1310            | 300           | 07/04/2016  | Cashbook      | 1           | A104                   | ALLOTMENT RENT E16            | 14.25         |
| 105             | 0             | 08/04/2016  | Cashbook      | 1           | BP5                    | QUEEN'S BIRTHDAY BEACON       | 59.80         |

**Nominal transactions totalling £0.00 or more  
for the period 01/04/2016 to 03/05/2016**

| <u>A/c Code</u> | <u>Centre</u> | <u>Date</u> | <u>Source</u> | <u>Mnth</u> | <u>Transaction Ref</u> | <u>Transaction Detail</u>     | <u>Amount</u> |
|-----------------|---------------|-------------|---------------|-------------|------------------------|-------------------------------|---------------|
| 105             | 0             | 08/04/2016  | Cashbook      | 1           | BP6                    | CANOPIES FOR TYNTESFIELD MKT  | 27.67         |
| 1305            | 310           | 08/04/2016  | Cashbook      | 1           | A102                   | ALLOTMENT INSURANCE W14B      | 4.00          |
| 1310            | 310           | 08/04/2016  | Cashbook      | 1           | A102                   | ALLOTMENT RENT W14B           | 15.20         |
| 1510            | 750           | 08/04/2016  | Cashbook      | 1           |                        | HIRE OF NTB                   | 110.50        |
| 4130            | 120           | 08/04/2016  | Cashbook      | 1           | BP5                    | QUEEN'S BIRTHDAY BEACON       | 299.00        |
| 5210            | 620           | 08/04/2016  | Cashbook      | 1           | BP6                    | CANOPIES FOR TYNTESFIELD MKT  | 138.33        |
| 1305            | 300           | 09/04/2016  | Cashbook      | 1           | A100                   | ALLOTMENT INSURANCE E43       | 4.00          |
| 1305            | 310           | 09/04/2016  | Cashbook      | 1           | A101                   | ALLOTMENT RENT W14            | 4.00          |
| 1305            | 310           | 09/04/2016  | Cashbook      | 1           | A99                    | ALLOTMENT INSURANCE W32B      | 4.00          |
| 1310            | 300           | 09/04/2016  | Cashbook      | 1           | A100                   | ALLOTMENT RENT E43            | 7.13          |
| 1310            | 310           | 09/04/2016  | Cashbook      | 1           | A101                   | ALLOTMENT RENT W14            | 15.20         |
| 1310            | 310           | 09/04/2016  | Cashbook      | 1           | A99                    | ALLOTMENT RENT W32B           | 16.63         |
| 1305            | 300           | 10/04/2016  | Cashbook      | 1           | A98                    | ALLOTMENT INSURANCE E17       | 4.00          |
| 1310            | 300           | 10/04/2016  | Cashbook      | 1           | A98                    | ALLOTMENT RENT E17            | 14.25         |
| 5515            | 730           | 11/04/2016  | Cashbook      | 1           | SO                     | MONTHLY SUBSCRIPTION          | 10.00         |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | SO                     | ANNUAL INTERNET CHARGE        | 13.38         |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP7                    | DOG WASTE BIN EMPTYING MARCH  | 103.47        |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP8                    | ASSORTED STATIONERY           | 4.07          |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP9                    | EXTENSION LEAD FOR MARKET     | 22.00         |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP11                   | NTB CLEANING APRIL            | 63.17         |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP12                   | TOWN TALK/TOWN MEETING ADVERT | 132.00        |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP13                   | HEAVY DUTY SACKS FOR NTB      | 9.10          |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP14                   | CCTV CIRCUIT 201521           | 209.69        |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP15                   | CCTV CIRCUITS 201519, 201520  | 323.66        |
| 105             | 0             | 13/04/2016  | Cashbook      | 1           | BP16                   | WORK AT THE GROVE NPFA MARCH  | 104.00        |
| 4215            | 210           | 13/04/2016  | Cashbook      | 1           | BP14                   | CCTV CIRCUIT 201521           | 1,048.44      |
| 4215            | 210           | 13/04/2016  | Cashbook      | 1           | BP15                   | CCTV CIRCUITS 201519, 201520  | 1,618.32      |
| 4260            | 220           | 13/04/2016  | Cashbook      | 1           | BP12                   | TOWN TALK                     | 500.00        |
| 4270            | 220           | 13/04/2016  | Cashbook      | 1           | BP12                   | TOWN MEETING ADVERT           | 160.00        |
| 4360            | 240           | 13/04/2016  | Cashbook      | 1           | BP10                   | YOUTH WORK APRIL 2016         | 1,108.00      |
| 4900            | 370           | 13/04/2016  | Cashbook      | 1           | BP7                    | DOG WASTE BIN EMPTYING MARCH  | 517.39        |
| 4990            | 420           | 13/04/2016  | Cashbook      | 1           | BP16                   | WORK AT THE GROVE NPFA MARCH  | 520.00        |
| 5225            | 620           | 13/04/2016  | Cashbook      | 1           | BP9                    | EXTENSION LEAD FOR MARKET     | 110.00        |
| 5310            | 700           | 13/04/2016  | Cashbook      | 1           | BP8                    | ASSORTED STATIONERY           | 20.34         |
| 5405            | 710           | 13/04/2016  | Cashbook      | 1           | SO                     | ANNUAL INTERNET CHARGE        | 66.92         |
| 5690            | 750           | 13/04/2016  | Cashbook      | 1           | BP11                   | NTB CLEANING APRIL            | 315.86        |
| 5695            | 750           | 13/04/2016  | Cashbook      | 1           | BP13                   | HEAVY DUTY SACKS FOR NTB      | 45.52         |
| 1305            | 310           | 16/04/2016  | Cashbook      | 1           | A146                   | ALLOTMENT INSURANCE W11C      | 4.00          |
| 1310            | 310           | 16/04/2016  | Cashbook      | 1           | A146                   | ALLOTMENT RENT W11C           | 17.10         |
| 1540            | 750           | 16/04/2016  | Cashbook      | 1           | B12                    | WEDDING BALANCE PAYMENT       | 1,150.00      |
| 1305            | 310           | 18/04/2016  | Cashbook      | 1           | A170                   | ALLOTMENT INSURANCE W14D      | 4.00          |
| 1310            | 310           | 18/04/2016  | Cashbook      | 1           | A170                   | ALLOTMENT RENT W14D           | 11.97         |
| 105             | 0             | 20/04/2016  | Cashbook      | 1           | BP17                   | DOOR SUPERVISOR 16 APRIL      | 10.40         |
| 4230            | 430           | 20/04/2016  | Cashbook      | 1           | BP19                   | WORK ON SKATEPARK             | 61,564.81     |
| 5210            | 620           | 20/04/2016  | Cashbook      | 1           | BP18                   | CANOPY RENTAL APRIL MKT       | 63.00         |
| 5700            | 750           | 20/04/2016  | Cashbook      | 1           | BP17                   | DOOR SUPERVISOR 16 APRIL      | 52.00         |
| 105             | 0             | 22/04/2016  | Cashbook      | 1           | DD                     | GAS FOR NTB                   | 253.45        |
| 105             | 0             | 22/04/2016  | Cashbook      | 1           | BP20                   | CANOPIES FOR NAILSEA MARKET   | 50.17         |
| 105             | 0             | 22/04/2016  | Cashbook      | 1           | BP21                   | BLACK SACKS FOR T/O           | 68.00         |
| 105             | 0             | 22/04/2016  | Cashbook      | 1           | BP22                   | ANNUAL SUBSCRIPTION           | 72.40         |
| 105             | 0             | 22/04/2016  | Cashbook      | 1           | BP23                   | TOILET ROLLS                  | 7.86          |
| 105             | 0             | 22/04/2016  | Cashbook      | 1           | BP25                   | WEED CONTROL 1ST APPLICATION  | 400.00        |
| 105             | 0             | 22/04/2016  | Cashbook      | 1           |                        | VAT REPAYMENT                 | 5,981.39      |
| 4080            | 110           | 22/04/2016  | Cashbook      | 1           | 8198.15                | APRIL SALARIES                | 5,431.54      |

**Nominal transactions totalling £0.00 or more  
for the period 01/04/2016 to 03/05/2016**

| <u>A/c Code</u> | <u>Centre</u> | <u>Date</u> | <u>Source</u> | <u>Mnth</u> | <u>Transaction Ref</u> | <u>Transaction Detail</u>    | <u>Amount</u> |
|-----------------|---------------|-------------|---------------|-------------|------------------------|------------------------------|---------------|
| 4085            | 110           | 22/04/2016  | Cashbook      | 1           | 8198.15                | APRIL SALARIES               | 792.02        |
| 4220            | 430           | 22/04/2016  | Cashbook      | 1           | BP25                   | WEED CONTROL 1ST APPLICATION | 2,000.00      |
| 4700            | 260           | 22/04/2016  | Cashbook      | 1           | BP24                   | NTC GRANT                    | 3,000.00      |
| 5110            | 490           | 22/04/2016  | Cashbook      | 1           | BP21                   | BLACK SACKS FOR T/O          | 340.00        |
| 5115            | 490           | 22/04/2016  | Cashbook      | 1           | 8198.15                | APRIL SALARIES               | 852.84        |
| 5210            | 620           | 22/04/2016  | Cashbook      | 1           | BP20                   | CANOPIES FOR NAILSEA MARKET  | 250.83        |
| 5230            | 620           | 22/04/2016  | Cashbook      | 1           | 8198.15                | APRIL SALARY                 | 528.73        |
| 5310            | 700           | 22/04/2016  | Cashbook      | 1           | BP23                   | TOILET ROLLS                 | 39.30         |
| 5535            | 730           | 22/04/2016  | Cashbook      | 1           | BP22                   | ANNUAL SUBSCRIPTION          | 362.00        |
| 5680            | 750           | 22/04/2016  | Cashbook      | 1           | 8198.15                | APRIL SALARY                 | 593.02        |
| 5710            | 750           | 22/04/2016  | Cashbook      | 1           | DD                     | GAS FOR NTB                  | 1,267.21      |
| 1305            | 300           | 24/04/2016  | Cashbook      | 1           | A164                   | ALLOTMENT INSURANCE E05      | 4.00          |
| 1310            | 300           | 24/04/2016  | Cashbook      | 1           | A164                   | ALLOTMENT RENT E05           | 14.25         |
| 105             | 0             | 25/04/2016  | Cashbook      | 1           | DD                     | NTB ELECTRICITY              | 47.74         |
| 4210            | 750           | 25/04/2016  | Cashbook      | 1           | DD                     | NTB ELECTRICITY              | 238.70        |
| 5500            | 730           | 25/04/2016  | Cashbook      | 1           | BP26                   | ANNUAL SUBSCRIPTION          | 1,465.35      |

No of Records Found

124

# **NAILSEA TOWN COUNCIL**



## **STRATEGIC REVIEW AND ACTION PLAN 2016-2020**

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

## Contents

|     |  |    |
|-----|--|----|
| 1.  | INTRODUCTION   | 3  |
| 2.  | THE ROLE OF THE TOWN COUNCIL   | 4  |
| 2.1 | Provider.....  | 4  |
| 2.2 | Facilitator .....  | 5  |
| 2.3 | Supporter .....  | 6  |
| 2.4 | Partner .....  | 7  |
| 2.5 | Advocate .....   | 9  |
| 3.  | ORGANISATION   | 9  |
| 4.  | RESOURCES  | 10 |
| 5.  | BUSINESS AS USUAL WORKLOAD   | 10 |
| 6.  | PRIORITIES FOR DEVELOPMENT   | 12 |
| 7.  | CURRENT ADDITIONAL WORKLOAD  | 13 |
| 7.1 | Additional Business as Usual Commitments.....  | 13 |
| 7.2 | Major Current Projects.....  | 15 |
| 8.  | PROPOSED AND POTENTIAL PROJECTS  | 16 |
| 8.1 | Projects .....   | 16 |
| 8.2 | Financial and Management Considerations .....  | 17 |
|     | APPENDIX 1: STRATEGIC PRIORITIES   | 19 |
|     | APPENDIX 2: COMMITTEE AND WORKING GROUP KEY PRIORITIES                                     | 20 |
|     | APPENDIX 3: COMMITTEE TERMS OF REFERENCE   | 22 |
|     | APPENDIX 4: STRATEGIC RESOURCES  | 23 |
|     | APPENDIX 5: POLICIES   | 24 |
| 5.1 | Policies Reviewed Every Year.....  | 24 |
| 5.2 | Policies Reviewed Every Two Years.....   | 26 |
| 5.3 | Policies Reviewed as required .....  | 26 |
|     | APPENDIX 6: FINANCIAL PLAN 2016-2021   | 35 |
| 6.1 | Notes to The Financial Plan.....   | 36 |
| 6.2 | Precept Figures from 1998 .....  | 38 |
| 6.3 | Land Owned and Leased .....  | 39 |
| 6.4 | Risk Assessment Plan 2016-17 .....   | 42 |
|     | APPENDIX 7: STAFFING STRUCTURE   | 50 |
|     | APPENDIX 8: NAILSEA'S PLACE PROPOSAL   | 51 |
|     | APPENDIX 9: QUALITY AWARD STATEMENTS: How the Council                                      | 63 |
| 9.1 | Ensures It Delivers Value for Money .....  | 63 |
| 9.2 | Meets Its Duties in Relation to Bio-Diversity and Crime and Disorder .....                 | 64 |
| 9.3 | Provides Leadership in Planning for The Future of the Community .....                      | 65 |
| 9.4 | Manages the Performance of the Council as A Corporate Body .....                           | 66 |
| 9.5 | Manages the Performance of Each Individual Staff Member to Achieve Its Business Plan ..... | 67 |

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 1. INTRODUCTION<sup>1</sup>

- 1.1 This Strategic Review and Action Plan is a development of the Parish Plan of 2008 and the consequent Policy Statements (see Appendix 5) which set out the principles on which the Town Council operates. This document describes the strategy and plans for the 5-year period from 2016. This will be subject to change as circumstances develop and will be formally reviewed at least every year.
- 1.2 The purpose of this document is as follows:
- a) To highlight key Town Council policies and objectives as at May 2016.
  - b) To partially fulfil the requirements of the National Association of Local Council's (NALC) Quality Gold Scheme.
  - c) To highlight significant priorities agreed by Council as '**Additional Business as Usual**' **objectives** (section 7.1) to meet the stated aims in the following areas:
    - i. Accessibility
    - ii. Biodiversity
    - iii. Community Engagement
    - iv. Website
  - d) To highlight '**Major Current Projects**' (section 7.2), which are:
    - i. Town-wide consultation
    - ii. Negotiations around the potential sale of land at Engine Lane.
    - iii. Review of incidental open spaces.
    - iv. Review of Station Road car park and the provision of short and long-stay parking.
    - v. The acquisition of Youth House.
  - e) To highlight '**Proposed and Potential Projects** already considered by Council (section 8). Those are identified as:
    - i. Hidden History project.
    - ii. Leisure Strategy, including the potential redevelopment of the Scotch Horn Centre and the future for the Library.
    - iii. Middle Engine Pit.
    - iv. The future of the Nailsea Playing Fields Association and the Grove Sports and Social Club.
    - v. Additional allotments shared with Wraxall.
  - f) To address the resource requirements to achieve the Plan objectives (section 8.2).
- 1.3 The Council has already identified some key areas for the consultation, but others should emerge during the consultation process. The key areas currently identified are:
- a) **Housing development**, including the impact on infrastructure and a potential green belt review.
  - b) A review of the '**Priorities for Development**' (in section 6), in the context of the Council either obtaining a major capital receipt from the sale of land, or not.
  - c) The development and implementation of the '**Nailsea Place**' concept, including the acquisition and development of **Youth House**.
  - d) A '**Leisure Strategy**', taking account of the potential redevelopment of the Scotch Horn Centre and the other recreation and leisure activities and assets in the town.
- 1.4 Once this Strategic Review has been agreed by Council it will form the basis for the **town-wide consultation, in a much simplified format**, the purpose of which will be to identify the priorities for the Town Council as determined by the public response to the consultation.

---

<sup>1</sup> The following abbreviations are used: **NSC**: North Somerset Council; **NTC**: Nailsea Town Council



### 2. THE ROLE OF THE TOWN COUNCIL

The Town Council acts as a service provider, a facilitator of services, a supporter of the activities of third parties and as a partner with other organisations. Underlying these activities is the Council's role in setting strategic goals for itself and acting as an advocate for the residents of Nailsea with external organisations, especially North Somerset Council. How this operates in principle is shown below:

#### 2.1 Provider

##### a) Allotments

NTC has allotments at Whitesfield Road (166 plots) and Engine Lane (61 plots). The Whitesfield Road site is owned by NTC and the Engine Lane site is leased from NSC. There are allotment representatives at each site and they are members of the Allotment working party. All the allotment rental payments are made to the Council. The Policy for the Management of Allotments is included in Appendix 5.

##### b) Bus Shelters

The Council owns and maintains five bus shelters.

##### c) Christmas Lights

The installation of Christmas Lights in the High Street includes liaison with the Crown Glass Shopping Centre manager, North Somerset Council and an electrical contractor regarding the specification and installation and the timing of the switch-on.

##### d) Dog Bins

NTC owns 27 dog bins and manages a contract for emptying them. In addition NSC owns and empties 22 dog bins in the town.

##### e) Garden of Rest

NTC is responsible for the opening and closing of the Garden of Rest daily, 365 days per year, and for the grounds maintenance contract for the site.

##### f) Hanging Baskets, Flower Beds and Planters

The Town Council pays for summer hanging baskets and watering along the High Street as well as the watering of flower beds and planters. The feedback from residents about the colourful impact of the flowers is universally positive.

##### g) Markets

In 2008 the Town Council set up the Farmers' Market on the third Saturday of the month, with around 20 stalls. This immediately proved to be a success, clearly filling a demand, and quickly superseded the size of the similar markets in the other three towns. In 2009 a Market Manager was appointed and she set up a Craft Market, and subsequently a Community Market on the same day. The markets have continued to thrive, with special markets regularly taking place, promoting events such as 'Made in Somerset' and 'British Food Fortnight'. The total number of stalls at markets usually exceeds 50.

##### h) Nailsea Tithe Barn

NTC provides this Grade 2\* listed restored and extended medieval barn for community groups, events organised by the Tithe Barn Trust, weddings, third parties (including NSC) and commercial organisations.

##### i) Open spaces

The Council manages open spaces through the use of volunteers and contractors.

- Allotments.
- Garden of Rest.
- Gaulacre: this is subject to an annual grass-keep arrangement with a local farmer.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- Glassworks.
- Golden Valley Bridleway.
- Grove Playing Field (see NPFA under 2.2 Facilitator of Services below).
- Hannah More Park.
- Village Green.

### **j) Planning Applications**

NTC has to deal with a wide range of planning applications and encourages applicants and residents with comments to attend Planning Committee meetings to provide input. Major applications in the last year included a proposed Lidl Store and a McCarthy and Stone residential retirement facility. Major applications for the Royal Oak Garage Site and a proposed 450 home development will be dealt with in the first half of 2016.

### **k) Spilsbury Wood**

Spilsbury Wood, located in the adjacent parish of Tickenham, was gifted to NTC in 2005. Nearby is Tower House Wood, owned by the Woodland Trust. For the first ten years of ownership the Council maintained the site without having a masterplan, but has recently taken a more proactive view of using the woods to promote biodiversity.

### **l) Town Orderly**

NTC employs a Town Orderly to empty bins, pick up litter and cut back undergrowth on pathways. They also provide a valuable role in monitoring the work of the NSC refuse collection service. Feedback from residents has highlighted that they attach a high value to this service.

### **m) Youth Services**

The Council has a contract with Foreal to provide three sessions of youth work each week. This includes building-based and outreach services. The future of the venue for the building-based provision, Youth House, owned by NSC, has been uncertain for a number of years, and this has had an adverse impact on the quality of the services provided. NTC has expressed a commitment to acquire Youth House, at a minimum to protect a physical base for youth services, but also to fulfil the 'Nailsea Place' concept, see Appendix 8.

## **2.2 Facilitator**

NTC supports organisations which come under category 1 of the grant criteria 'Essential Annual Subsidy' which states:

- Without a grant the organisation could not continue in its present state.
- The grant pays for or contributes to an essential service for the people of Nailsea.
- If the grant applicant charged (or increased its charges) for the service it would deter some or all users.

### **a) Citizen's Advice Bureau (CAB)**

Through its grant giving process NTC pays for CAB to run a service in Nailsea on Friday's from 10am to 2pm.

### **b) Nailsea Disability Initiative (NDI)**

NDI is a local service provided by volunteers assisting people with disabilities to get government benefits to which they are entitled. NDI has an office in a shop in the shopping centre and relies on grant funding: the annual grant from NTC is essential to NDI continuing to provide its vital service.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### c) Nailsea Playing Fields Association (NPFA)

NPFA holds a lease on part of the Grove Playing Field. In terms of managing the playing field the NPFA acts as an agent on behalf of the Town Council, which pays for the grounds' maintenance contract. This contract is managed on a day to day basis by NPFA.

The Grove Sports and Social Club building is located on land leased to the NPFA - see notes to the Financial Plan in Appendix 6.

### 2.3 Supporter

Practical support for organisations is mostly provided through the grant giving process. However, the staff of the Council regularly provide advice, support and resources on a day to day basis and councillors are directly involved with various groups. In addition to awarding grants NTC is a member of the following organisations: Avon Wildlife Trust, Campaign for the Protection of Rural England (CPRE) and the Woodland Trust. NTC is also a patron to Nailsea Choral Society, Nailsea Concert Orchestra, Nailsea and District Horticultural Society, Nailsea Musicals and Nailsea Theatre Club,

#### a) On-going Grants

- 2<sup>nd</sup> Nailsea Scouts
- 2467 Nailsea Squadron Air Training Corps
- Age UK Somerset
- Annual Skatefest
- Bedford Performers
- Carnival (1st Nailsea Scouts)
- Christmas Fair
- Community Alcohol and Drugs Misuse Forum
- Friends of Trendlewood Park
- May Fair (1st Nailsea Scouts)
- Mencap Cool Summer Club
- Nailsea and District Prostate Support
- Nailsea in Bloom
- Nailsea Environmental and Archaeological Team (NEAT)
- Nailsea Methodist Lunch Club
- Nailsea Summer Playscheme
- Parkinson's UK North West Somerset
- Phoenix Friendship Club
- Royal British Legion
- Victim Support Avonvale
- Vision North Somerset
- Wellspring Counselling
- West of England Multiple Sclerosis Therapy Centre
- WRVS Nailsea Day Care

#### b) One-off Grants

These organisations have received one-off or occasional grants in the last few years:

- Crossroads (Caring for Carers)
- Cruse Bereavement
- Nailsea and Backwell Diabetes Group
- Friends of Stockway North Nature Reserve
- Great Western Air Ambulance
- Golden Oldies
- Nailsea Basketball Club
- Nailsea Bowls Club
- Nailsea Concert Orchestra

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- Nailsea Cricket Club
- Nailsea Festival of Music
- Nailsea Junior Football Club
- Nailsea Senteneshi Karate
- Nailsea Social Shedders
- North Somerset Arts Week
- Nailsea Theatre Club
- Somerset Storyfest
- St Peter's Hospice
- Transition Town Nailsea
- Voluntary Action North Somerset

### 2.4 Partner

'Partnership' includes informal alliances as well as formal agreements on an on-going basis. This may include membership of a management committee of an organisation by a councillor as a representative of the Town Council.

#### a) 'Better Nailsea'

This initiative started in 2016 and is focused on improving the environment of the town, especially through organised litter-picks by volunteers.

#### b) Backwell Access Group (now dissolved)

The partnership with Backwell Access Group (BAG), which concluded with the accessible path around Backwell Lake being completed in 2014, was also an example of successfully working with other organisations such as Wessex Water (landowners) and the North Somerset Levels Internal Drainage Board, which has a legal right to maintain the rhyne on the southern side of the site. It was also notable that Backwell Parish Council, in which the Lake is situated, readily agreed to the NTC Clerk taking a lead in the project in order to expedite it.

#### c) Bucklands Action Group

The group was set up to respond to proposals for residential development on land donated to two local charities. The Town Clerk has maintained contact with the Chairman of the group over a number of years, and NTC aligned its response to the 2016 NSC Site Allocations consultation to that of the group.

#### d) Chamber of Trade and Commerce

The most successful collaborative campaign, undertaken with the Chamber, Waitrose and the Crown Glass Shopping Centre owners, was to preserve free car parking in the Town, in the face of proposals by NSC to impose charges. The Chairman and Vice-Chairman of Council attend Chamber meetings.

#### e) Nailsea and District Footpath Group

In 2015 a Map of Nailsea Paths was published following a collaboration with the Footpath Group, and also the Nailsea and Backwell Rotary Club. The map was designed to identify the many routes available in the town in terms of whether they are fully or partially accessible. Included in this was the 'Rotary Round' path designed for people in wheelchairs and other mobility issues. The success of the map meant that a reprint was required within a few weeks.

#### f) Nailsea Skatepark Project

The project to raise the funds for the replacement of the skatepark with a new concrete facility was successfully completed in 2016, with the official opening at the Annual Skatefest in July. The project was an informal partnership between the Nailsea Skatepark Project (NSP) and NTC. NSP is made up of the National Director

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

of Christian Surfers UK and local youth workers funded by other organisations. The individuals involved have acted as advocates for the skatepark users.

The design of the skatepark had, as a core aim, the principle of inclusivity. This meant that the specification had to satisfy the requirements of BMX, roller-blade and skateboard users of all ages and abilities. This includes people with disabilities, including those in wheelchairs. The park has a section attached to the main area which is specifically designed for very young children to gain experience.

During the course of the project and defining the specification, opportunities for engaging with young people were identified. This includes plans to run school holiday sessions teaching young people skills, but also etiquette with regard to how they use the skatepark and how they interact with other users.

### **g) Nailsea Tithe Barn Trust**

This relationship is subject to

- a formal agreement.
- quarterly meetings of the Management Group including review of policy, activities and financial performance.
- a commitment to managing the Barn on a sustainable not for profit basis, based on all costs and capital reserves being paid for from the operational income.

Nailsea Tithe Barn is jointly managed by NTC and the Tithe Barn Trust. When the restored Barn was opened in 2011 there was a 3-year plan to make it financially self-supporting and to generate financial surpluses to support activities at the Barn which promote the objectives of NTC and the Trust. One of these objectives is the reduction of social isolation, and an annual sum is set aside in the Social Inclusion Fund.

The **Leg Club**, based on the principles of the Ellie Lindsay Leg Club Foundation, which was started in 2015, is an NHS medical service in a non-clinical setting. It was able to start because the Tithe Barn was made available at no cost to the organisers i.e. the hire cost was covered by the Social Inclusion fund. The Leg Club can be seen as being the first concrete example of the implementation of the Nailsea Place concept.

### **h) Patients' Association**

Since 2014 NTC has been working with the Patients' Association in developing the concept of Nailsea Place, see Appendix 8. NTC recognises the desirability of working with the North Somerset Partnership on the Nailsea Place project through the Health and Wellbeing Board.

### **i) Retailers**

This involves those with a specific focus on supporting community initiatives such as Waitrose and Tesco. It also includes The Blue Room shop, which is a social enterprise business promoting local artists.

### **j) Shopping Centre Owners**

Nailsea Town Centre has a traditional High Street and a precinct (Crown Glass Shopping Centre). The latter is owned by a private company. NTC has always striven to work closely with the owners as a strong town centre is vital to the overall economic health of the town. The monthly Farmers, Craft and Community Markets take place in the shopping centre: the owners do not charge for this, and the Market Manager liaises with shopping centre staff to ensure market days' work safely and smoothly. NTC has worked with the owners on a joint scheme for the provision of new signage in the town and on the campaign to retain free parking.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 2.5 Advocate

- a) The Town Council has relationships with external organisations in order to promote the best interest of the town. The key on-going relationship in this respect is that with NSC. The aspiration is that this should be a partnership model, but the experience in this respect is mixed. Examples where this has worked positively is the freehold transfer of the Tithe Barn and the Glassworks site.
- b) The Council will campaign on behalf of the town regarding issues on a case by case basis. Recent examples include: responding to the consultation and public inquiry for the Hinkley C to Avonmouth Connection Project by National Grid and; getting NTC's Housing Mix Policy included as a policy in the Core Strategy.
- c) The Council will continue to respond to all local, regional and national consultations where these have an impact on the town.
- d) The Council actively uses the resources of the National Association of Local Councils (NALC), the Avon Local Councils Association (ALCA), the Society of Local Council Clerks (SLCC) and the network of parish clerks for formal and informal advice.

## 3. ORGANISATION

- a) The governing documents of the Town Council are contained within the Reports and Policies section of the web-site <http://www.nailseatowncouncil.gov.uk/reports.php>
- b) Committees determine the activities of the Council and are responsible for providing the resources to achieve the stated goals. This requires the setting of priorities within the available or planned financial, staff and councillor resources. These are identified in summary form in the Council's Strategic Priorities (Appendix 1) as:
  - Community Engagement
  - Environment
  - Governance
  - Leisure
  - People
  - Planning
- c) The Committee, sub-committee and working party Key Priorities in support of the Strategic Priorities are shown in Appendix 2 and the committee Terms of Reference are in Appendix 3.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 4. RESOURCES

- a) The financial operation of NTC is the responsibility of the Clerk as Responsible Finance Officer, reporting to the Finance and Policy Committee. The ultimate accountability rests with the Council. The Financial Regulations set out the financial management arrangements. Other key documents are the Risk Assessment Policy and the Risk Assessment Plan (Appendix 6.4), the Asset Inventory and the insurance policy. The records and processes of the Council are subject to review by the Internal and External Auditors.
- b) The financial plan supporting the Five Year Strategy (Appendix 6), assumes no increase in the precept figure during the plan period. The precept represents approx 88% of NTC's income. The annual figures for the precept since 1999 are shown in Appendix 6.
- c) The staffing structure of the Council is shown in Appendix 7. The staff hours allocated in 2004 were 109 hours per week. The current like for like total for the same number of staff is 107 hours: i.e. the hours allocated for the Events Coordinator<sup>2</sup> have been excluded from the total.

### 5. BUSINESS AS USUAL WORKLOAD

- a) The day to day workload of the NTC office includes, but is not limited to: financial management and audit, committee administration, room hiring, allotments, open spaces management, monitoring of grounds maintenance contracts, managing dog bin contract, play areas, monthly markets, supporting the work of numerous organisations, liaising with and chasing NSC, Town Orderly, dealing with the press, Nailsea in Bloom, liaising with youth service providers (Foreal), weekly web-site updates, Christmas lights and following up on feedback/complaints from residents (via email, phone and face to face).
- b) The following working parties have regular meetings (quarterly unless otherwise stated):
  - Accessibility working party
  - Allotments working party
  - Biodiversity working party
  - Risk Assessment and Asset management working party (twice per year)
  - Tithe Barn Management Group
  - Town Centre working party
- c) The following working groups have ad hoc meetings:
  - Christmas Lights working party
  - Planning sub-committee
  - Premises working party
  - Rights of Way working party
- d) Significant Tasks accomplished in the last 12 months  
These include, but are not limited to:
  - Addressing highways issues, such as the proposal for a controlled crossing on Queens Road and safety concerns with the junction of Queens Road and Hanham Way.
  - Appointment of professional advisers to support negotiations with National Grid re lines being undergrounded on NTC land at Engine Lane.
  - Completing a restructuring of committees.
  - Completion and distribution of the Nailsea Paths map.
  - Creation of 3 new policies i.e. Councillor and Staff Development and Training, Equality, Social Media.

---

<sup>2</sup> This role 'pays for itself' through the income generated by the postholder.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- Detailed responses, written and verbal, to the National Grid Planning Inquiry.
- Ensuring that the requirements of the Quality Award Scheme are in place.
- Funding, specification, tender, negotiation and completion of the skatepark project.
- Getting agreement from NSC for them to sell Youth House. Commissioning condition reports and liaising with offers at NSC.
- Liaising with NSC, Historic England and interested residents re Middle Engine Pit.
- Negotiation of Heads of Terms with National Grid.
- Premises working party review of sites, including detailed work on the Royal Oak Garage and Youth House.
- Process relating to Barratt Homes proposals and offer and responding to residents, councillors, rugby club and professional advisers. Appointment of professional advisers.
- Recruitment of a new Market Manager.
- Responses to numerous planning consultations.
- Tender and award of 3-year Grounds Maintenance Contract.
- Upgrade of IT systems to MS365.
- Upgrade of RBS Omega software and setting up new budget system from scratch.



### 6. PRIORITIES FOR DEVELOPMENT

In 2014 Town Council agreed a list of priorities for development. This was reviewed and modified by the Finance and Policy Committee of 10 February 2016 (MIN FP07/16f) for consideration by the Town Council all of which require significant expenditure. In some cases these objectives could be achieved within existing resources<sup>3</sup>, but others would depend upon major additional capital, which could not be generated from precept, loans or other income.

#### 1. MAINTENANCE AND REPLACEMENT

- a) Replacement Youth Facility.
- b) Existing play equipment, including skatepark.
- c) Station Road car park.
- d) Green spaces and footpaths.
- e) Street cleaning around the town centre.
- f) Improving pedestrian approaches to the town centre (including underpasses)

#### 2. HERITAGE

- a) Interpretive boards.
- b) Middle Engine Pit – develop proposals for the site and develop and access strategy
- c) Museum: build or procure a building to create a small museum.
- d) Hidden History: heritage walks, signage, leaflets, web-site, phone app.

#### 3. LEISURE

- a) Multi-use Games Area
- b) Grove Playing Field and Sports and Social Club Building
  - One option is to demolish and rebuild facilities
  - Second option is to refurbish the existing building
- c) New multi-use sports facilities
  - Provide all-weather facilities for a range of sports.
  - Develop/replace some existing facilities e.g. Grove Playing Fields, football, rugby and hockey.
- d) Outdoor play equipment for all ages.

#### 4. NEW FACILITIES

- a. Swimming pool.
- b. Exhibition space for performing arts.
- c. Town wide signage.
- d. Public art.

---

<sup>3</sup> 'existing resources' means income derived from precept, activities of council or borrowing (which can be financed from the normal annual budget)

### 7. CURRENT ADDITIONAL WORKLOAD

The additional workload currently underway includes the following, under the headings of Additional Business as Usual Commitments and Major Current Projects. The Town Council (February 2016) set up a working party "to consider the resources required to meet the Town Council's 5 Year Plan objectives":

#### 7.1 Additional Business as Usual Commitments

##### a) Accessibility

The Town Council decided that in reviewing its priorities with regard to the promotion of disability equality it would extend the remit of the disability working party to include the elderly and 'hard to reach' people. The group was renamed to the Accessibility Working Party to reflect this wider scope.

##### b) Biodiversity

*Terms of reference: "The aims of the Biodiversity working party are to safeguard and improve the biodiversity in and around the town. It will engage and work with local groups, relevant statutory and other bodies and parishes in promoting these aims. In support of this the Town Council will seek to promote biodiversity on land that it owns. The Biodiversity working party reports to the Environment and Leisure Committee."*

The objectives of the working party include the following.

*The Council is developing a plan for the allotments, through the Allotments working party, which includes a commitment to promoting biodiversity.*

**Trees:** *it was agreed that this is an area where the Town Council can make a significant contribution as a landowner (and tenant) i.e*

- Golden Valley Bridleway
- Grove Playing Field
- Hannah More Park
- Spilsbury Wood

*A more proactive approach to biodiversity should be developed. It was agreed that this should start with Spilsbury Wood.*

**Working with local organisations:** *it was agreed that the Town Council should not try and coordinate the efforts of existing local groups as their independence allows them to focus on their specific areas of interest. The Council should therefore continue to develop a relationship with these groups and to support their work wherever possible.*

*An annual grant for biodiversity schemes has been created with local groups and schools encouraged to come forward with proposals for suitable projects.*

**Biodiversity Map:** *there is an aspiration to develop a map showing areas of ecological interest would be beneficial. The Clerk will discuss this with Susan Stangroom at North Somerset Council.*

##### c) Community Engagement

Approved by Town Council December 2015

*"to agree the Community Engagement Policy as follows and that the terms of reference of the committee would be to fulfil the Community Engagement Policy:-*

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

*It was agreed to define 'Community' as 'all the residents of Nailsea'. Those groups which work with members of the community were also highlighted as needing to be part of the Community Engagement Strategy.*

*The aims of the Community Engagement Strategy were defined as the Town Council:*

- *Engaging positively with the community and communicating what it does.*
- *Aiming to get more members of the community engaged as volunteers, assisting in specific projects (such as Christmas lights and Nailsea in Bloom) and community organisations (including standing for election to Town Council).*
- *Identifying target groups, understanding their needs and developing methods of communication appropriate to each group e.g. social media, Facebook, Twitter, Instagram, web-site, local media, printed newsletter, internet newsletter, questionnaires and surveys (printed and electronic), face to face with individuals and groups.*
- *Identifying accurate demographic data regarding the community.*
- *Facilitating the activities of community organisations through practical assistance, coordination and, if necessary, financial support.*
- *Supporting projects and campaigns, where practicable.*
- *Developing a greater community pride in Nailsea as a place to live and work.*
- *Creating a physical space based on the Nailsea Place concept of a Community Hub. This could be a shop or a larger building.*
- *The purpose of the Hub [see section on the Nailsea Place] was defined as:*
  - *To create a community facility with multiple uses e.g. cafe, meeting/activity spaces, internet access (eg. young people teaching older residents' digital skills), youth facility, information on community activities and local organisations.*
  - *To create an identity (brand) that would make the Hub a place attractive to all the community. The Tithe Barn is a model for this, as is Barcode for young people. This may include a logo. It was agreed that a 'council' brand would not be appropriate.*
  - *To create opportunities for organisations to combine resources and strengthen networks.*
  - *To promote the activities of organisations within the town.*
  - *To create opportunities for volunteering, both within the Hub and elsewhere.*

### **d) Disability (see Accessibility)**

### **e) Quality Award Scheme**

The scheme sets out parameters and expectations for town and parish councils, but each council has to determine to what extent it sets its own standards.

The majority of parish councils have not engaged with the Quality Award scheme or its predecessor, partly on the grounds that they cannot justify the staff resources required to fulfil the objectives of the scheme. This is an entirely legitimate approach which revolves around the ethos of those councils and in particular their willingness to take on long-term commitments and to set the precept at an appropriate level.

### **f) Website and Social Media**

The Community Engagement Committee decided (March 2016) that the Council website needs to be upgraded. The initial issues to address will be to determine what information the Council wants the site to include and how it will be managed on an on-going basis.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 7.2 Major Current Projects

#### a) Consultation

The Town Council made the following resolution on 30 March 2016 (MIN 34/16e):

*"to agree to having a town-wide consultation on the subject of housing development and a five-year strategy."*

The example of the Parish Plan consultation in 2008, which resulted in a response rate of 35% of households, highlighted how valuable such an exercise can be. It also highlighted the large amount of planning, administration, analysis and reporting that is required in order to make the entire process a success.

#### b) Engine Lane

Following an offer made by Barratt Homes, in November 2015 the Town Council agreed the following with regard to the land it owns at Engine Lane (MIN 119/15):

*"to sell the land subject to planning consent and the proceeds being reinvested in the town."*

Since that time a great deal of the Clerk's time has been taken up with the implications of this decision, including the following:

- a) Appointment of professional and legal advisers and subsequent communications and meetings with them.
- b) Consideration and responses to documentation produced by our advisers and Barratt Homes.
- c) Liaison with Barratt Homes.
- d) Extensive written and oral communications with residents.
- e) Consideration of contractual matters such as the overage on part of the land (10 acres at Gaulacre) and restrictive covenant (on 4 acres leased to Nailsea and Backwell Rugby Club).
- f) Trying to get a contractual agreement with National Grid following the Heads of Terms agreed in May 2015.

#### c) Incidental Open Spaces

In 2015 NTC had discussions with NSC regarding the transfer of incidental open spaces, having resolved, in February *"to agree to ask North Somerset Council to consider in principle Nailsea Town Council taking on the acquisition of the incidental open spaces as listed below, and to maintain them as open spaces, subject to detailed consideration of the acquisition and on-going costs"*. This arose from concerns that NSC was selling off some of these pieces of land to residents to extend their gardens, with the consequence that the areas were no longer available as a public resource, either to use or as a visual amenity.

The exercise to review, document and analyse all the incidental open spaces is a large task. If NTC then decides it wants to take over some or all of these areas the transfer will have to be negotiated with NSC.

#### d) Station Road Car Park

In April 2016 NTC determined that *"the management, layout and condition of Station Road car park should be reassessed with a view to developing a costed report with proposals for improvements."*

An analysis of short and long-stay parking, also incorporating Clevedon Road car park is necessary to understand the usage of the car parks and to recommend any improvements.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### e) **Youth House and Nailsea Place**

In 2015 NTC agreed in principle to acquiring Youth House. Since that time the following progress has been made:

- Agreement in principle obtained from NSC that NTC would be given first option to purchase Youth House.
- Condition Report and Valuation obtained.
- Further report on the condition of the floor is awaited.

If a decision is made to proceed, negotiations on contract price and conditions will be undertaken. If purchased an operational and financial business plan is required. This will involve extensive research and analysis with local organisations with the objective of using Youth House as a base for implementing the Nailsea Place concept. As part of the consultation process the uses of other buildings to facilitate the concept, especially Tithe Barn, Library and Scotch Horn need to be considered.

The outcome of this process will determine the preferred layout plan for the building. Depending on the proposals a budget and project plan for implementation will be required.

## 8. PROPOSED AND POTENTIAL PROJECTS

### 8.1 **Projects**

#### a) **Hidden History Project**

In 2014 NTC commissioned a specialist firm to assess the potential for developing a history and heritage project in the town. This resulted in a report which proposed an integrated project called 'Hidden History – Nailsea'. At the time the projected cost of implementation was around £70,000. NTC committed £10,000, but the consultant felt that this was too small a budget for the project aims to be achieved. Attempts to find a way forward within that budget have not been successful.

The Hidden History concept remains valid and needs to be considered as part of the 5 year planning for NTC in terms of competing priorities and the availability of funds. The project includes all historic sites in the town, including the Glassworks and Middle Engine Pit.

#### b) **Leisure Strategy**

As part of a strategic plan for the town NTC needs to consider how to develop the provision of facilities for indoor and outdoor leisure and recreation, for people of all ages and capabilities. This is integral to the Nailsea Place concept and the benefits to well-being from developing better leisure facilities and services.

A comprehensive public consultation is an essential part of the process of developing a Leisure Strategy. This should be done in conjunction with NSC which maintains control over crucial assets even though it continues to make major cutbacks in the provision of services.

A significant capital receipt would allow a major investment, but irrespective of this, the Leisure Strategy needs to encompass the following:

- development of play areas.
- uses of all recreational, sports and play areas.
- the activities of sports clubs and organisations, youth (including scouts, brownies, Wessex Reserve Forces), music, drama and social clubs.
- The future of the Library and the Scotch Horn Centre (see below).
- the needs of the elderly, disabled and isolated.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

Potential areas for investment already known about include the following, but more would emerge through a consultation process in developing the Leisure Strategy:

- All-Weather Pitch
- Grove Sports and Social Club Building
- Hidden History project
- Library redevelopment
- Middle Engine Pit
- Multi-Use Games Area
- Nailsea Place: extending the scope of the concept
- Scotch Horn redevelopment

### c) **Middle Engine Pit**

NSC owns Middle Engine Pit. This site is on the Historic England (formerly English Heritage) 'At Risk' Register. Reconstruction of the site perimeter wall was completed in 2015, but no work has been done to secure the remaining structures on site. NTC is keen to see a comprehensive restoration project for the site, but this is dependent on NSC taking appropriate action. NTC has said it would be willing to commit staff resources to supporting a grant application to Heritage Lottery Fund, but to date NSC has made no commitment to developing a scheme or a funding package.

### d) **Nailsea Playing Fields Association (NPFA)**

NPFA has a lease from NTC on land at the Grove Playing Fields and owns land at Greenfield Crescent. As the tenant it is the de facto 'owner' of the Grove Sports and Social Club building. However, at the end of the current lease or sooner if NPFA requests the surrender of the lease and NTC agrees, it will revert to the de facto ownership of the Council. The building is run by a management committee and has well-known and long-standing problems with the structure and its long-term viability. The 5-year Strategy needs to consider the long-term future for the building and how it could operate in conjunction with facilities at a redeveloped Scotch Horn. Central to this will be the cost of halting further deterioration and also an analysis of the implications of a rebuild. The latter could not be considered without additional major capital funding.

### e) **Scotch Horn Centre**

It appears that redevelopment/rebuild of the Scotch Horn Centre is a priority for NSC, but NTC is currently unaware of any plans or business case for the scheme. NSC policy is that their leisure facilities must be self-financing, which will have a significant impact on the capital investment and business planning. It is assumed that the project will include a swimming pool, and the entire facility would be expected to be of benefit for the north of the district as a whole, not just Nailsea and the immediate area.

There is an opportunity for a redeveloped Scotch Horn to be part of the Nailsea Place concept, offering a wide range of facilities beyond traditional leisure provision, such as purpose-built arts performance space. The relocation of the Library may also be a consideration.

### f) **Wraxall Allotments**

Wraxall and Failand Parish Council is working with a group of their residents to create some allotments in their parish, on land owned by NSC. NTC has provided advice based on its long experience of managing allotments. The current proposal is that the allotment plots will be split equally between residents of each parish, with each council contributing to the costs.

## 8.2 **Financial and Management Considerations**

### a) Funding for any or all of the above projects may be obtained from the following sources:

- North Somerset Council
- Grants

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- Windfall sales
- Section 106
- Local businesses
- Loans

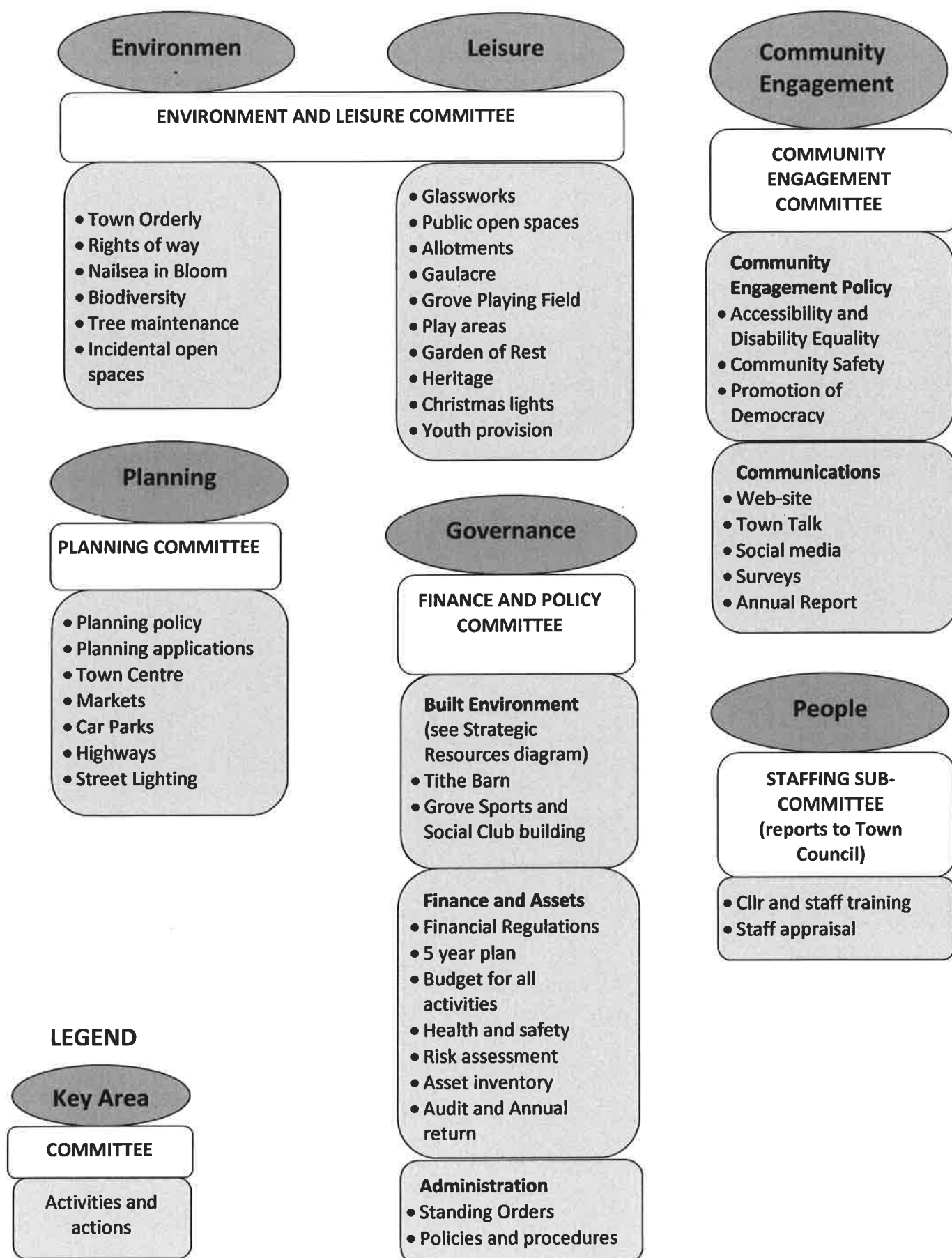
A project should not be started without a viable business plan in place to show there is sufficient income being generated to pay off any loans, pay for management and staff, upkeep and a fund to provide for maintenance of the building over its lifetime.

- b) Revenue streams from facilities such as Scotch Horn and Youth House could include:
- Rental from principal users
  - Cafe, bar and restaurant: these facilities would ideally be let to an operator who would pay a fee and perhaps a share of the profits from sales
  - Office rent
  - Hirers of fixed spaces
  - Hirers of general use space
  - General income from use of the sports and leisure facilities

Whilst each individual operation should be a financially stand-alone business the overall strategy may consider cross subsidising.

- c) A single manager responsible for all sports, leisure and community uses might be appointed or alternatively one for sports/leisure and one for community uses. Their responsibilities would be to effectively manage the operations to meet the standards established and to generate the income required.
- d) The impact of major developments on the workload of the office staff needs to be carefully monitored, and action taken to address any issues which arise.
- e) Careful consideration will have to be given as to how these facilities are owned and run.

## APPENDIX 1: STRATEGIC PRIORITIES





# NAILSEA TOWN COUNCIL

## APPENDIX 2: COMMITTEE AND WORKING GROUP KEY PRIORITIES

|  |  |  |
|--|--|--|
| <p><b>Town Council</b></p> <ul style="list-style-type: none"> <li>• Develop and implement 5 year Strategic Plan</li> <li>• Oversight of 5 year Financial Plan</li> <li>• Review options for land owned by NTC</li> </ul> <p><u>Working Groups</u></p> <ul style="list-style-type: none"> <li>• Land Options</li> <li>• Premises</li> <li>• Staffing</li> </ul>   | <p><b>Finance and Policy Committee</b></p> <ul style="list-style-type: none"> <li>• Implement and review 5-year rolling financial plan</li> <li>• Annual review of budgets for all activities</li> <li>• Assess future plans for Grove Sports and Social Club building</li> <li>• Tithe Barn business plan</li> <li>• Renew lease for land at Hannah More road</li> <li>• Annual asset inventory and risk assessment</li> <li>• Health and safety</li> <li>• Annual Review of Standing Orders and Financial Regulations</li> <li>• Bi-Annual review of all other policies</li> <li>• Audit and Annual Return</li> </ul> <p><u>Working Groups</u></p> <ul style="list-style-type: none"> <li>• Tithe Barn Management</li> <li>• Risk Assessment and Asset Management</li> </ul> | <p><b>Environment and Leisure Committee</b></p> <ul style="list-style-type: none"> <li>• Implement 'Hidden History – Nailsea' project.</li> <li>• Acquire incidental open spaces from NSC</li> <li>• Implement rolling maintenance programme for open spaces</li> <li>• Implement 3 year grounds maintenance contract 2016-19</li> <li>• Implement and review rolling 5 year plan for allotments</li> <li>• Implement rolling investment plan for play areas</li> <li>• Develop and implement biodiversity policy and plan</li> <li>• Implement 5 year plan for Christmas lights</li> <li>• Review Youth Services contract</li> <li>• Risk assessment: open spaces, play areas and trees</li> </ul> <p><u>Working Groups</u></p> <ul style="list-style-type: none"> <li>• Allotments</li> <li>• Biodiversity</li> <li>• Christmas Lights</li> <li>• Rights of Way</li> <li>• Youth Services</li> </ul> |
| <p><b>Staffing sub-committee</b></p> <ul style="list-style-type: none"> <li>• Training and development programme for cllrs and staff</li> <li>• Performance review</li> <li>• Annual pay review</li> </ul>   | <p><b>Planning Committee</b></p> <ul style="list-style-type: none"> <li>• Promote NTC Core Strategy policies to NSC</li> <li>• Develop plan for town centre improvements (inc car parks)</li> <li>• Implement signage plan</li> <li>• Respond to planning applications and policy consultations</li> </ul> <p><u>Working Groups</u></p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Town Centre</li> </ul>  |  |
| <p><b>Community Engagement Committee</b></p> <ul style="list-style-type: none"> <li>• Develop and implement Community Engagement Strategy</li> <li>• Develop and implement Communications Plan</li> <li>• Collate demographic data</li> <li>• 'Nailsea Place'</li> <li>• Review grants process</li> </ul> <p><u>Working Groups</u></p> <ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Disability Equality</li> </ul> |  |  |

# NAILSEA TOWN COUNCIL

| TOWN COUNCIL  |   |  |  |   |  |
|---|---|--|--|---|--|
| COMMITTEES  | COMMUNITY ENGAGEMENT  | ENVIRONMENT AND LEISURE  | PLANNING   | FINANCE AND POLICY  |  |
| <b>WORKING GROUPS (meeting schedule)</b> <ul style="list-style-type: none"> <li>• <b>PREMISES (ad hoc)</b> <ul style="list-style-type: none"> <li>• Assess options for a community building/Nailsea Place</li> <li>• Seek professional advice as required</li> <li>• Liaise with relevant third parties</li> </ul> </li> <li>• <b>STAFFING (ad hoc)</b> <ul style="list-style-type: none"> <li>• Training/development programme for cllrs and staff</li> <li>• Performance review</li> <li>• Annual pay review</li> </ul> </li> </ul> | <b>COMMUNITY SAFETY (March, June, Sept, Dec)</b> <ul style="list-style-type: none"> <li>• Liaise with Police, Town Centre, community groups and individuals.</li> <li>• Regular review of CCTV costs and benefits</li> </ul>  | <b>ALLOTMENTS (quarterly)</b> <ul style="list-style-type: none"> <li>• Liaise with allotment reps and tenants</li> <li>• Monitor both sites</li> <li>• Set annual budget, maintenance program and 5 year plan</li> </ul> | <b>PLANNING (ad hoc)</b> <ul style="list-style-type: none"> <li>• Core Strategy</li> <li>• Consultation responses</li> <li>• Liaise with Planning Authority</li> </ul>   | <b>RISK ASSESSMENT AND ASSET MANAGEMENT (Dec, June)</b> <ul style="list-style-type: none"> <li>• Annual review of all assets</li> <li>• Regular risk assessment of all property and activities</li> </ul> |  |
|   | <b>ACCESSIBILITY (quarterly)</b> <ul style="list-style-type: none"> <li>• Liaise with relevant groups and individuals inc advocates for the disabled and/or disadvantaged</li> <li>• Develop, implement and review Disability Equality policy</li> <li>• Footpath maintenance</li> <li>• Improve signage</li> <li>• Improve allotments</li> <li>• Review dropped kerbs</li> </ul> | <b>BIODIVERSITY (triannual)</b> <ul style="list-style-type: none"> <li>• Liaise with relevant groups and individuals</li> <li>• Agree and implement Biodiversity Plan</li> </ul>   | <b>TOWN CENTRE (March, June, Sept, Dec)</b> <ul style="list-style-type: none"> <li>• Liaise with Chamber of Trade, Ellandi and Shopping Centre Manager</li> <li>• Projects to improve streetscene e.g. signage</li> <li>• Maintenance of street furniture</li> </ul> | <b>TITHE BARN MANAGEMENT (March, June, Sept, Dec)</b> <ul style="list-style-type: none"> <li>• Liaise with TB Trust</li> <li>• Business Plan and annual budget</li> <li>• Policy decisions</li> </ul>     |  |
|   | <b>YOUTH SERVICES (quarterly, on site)</b> <ul style="list-style-type: none"> <li>• Liaise with Foreal staff: Youth House/outreach</li> <li>• Assess options for improving service and facilities</li> </ul>  | <b>RIGHTS OF WAY/OPEN SPACES (quarterly)</b> <ul style="list-style-type: none"> <li>• Maintenance programme for paths</li> <li>• Community Payback</li> <li>• Litter picking</li> <li>• Dog bins</li> </ul>              |  | <b>OTHER BODIES</b> <ul style="list-style-type: none"> <li>• Nailsea in Bloom: Cllrs Frappell and A. Tonkin</li> <li>• Trendlewood Park Mgmt Cttee: Cllr Lees</li> </ul>                                  |  |
|   | <b>OTHER BODIES</b> <ul style="list-style-type: none"> <li>• ALCA</li> <li>• COIN</li> <li>• Nailsea Against Pylons</li> </ul>  |  |  |   |  |

# NAILSEA TOWN COUNCIL

## APPENDIX 3: COMMITTEE TERMS OF REFERENCE

Committee terms of reference are approved by the Town Council annually. The terms of reference for each committee are as follows:

**a) Community Engagement Committee**

*"to fulfil the Community Engagement Policy."* For the policy, see Appendix 5.

**b) Environment and Leisure Committee**

*"to consider the management, maintenance and coordination of the town's interests in open spaces, public rights of way leisure facilities, heritage and community safety; the acquisition and disposal of facilities to meet the above requirements; and incurring expenditure in carrying out these aims within the budget allocated by the Town Council annually".*

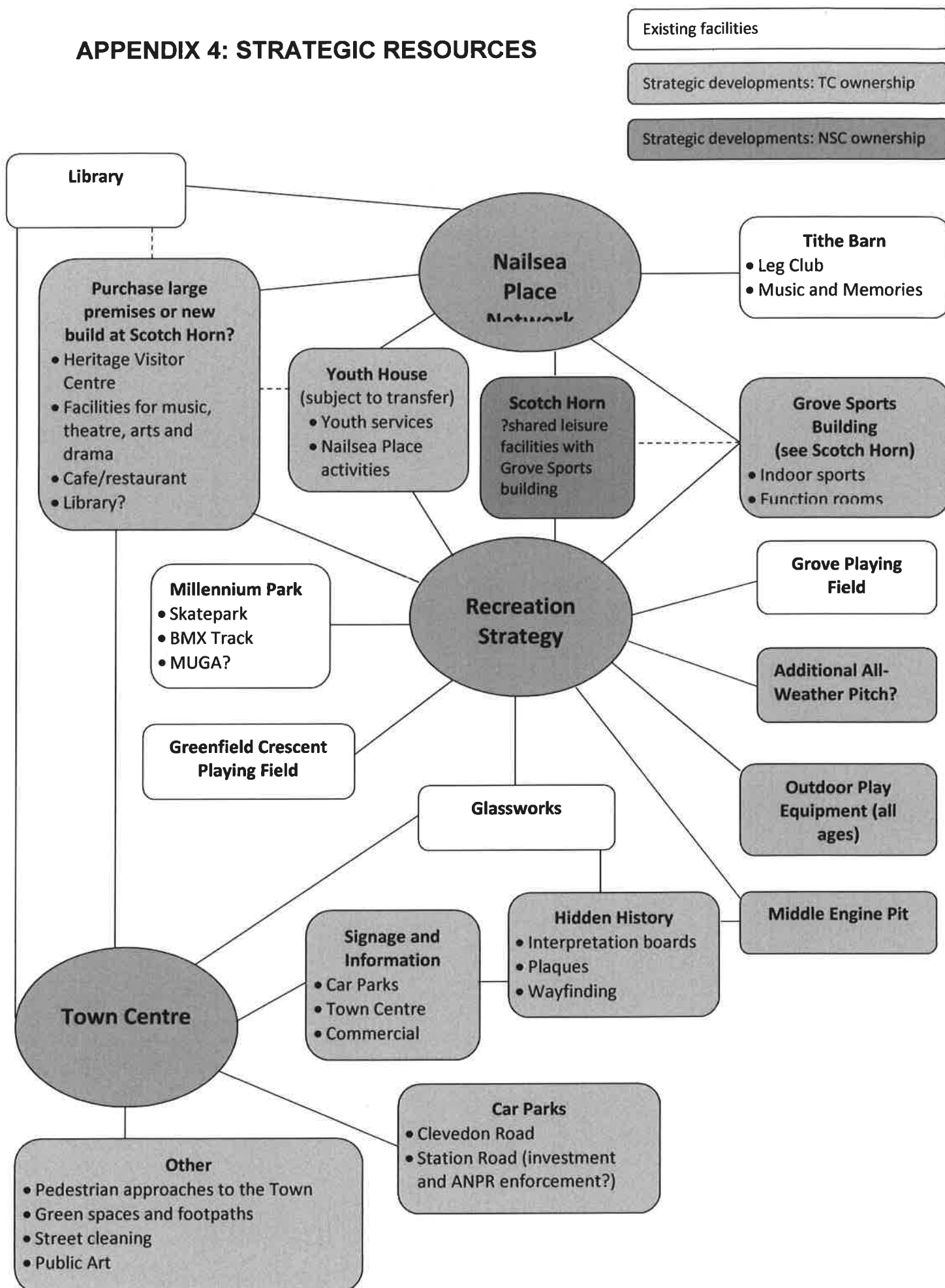
**c) Finance and Policy Committee**

*"to incur expenditure within the delegated budget; to consider and make decisions on financial and other matters; to manage the financial procedures including those required by legislation and regulations; to consider and make recommendations to Council on matters relating to procedure and conduct of the Council and Council business, staffing matters, matters referred to it by the Town Council and any other Committee and to manage matters of a confidential or urgent nature; to manage the Tithe Barn together with any other premises in which the Town Council has a legal interest".*

**d) Planning Committee**

*"to incur expenditure within the allocated budget including obtaining legal and professional advice where necessary to deal with planning applications and other planning matters; street naming, all highway and related matters; footpaths (statutory); and to make decisions on matters requiring urgent attention."*

APPENDIX 4: STRATEGIC RESOURCES



## APPENDIX 5: POLICIES

### 5.1 Policies Reviewed Every Year

- a) **Standing Orders** <http://www.nailseatowncouncil.gov.uk/reports.php>
- b) **Financial Regulations** <http://www.nailseatowncouncil.gov.uk/reports.php>
- c) **Parish Plan Policy Statements i.e:**

#### 1. ***The Future of Nailsea***

*On the basis of the current mix of housing stock and population statistics in Nailsea, and against the background of national trends such as household size, with no significant change to the housing stock, it is projected that the population of Nailsea will slowly decrease over the next decades, the average age of the population will rise and the average number of residents per household will reduce. A slow decline in population would have detrimental consequences on the social benefits and provision of services in the Town.*

*The Town Council therefore supports a policy of limited growth, sufficient to maintain a balanced population age structure, stable in size. Such limited growth must be sustainable, requiring a balancing of economic, environmental and social needs. The Town Council will seek to identify the optimal size of this limited growth and the time frame over which it might be realised.*

*This will require commensurate limited growth in employment opportunities for residents in the Town to avoid increased out-commuting. In turn this is likely to require an improved transport infrastructure. Services must be planned and maintained at a level to meet the needs of a limited increase in population.*

#### 2. ***Green Belt Land***

*The Town Council fully supports the principle of separating distinct communities with green belt land. The Council will therefore continue to pursue vigorously its policy of seeking an extension of the green belt to the south and west of Nailsea (Bucklands Batch round to Netherton Wood Lane).*

*In order to allow for limited growth in accordance with policy 1 (The Future of Nailsea), some relaxation of the green belt to the north of the town (Bristol Road to Clevedon Road) may be required.*

*In addition a minor amendment to the green belt at the north east boundary of the town (west of Bristol Road) to improve access to the industrial estates, will continue to be sought.*

#### 3. ***Town Centre***

*The future of Nailsea as a thriving community requires a healthy retail and service sector. The Town Council wishes to work closely with interested parties such as the Town Centre owners and the Chamber of Trade and Commerce to maintain and improve the range and quality of facilities and services in the centre of Nailsea, in order to promote its status as a market town.*

*In particular the Town Council supports the continuation of markets in Nailsea and will work with relevant bodies to achieve this.*

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

*The Town Council will also pursue improvements to the environment of the Town.<sup>4</sup>*

### **4. Heritage**

*The Town Council believes that the industrial and social heritage of the Town should be preserved and, where possible, made accessible to residents and visitors. It will invest in signage and information boards to support this goal. The Council will also encourage and where appropriate support other groups wishing to understand and preserve the Town's heritage.*

*The Council will work with English Heritage, North Somerset Council and other interested parties to resolve the issue of the Middle Engine Pit site.*

### **5. Open Spaces**

#### **a) Amenity space**

*The numerous open spaces in and around Nailsea, including amenity space in residential areas, are highly valued by its residents and the Town Council. These open spaces will, as far as possible, be protected and preserved by the Council and will be encouraged in future development. To this end the Council will actively pursue the appropriate planning designation of such spaces and will be prepared to consider acquiring an interest in the ownership or maintenance of the relevant land should this be practicable and necessary to achieve this policy aim. The Town Council values the existence of trees and hedgerows and will seek to preserve them.*

#### **b) Public Rights of Way**

*The Council is committed to the protection, maintenance and development of public rights of way, including footpaths, bridleways, quiet lanes and cycleways in the Town, and for their inclusion within any future development, and will pursue this in conjunction with neighbouring parishes where appropriate. The Council will consider extending its responsibility for the maintenance of public rights of way and open spaces, to include those managed by North Somerset Council, subject to the transfer of appropriate funds in respect of the District Council's existing responsibilities.*

### **6. Leisure Facilities**

*In order to enable active involvement in leisure pursuits the Town Council will support the development of sustainable recreational facilities to meet the present and future needs of the people of Nailsea. This includes, but is not limited to, sports fields, children's play areas and allotments.*

*The Town Council will continue to support the acquisition and development of facilities subject to the proportionate use of its resources. It will encourage and, where practicable, support organisations which themselves are promoting recreational activities.*

*The aim of the Town Council is to have a swimming pool in Nailsea. The Council will support the development of such provision, consistent with its overall responsibilities and resources. It does not believe it appropriate to manage or be responsible for the revenue costs associated with the operation of a swimming pool.*

---

<sup>4</sup> May 2015. Following the successful completion of the Glassworks improvement scheme the following words were deleted: "[The Town Council] is prepared to acquire an interest in the Glassworks site to influence the regeneration of the eastern High Street (see policy 4 Heritage)."

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 7. Community Safety

*Although a large proportion of residents who responded to the survey consider Nailsea a safe place to live, particular concerns were expressed regarding anti-social behaviour (especially relating to alcohol consumption), irresponsible road usage and a desire for a more visible police presence in the Town.*

*The Town Council will endeavour to ensure the extent of these problems is fully understood and are adequately explained to residents. In particular it will seek regular reports on policing, to include statistical information on levels of crime and will continue regular dialogue with appropriate representatives of the police.*

*The Council will continue both to encourage relevant parties to take appropriate steps to address problems and also to provide support and encouragement to local organisations seeking to maintain and improve safety in the Town. These parties include, but are not limited to, the police, North Somerset Council youth services, other youth groups, the Local Action Team, the Chamber of Trade and Commerce and the National Health Service.*

### **History**

*First edition December 2009*

*1<sup>st</sup> Revision October 2014*

*2<sup>nd</sup> Revision May 2015"*

### 5.2 Policies Reviewed Every Two Years

- Advertising Vacancies for Councillors Policy
- Complaints Policy
- Councillor and Staff Development and Training Policy
- Deputising Policy
- Disability Equality Policy
- Disciplinary Procedure
- Equal Opportunities
- Equality Policy
- Neighbourhood Policing – Resident Protection Policy
- Pension Scheme Policy
- Prosecution Policy
- Publication Scheme Policy
- Purchasing Policy
- Race Relations Policy
- Recruitment of Ex-Offenders Policy
- Secure Storage, Handling, Use Retention and Disposal of Disclosures and Disclosure Information Policy
- Social Media Policy
- Staff Grievance Procedure

### 5.3 Policies Reviewed as required

#### a) Accessibility Policy

The Community Engagement Committee agreed the Accessibility Policy on 20 January 2016 (MIN CE06/16) i.e:

*"the focus in improving accessibility will be on the following objectives:-*

- *Ensuring footpaths around the town are maintained so that all residents find them accessible.*
- *Reviewing and improving signage.*
- *Improving the quality and availability of seating in the town centre and on key routes into it.*

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- *Making improvements to the allotment sites.*
- *Reviewing dropped kerbs and making any recommendations for improvements.*
- *Working with key organisations and individuals in addressing the objectives: these would include the Chamber of Trade and Commerce, the Shopping Centre owners, relevant charities and advocates for disabled and/or disadvantaged people in the community.*
- *To request that all Council committees consider accessibility issues as part of their work."*

### **b) Allotments, Policy for the Management of**

#### **1. "Town Council**

1.1 *The Town Council is responsible for the maintenance of all common areas, boundaries and services to the allotment sites. The costs are paid for from allotment rents (see 'Financial' below).*

1.2 *Allotment rents are reviewed annually by the Town Council as part of the budget setting process. Any change to allotment rents requires 12 months notice to tenants.*

#### **2. Tenants**

2.1 *Allotment holders are responsible for the use of their plot in accordance with the tenant agreement. This includes the requirement to obtain insurance cover for their plot.*

#### **3. Financial**

3.1 *The cost of operating the allotments will be paid for by the income from the rents. Other than in exceptional circumstances the Town Council will not precept for expenditure on the allotment sites. For the avoidance of doubt, the Town Council policy is that the allotments will be self-financing and will not benefit from a 'subsidy' from tax payers who are not allotment-holders. Equally, any financial surpluses generated from the allotments will be used for the benefit of the allotment sites and/or tenants.*

3.2 *The budget for the allotments will include all relevant costs, with the exception of 3.3 below. This includes:*

a) **Operating costs:** *these are the routine recurring costs associated with the allotments e.g. water, insurance and administration.*

b) **Maintenance and repairs:** *these are one-off costs or those only required every few years, usually identified as part of the planned preventive maintenance programme. The annual budget will include a sum to go into a reserve fund for this purpose to be spent as required. The annual budget-setting process needs to consider whether the sum being put into reserves for maintenance and repairs is adequate.*

c) **Capital expenditure:** *this relates to the purchase and/or installation of items specified by the allotment-holders in a rolling 5-Year Plan. A separate reserve fund will be created for this purpose and reviewed annually. Any capital expenditure which the Town Council decides it requires but has not been requested by the allotment-holders will be at the Town Council's expense.*

3.3 *Any works to the boundary wall at the Whitesfield Road allotments site will be at the Town Council's expense.*

3.4 *Other than minor items (less than £50), all expenditure at the allotments, including capital items and any grant funds, will be made through the Town Council office or with prior agreement for an alternative arrangement for payment.*



## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

3.5 *Other than in exceptional circumstances any shortfall in the allotments budget in one year will need to be recovered from future income from rents.*

### 4. **Budget**

4.1 *A budget for the allotments will be prepared as part of the Council's annual budget setting process.*

4.2 *Description of budget lines:*

- **Town Council Subsidy:** *the budget itemises the income received from both allotment sites. It also shows the Town Council Subsidy which is effectively a contribution to the allotments income compensating for the 50% reduction in allotment rent given to tenants of retirement age. The 50% discount was removed in April 2013 for new tenants, and existing tenants entitled to the discount at that date were given a further ten years of the benefit i.e. until April 2023.*
- **Town Council Staff:** *this sum is made up of:*
  - *Annual payment of allotment rents: this is calculated as the number of rents collected by each member of staff x 5 minutes (2013 figures).*
  - *Staff time over the rest of the year based on the following: Clerk 5 hours pa; Assistant Clerk 20mins pw x 45 weeks; Finance Officer 1 hour pw x 45 weeks. Examples of time spent are paying bills, contacting new allotment holders, annual newsletter, dealing with sub-standard allotments, organising maintenance and repairs, visiting allotments and general enquiries (e.g. sheds).*
- **Allotment competition:** *this is not charged to the allotment budget i.e. paid for from the Council Administration budget.*
- **Land cost:** *as at December 2014 the cost of the land is zero in the budget. It is intended to review this when the lease agreement with North Somerset Council for the Hannah More Park land (including Engine Lane Allotments) has been resolved. The figure used as a rule of thumb by the National Allotment Association is £105.00 per acre.*

### 5. **Rent**

5.1 *The rent for allotments will be reviewed annually by the Community Open Spaces sub-committee and a recommendation made to Leisure Facilities Committee at its annual budget meeting.*

5.2 *The budget will identify the respective costs for each allotment site. The total operational and capital costs will be used to calculate the rent required to recover these costs. The rental charge is calculated as a price per square metre and is applied equally to tenants on both allotment sites.*

5.3 *Information regarding rents will be included in the annual newsletter to tenants."*

### c) **Biodiversity Plan**

See 7.1b Additional Business as Usual Commitments.

### d) **Community Engagement Policy**

See Appendix 7.1c Additional Business as Usual Commitments.

### e) **Grant Requests, Policy for the Consideration of**

Version 1.1 agreed at Town Council 30 March 2011, revised by Finance and General Purposes Committee 5 December 2012

The policy is as follows:

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

*"The Town Council considers grant requests from organisations as part of its annual budget setting process. A diverse range of groups apply for grants and the following criteria are designed to assist in ensuring that an objective approach is taken in considering applications.*

|                   |   |
|-------------------|---|
| <b>OBJECTIVES</b> | <ul style="list-style-type: none"> <li><b>To maximise the benefit to the community of grants provided by the Town Council.</b></li> <li><b>It is intended that grants will assist the development of local organisations and services and make those services more accessible to members of the community in terms of the cost of using them.</b></li> <li><b>Grants are intended primarily to benefit the residents of Nailsea.</b></li> </ul> |
|-------------------|---|

|                   |   |
|-------------------|---|
| <b>PRINCIPLES</b> | <p><b>LEGAL REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li><b>The Town Council has the statutory power but not a duty to make grants.</b> Grants are made at the discretion of the Council and are not an entitlement for any group.</li> <li>Grants are not made to individuals.</li> <li>There are financial limits on the Council's power to award grants to organisations not directly involved in providing services to residents of the Town.</li> </ul> <p><b>THE FOLLOWING ARE CURRENT COUNCIL CUSTOM AND PRACTICE (NOT POLICIES)</b></p> <ul style="list-style-type: none"> <li>Grant applications are considered between October and December, in preparation for setting the budget for the subsequent financial year. Other than in exceptional circumstances, grant requests outside the routine budget-setting timetable will be deferred until the next annual cycle.</li> <li>Grants can only be offered for the subsequent financial year. If a grant is unspent the Council can consider whether to defer the release of the funds to the following year.</li> <li>There is no presumption of an automatic 'inflation increase' if a grant is made to the same organisation in successive years.</li> <li>Loans will only be made in exceptional circumstances.</li> </ul> |
|-------------------|---|

### 1. Categories of Grant Applicant

| Type of Organisation   | Eligible for a Grant?                        | Comment   |
|--|--|---|
| Local Charities e.g trusts, incorporated assoc's, Companies Ltd by Guarantee | Yes  | Consideration must be given to the financial position of the applicant organisation (see 2. below). |
| Local Voluntary organisations, membership organisations                      | Yes  |   |
| National or Regional Charities: local branch                                 | Yes  |   |
| Commercial organisations   | No, other than in exceptional circumstances. |   |
| Individuals  | No   | The Town Council does not give grants to individuals. The Community Trust is the local              |

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

|  |   |   |
|--|---|---|
|  |   | <i>organisation that considers requests from individuals. The Town Council gives a grant to the Community Trust for this purpose.</i> |
| <i>National or Regional Charities: fundraising campaigns</i> | <i>No, other than in exceptional circumstances.</i> |   |

### 2. Applicant Organisation

|  |   |  |
|--|---|--|
| <i>Purpose of the applicant organisation</i> | <i>What section of the community does the organisation benefit?</i>   | <i>How many people would the grant benefit? How significant is the benefit that the grant would create?</i>  |
| <i>Organisational structure</i>              | <i>Does the organisation have paid staff? What is the role of volunteers?</i>   | <i>Does the organisation appear to be managing its finances efficiently?</i>   |
| <i>Financial structure</i>                   | <i>What are the sources of income? e.g. charges for services provided, membership fees, subscriptions, other grant funders.</i> | <i>What would be the impact of not receiving the grant? Can the organisation reasonably increase its regular income from other sources e.g. by increasing subscriptions?</i>         |
| <i>Financial management</i>                  | <i>What is the organisation's financial position?</i>   | <i>Grants will not be made to organisations with cash reserves of over 12 months apart from exceptional circumstances, such as reserves being built up for specific expenditure.</i> |
| <i>Type of funding requested</i>             | <i>One-off or recurring?<br/>If recurring, short term or long term?<br/>Is the grant for specific or general expenditure?</i>   | <i>Funding to assist a start-up venture should identify how long it will be required before alternative funding is in place.</i>   |

### 3. Categories of Grant

| <b>Type of Grant</b>                 | <b>Definition</b>  | <b>Comment</b>   |
|--------------------------------------|--|--|
| <b>1. "Essential" Annual Subsidy</b> | <ul style="list-style-type: none"> <li>Without a grant the organisation could not continue in its present state.</li> <li>The grant pays for or contributes to an essential service for the people of Nailsea.</li> <li>If the grant applicant charged (or increased its charges) for the service it would deter some or all users.</li> </ul> | <i>The preference is to fund a specific item of expenditure.</i> |
| <b>2. "One-off" Grants</b>           | <i>Any eligible organisation applying for funds for a specific, one-off item of expenditure.</i>   |  |

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

|                              |  |  |
|------------------------------|--|--|
| <b>3. "Annual donation"</b>  | <i>A general contribution to support a local organisation. This includes Council's membership of organisations whose work it wants to support.</i> | <i>The grant funding will be of a smaller amount e.g. up to £150.</i>  |
| <b>4. "Start-up" subsidy</b> | <i>Applicants proposing a new service or activity and needing funds to start. The organisation can generate income (e.g membership or fees).</i>   | <i>Applicants will be encouraged to become financially self-sufficient (i.e cash flow) within a mutually agreed period, at which point an application from them would fall into one of the others categories or not be eligible.</i> |

### **f) Green Belt Policy**

Since 2006 NTC has repeatedly reiterated to NSC and Core Strategy Inquiries its request for a green belt review. Further details are in g) below.

The Council's position is that it strongly supports the concept and principles of the green belt. However, in so far as it applies to Nailsea the boundary is anomalous and this should be reviewed. The most obvious example is that although 50% of the settlement boundary adjoins green belt there is no designation between Nailsea and Backwell, despite a key objective of green belt being the avoidance of settlements coalescing through incremental development.

NTC's position is that the area to the north of the town (including land in Wraxall and Failand Parish) is the most suitable for mixed use development for a number of reasons, including access to main roads and proximity to the town centre.

See policy on Site Allocations below.

### **g) Housing Policy**

Agreed at Town Council, 17 December 2014.

*"to agree to reaffirm the policy of Limited Growth and that it incorporates within this policy an immediate requirement of 400-600 dwellings of a type consistent with the Housing Mix policy. On this basis to further recommend to Town Council to support the North Somerset Core Strategy figure of 450 dwellings in Nailsea and to reiterate its own policy regarding land south of the Town being included in the Green Belt, or at the very least being designated as a Strategic Gap. The current examination of the Core Strategy and other developments in the next year or two will require this issue to be revisited for the later part of the plan period."*

### **h) Housing Type and Mix Policy**

This policy was approved by Town Council on 26 March 2014. Following representations at a Planning Inspector's hearing in 2015 it was approved as a policy document within the Core Strategy, subject to final consultation and approval by the Secretary of State.

*"The Policy is as follows:*

*The Council will require new housing developments of 5 or more dwellings within Nailsea to provide a mix of housing types to meet the needs of current and future populations, create a balanced age structure which will support the sustainability of the town and enable existing residents and future generations to stay within the local area.*

*Proposals for new residential development within Nailsea and on allocated sites will be permitted provided:*

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- *They contain a range of housing types which meet the needs of the local population. In particular new housing developments should contain some or all of the following categories :*
  - *One bedroom properties*
  - *2-3 bedroom properties aimed at young families*
  - *A range of 2-3 bedroom properties, including houses, apartments and bungalows, aimed at people downsizing from larger properties.*
  - *Age-restricted retirement properties**The larger the site the greater the range of housing types expected. Developers should set out in a statement clear justification for the mix proposed and how this meets the local needs.*
- *On housing developments of 10+ dwellings (or on sites of 0.3 hectares or above) no more than 20% of new dwellings will be 4 bedrooms or more (after taking account of the allocation of affordable housing).*
- *Housing developments comprising 5-9 dwellings no more than 2 dwellings will be 4 bedrooms or more (after taking account of the allocation of affordable housing).*

### **Justification:**

*Nailsea has an imbalance in the age structure of the town whereby there is a rapid decline in the number of residents under 45 years old and a disproportionate increase in older age groups as the total population falls. This age imbalance is a natural consequence of the rapid growth of the town whereby younger families settled in the town (primarily for work related reasons) largely in the 1970s and 1980s.*

*This period saw a predominance in larger (four bedroom or more) houses being built. Many are now under-occupied as children have moved away from the town but their parents still reside in the family house. Many smaller properties have been extended which also contributes to the existing over-supply of 4-5 bed properties.*

*As residents age these properties can prove to be too large for their needs, and they may look for the opportunity to downsize to smaller properties in the town. It is therefore the intention to provide a wider mix of properties within all new developments with the emphasis on smaller dwellings to meet these needs.*

*Equally, in order to redress the imbalance for younger people who are seeking to buy a property in the town but cannot afford to do so it is necessary to seek a higher proportion of smaller dwellings in all new developments and at affordable prices. This will be of benefit for those younger persons wishing to settle in the town, and over time will have the effect of helping to redress the age structure imbalance that currently exists.*

*The aim of this policy is to seek a higher proportion of smaller dwellings to meet the identified needs within Nailsea for both younger persons seeking housing and older people wishing to downsize from larger properties. This policy is intended to redress the current imbalance and to create a vibrant and balanced community in future years."*

### **i) Site Allocations**

The Town Council's response to the Site Allocations Plan Consultation in April 2016 was as follows:

#### **"General development principles**

1. *To reiterate the Council's existing policy that it insists on a comprehensive green belt review in order to properly assess site allocations affecting Nailsea. The refusal to review the green belt may lead to inappropriate development elsewhere.*

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

2. To support a realignment of the green belt boundary at the north east side of the town to support employment, leisure and residential development.
3. To ensure that infrastructure is not a constraint, to support the construction of an access road at the north of the town from the Bristol Road to the Clevedon Road.
4. That any change to the settlement boundary can only be considered if the area described below is incorporated into the green belt, or at a minimum this area is incorporated into the Strategic Gap:
  - to the north, Bucklands End, the southern side of The Perrings, the Bridleway from the junction of The Perrings and Youngwood Lane and across Morgan's Hill (footpath N4).
  - the railway line to the south.
  - Station Road to the east (the current western boundary of the green belt).
  - Netherton Wood Lane/Chelvey Lane to the west.
5. Any residential development must address the specific demographic issues affecting the town and must be in accordance with the Town Council's Housing Mix Policy (March 2014).

### **Policy SA2 Site Allocations**

The Town Council does not object to the principle of an allocation on the proposed sites. This is conditional on:

- Development having an appropriate density and size in keeping with the existing character of the area.
- Ensuring there are no unacceptable adverse impacts on local roads, drainage and flooding and existing services and facilities.

It has specific comments relating to the sites below:

#### **Trendlewood Way (also known as Shepstone Fields)**

The Council objects to the proposed allocation of 30 dwellings as being major over-development. It proposes a maximum of 20 dwellings, and development to be in keeping with the character of the area and sympathetic to the local residents and their properties. The Council supports the local resident's group in their assertion that the land was bequeathed to two charities who mainly provide services for the elderly and the owners of the land should respect the spirit of the bequest by providing homes for older people.

#### **Land South of the Uplands**

The Council objects to the proposal for 100 dwellings as being major over-development. It reiterates its concerns regarding development having appropriate density, size and design in keeping with the existing character of the area.

#### **Station Road**

The Council objects to the proposal for 15 dwellings as being major over-development. It reiterates its concerns regarding development having appropriate density, size and design in keeping with the existing character of the area.

#### **Land at North West Nailsea**

The Council reiterates its previous comments that it conditionally supports this allocation subject to the following:

- Investigating the potential for a sustainable mixed use development to address the adverse impacts of demographic change.
- Securing a range of house types, employment, leisure, recreation and community facilities together with necessary infrastructure.
- Reference should be made to a development including mixed use, but no specific reference to an area of 1.5ha allocated to employment i.e. any development should include scope for a mixed development including residential, employment and leisure but should not be prescriptive.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- *Modern leisure facilities utilising good design and best practice and appropriate to the needs of the Town should be incorporated into any development.*

### **Policy SA4 Proposed Employment Sites**

#### **Land at North West Nailsea**

*Reference should be made to a development including mixed use, but no specific reference to an area of 1.5ha allocated to employment i.e. any wider development in this area should include scope for a mixed development including residential, employment and leisure but should not be prescriptive.*

### **Policy SA7 Proposed Sites for Local Green Space**

**The site known as Moorend Spout** is actively managed by a group of trustees and volunteers as an area of environmental and ecological significance and **should be designated as a Local Green Space.**

**Land North of Greenfield Crescent** (in Wraxall and Failand parish), marked on the site allocations map but not referred to in the Consultation Draft.

*The Town Council objects to this allocation. It questions why this has been allocated in isolation and considers that the use of this area should be addressed as part of a comprehensive green belt review."*

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

## APPENDIX 6: FINANCIAL PLAN 2016-2021

|                                 |  |                |                |                |                |                | Inflation<br>2.00% |
|---------------------------------|--|----------------|----------------|----------------|----------------|----------------|--------------------|
|                                 | Expenditure  | 2016-17        | 2017-18        | 2018-19        | 2019-20        | 2020-21        |                    |
| Income                          | Precept  | 457,606        | 457,606        | 457,606        | 457,606        | 457,606        |                    |
|                                 | Other income   | 64,500         | 65,790         | 67,106         | 68,448         | 69,817         | inflation          |
|                                 | NSC grant re tax rebase  | 24,000         | 16,000         | 8,000          | 4,000          | 0              |                    |
|                                 | Projected underspend   | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         |                    |
|                                 | <b>Total income</b>  | <b>556,106</b> | <b>549,396</b> | <b>542,712</b> | <b>540,054</b> | <b>537,423</b> |                    |
| Revenue<br>budget               | Grants   | 50,722         | 51,736         | 52,771         | 53,827         | 54,903         | inflation          |
|                                 | All other spend  | 498,864        | 508,841        | 519,018        | 529,398        | 539,986        | inflation          |
|                                 | <b>Total expenditure</b>   | <b>549,586</b> | <b>560,578</b> | <b>571,789</b> | <b>583,225</b> | <b>594,890</b> | note 1             |
|                                 | <b>Annual surplus/deficit</b>  | <b>6,520</b>   | <b>-11,182</b> | <b>-29,077</b> | <b>-43,171</b> | <b>-57,467</b> |                    |
|                                 | The Plan assumes that the revenue budget will be adjusted at the annual precept review and no deficit will occur unless a decision is made to finance a shortfall from reserves. |                |                |                |                |                |                    |
| Specified<br>Reserves<br>note 2 | 1 Car Parks  | 0              | 50,000         | 0              | 0              | 0              |                    |
|                                 | 2 CCTV Capital Replacement   | 0              | 0              | 0              | 0              | 0              | note a)            |
|                                 | 3 Grove Sports Club Building   | 0              | 20,000         | 50,000         | 0              | 0              | note b)            |
|                                 | 4 Hidden History   | 0              | 0              | 50,000         | 20,000         | 0              |                    |
|                                 | 5 Middle Engine Pit  | 0              | 0              | 10,000         | 0              | 0              | note c)            |
|                                 | 6 Minor Capital Items  | 20,000         | 20,000         | 20,000         | 20,000         | 20,000         |                    |
|                                 | 7 Pedestrian Crossings   | 0              | 0              | 50,000         | 0              | 0              | note d)            |
|                                 | 8 Play Equipment   | 30,500         | 48,000         | 65,500         | 83,000         | 100,500        | note e)            |
|                                 | 9 Project Management   | 10,000         | 20,000         | 20,000         | 20,000         | 20,000         | note f)            |
|                                 | 10 Skatepark Replacement Fund  | 10,000         | 10,000         | 10,000         | 10,000         | 10,000         | note g)            |
|                                 | 11 Street Furniture and Signage  | 0              | 20,000         | 0              | 20,000         | 0              |                    |
|                                 | 12 Tithe Barn Capital Spend  | 0              | 0              | 0              | 0              | 0              | note h)            |
|                                 | 13 Youth House Acquisition   | 325,000        | 0              | 0              | 0              | 0              | note i)            |
|                                 | 14 Youth House Improvements  | 0              | 100,000        | 0              | 0              | 0              | note i)            |
|                                 | 15 Youth House Revenue Shortfall   |                | 15,000         | 10,000         | 10,000         | 10,000         | note i)            |
|                                 | 16 Web-site Development  | 0              | 15,000         | 0              | 0              | 0              |                    |
|                                 |  | <b>395,500</b> | <b>318,000</b> | <b>285,500</b> | <b>183,000</b> | <b>160,500</b> |                    |



## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 6.1 Notes to The Financial Plan

The basis of the Financial Plan is to exclude the implications of a major capital receipt from the sale of any asset. However, where relevant, the potential for additional investment from such a capital receipt is mentioned.

The 5 Year Projection highlights two key points:

**Note 1 Precept:** the projection is that NTC cannot continue to fund existing expenditure throughout the plan period without making savings, increasing the precept and/or generating other sources of income. However, the adjustments required to balance the revenue budget are fairly modest. The precept history from 1999 is shown at 6.2.

**Note 2 Specified Reserves:** existing and projected 'business as usual' capital expenditure cannot be maintained within existing resources. The broad options are as follows:

a) Add to capital from precept income.

This has been done for Middle Engine Pit, Minor Capital Items, Play Equipment and Skatepark Replacement Fund. It could also be done for Project Management, Street Furniture and Signage, Youth House Revenue Shortfall and Web-Site Development.

b) Obtain grant funding.

c) Borrow money.

d) Reduce the level of capital commitments.

e) Obtain additional capital receipt/s.

**Note a) CCTV**

Any potential investment in CCTV is completely unknown at this stage. NSC has said for some years that it will propose a new and more cost effective wireless system, but this would require a capital investment. This plan does not include a provision for this capital investment, as it is assumed it would only be pursued if there was a projected return on the investment through operational savings and therefore over time the initial investment would be cost-neutral. The major implication of such an investment would therefore be on cashflow.

**Note b) Grove Sports and Social Club Building (GSSC)**

The GSSC building is on land leased to NPFA. The building is not registered with the Land Registry, and legal advice was that the building is therefore the responsibility of the lease holder. However, the logical extension of this is that if the existing lease (to 2031), is not renewed or the NPFA is not able to continue and the lease is surrendered, responsibility for the building will revert to the Town Council.

This plan therefore assumes that a potential financial and operational liability will arise during the plan period. The inevitable investment which would be required has been estimated in the plan. However, any major capital receipt or borrowings would present the opportunity for a major investment in a building and other facilities on site.

**Note c) Middle Engine Pit**

The management and financial responsibility for Middle Engine Pit rests with NSC. NTC may contribute funds to a restoration scheme from existing resources, and a budget figure of £10,000 has been included in the 5 Year Budget. If a major capital receipt is obtained additional funds for a restoration scheme may be approved, subject to a clear agreement with NSC on scope of work, funding arrangements and on-going management.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### **Note d) Pedestrian Crossings**

NTC has considered the need for pedestrian crossings on Queens Road and Clevedon Road. A contribution to provide one of them can be considered from existing resources. If a housing development is approved the cost for either or both could come from S106 funds. Alternatively, NTC might consider funding both from a major capital receipt.

### **Note e) Play Equipment**

NTC has committed to precept £17,500pa for improvements to the provision of play areas.

### **Note f) Project Management**

The resources required to fulfil the objectives of the 2016-2020 Plan must be identified. These include: operating income, capital, and staff and councillor resources.

Some of the proposals in the Plan require specific pieces of work, some of which can be provided from within existing staff resources. For the purposes of budget setting the funding for major projects is assumed to come from a capital receipt and therefore is cost neutral for the 5 Year Plan. An assumption for project management costs, including professional, legal and specialist fees, has been included for projects which have been assumed to be undertaken as part of the Plan.

### **Note g) Skatepark Replacement Fund**

Following the completion of the concrete skatepark project in 2016, NTC agreed to put £10,000pa in reserves for the replacement of the park. The expected lifespan of the existing skatepark is 25 years.

### **Note h) Tithe Barn Capital Spend**

For the purposes of the financial analysis, any surpluses generated by the Tithe Barn are assumed to be Restricted Reserves i.e. only available to be spent on providing or supporting activities at the Barn (or elsewhere) in accordance with the specified charitable aims of the Nailsea Tithe Barn Trust.

Capital expenditure on the Barn is assumed to be covered by operational income and is therefore shown as zero in the financial plan.

### **Note i) Youth House**

The acquisition and/or improvement costs could be financed from existing reserves or by borrowing. This decision can be made in isolation to any capital receipt from a land sale. Taking a cautious approach to financial planning, the assumption in the Five Year Plan is that all these costs will come from reserves. However, any major capital receipt or loan could be used for further improvements to Youth House in due course.

The objective will be to make Youth House financially self-supporting, but a cautious approach has been taken and assumes that this will not be possible. This would probably be financed through the precept but a projected operating shortfall is shown in capital spend for the purposes of highlighting it as a risk factor.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 6.2 Precept Figures from 1998

| PRECEPT HISTORY |         |        |
|-----------------|---------|--------|
| FINANCIAL YEAR  | PRECEPT | CHANGE |
| 1998-99         | 210,000 |        |
| 1999-00         | 261,000 | 24.3%  |
| 2000-01         | 225,216 | -13.7% |
| 2001-02         | 232,128 | 3.1%   |
| 2002-03         | 290,000 | 24.9%  |
| 2003-04         | 314,000 | 8.3%   |
| 2004-05         | 321,600 | 2.4%   |
| 2005-06         | 348,000 | 8.2%   |
| 2006-07         | 350,000 | 0.6%   |
| 2007-08         | 394,165 | 12.6%  |
| 2008-09         | 415,473 | 5.4%   |
| 2009-10         | 399,762 | -3.8%  |
| 2010-11         | 399,762 | 0.0%   |
| 2011-12         | 399,762 | 0.0%   |
| 2012-13         | 444,261 | 11.1%  |
| 2013-14         | 457,606 | 3.0%   |
| 2014-15         | 457,606 | 0.0%   |
| 2015-16         | 457,606 | 0.0%   |
| 2016-17         | 457,606 | 0.0%   |

# NAILSEA TOWN COUNCIL

## 6.3 Land Owned and Leased

| Area                    | Terms of Contract  | Comment  | Status   |
|-------------------------|--|--|--|
| Engine Lane             | Town Council (TC) agreed to grant a 12 month licence to Nailsea and Backwell Rugby Club in September 2011, but following a review of Gaulacre agreed to a 5 year lease. Commenced June 2013. The lease includes a permissive path. | Approx 4 acres. Freehold acquired for £17,000 in December 1993 from Avon County Council. 40 year lease with Nailsea Cricket Club (NCC) from 1 July 1997. Lease surrendered August 2011. Original intention was for NCC to move from Grove Playing Field to Engine Lane because of covenant banning Sunday sport on land owned by Marys Memorial Trust (MMT). Cricket Club had no use for the land following purchase of MMT land by TC in 2007. Land used by Nailsea and Backwell Rugby Club on 'gentleman's agreement' until lease concluded. | Lease to Nailsea and Backwell Rugby Club. Expires June 2018. |
| Engine Lane Allotments  |  | See Hannah More Park and Engine Lane Allotments Below.   |  |
| Gaulacre (Engine Lane)  | 9.97 acres purchased for £114,000 from descendants of George Baker in February 2008. Overage provision: 50% <15 years; 25% 15-25 years; 15% 25-30 years.   | Annual grasskeep contract in place with Danny Baker. Approx £750pa.  | Owned. Annual grasskeep contract.                            |
| Glassworks Site         | Town Council purchased the freehold for £1.00 from North Somerset Council in June 2014.  | The purchase was part of an agreement with NSC to transfer the freehold if NTC paid for the works to infill and protect the archaeological remains. Remediation works contract carried out by Blakedown Landscape (Operations) Ltd: practical completion was August 2014. Contract value was £151,000.   | Owned and managed  |
| Golden Valley Bridleway | Freehold acquired 1993.  | Purchased to facilitate the sale of Middle Engine Pit to Avon Industrial Buildings Trust. Private vehicle access to vets.  | Owned and managed  |
| Grove Playing field     | Approx 10 acres leased to the Nailsea Playing Fields Association (NPFA) in May 1969 for 62 years. Lease on 4 acres used by NUFC surrendered in 2000 (see below). Rent £1 pa.   | Approx 10 acres purchased by George Gallop in Jan 1948 for £1,400 from the trustees of the estate of Henry Brake. Purchased by Nailsea Parish Council in 1964 for £10,000, with a 60 year loan from the Public Works Loans Board. The loan was paid off in 2007.   | Leased to NPFA. Lease expires May 2031.                      |

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

|  |  |   |   |
|--|--|---|---|
|  | Approx 4 acres leased to Nailsea Utd FC for 75 years from 1 Oct 2000. Rent £1 pa.  | 2004, TC approved fence around pitch. Constructed 2005. 5 year planning and landlord's consent for temporary changing rooms granted in 2007 and 2011. Planning and landlords consent for permanent changing rooms granted in 2012.  | Leased to Nailsea United FC. Lease expires Oct 2075.                    |
|  | Approx 3.5 acres purchased from Church Pastoral Aid Society in March 2007 for £95,000. Land included in NPFA lease. Sub-lease to NCC completed April 2014 to run coterminously with NPFA lease to April 2031.                                | Formerly known as Martyrs Memorial Trust land. NPFA leased the land from 1993 to 2007.  | Included in the lease to NPFA, with a sub-lease to Nailsea Cricket Club |
| <b>Hannah More Park and Engine Lane Allotments</b> | Leased from North Somerset Council (NSC), 28 years and 3 days from 1 November 1983 (i.e. 4 Nov 2011) at £20pa. Income received from allotment holders. Coterminous sub-lease with 2nd Nailsea Scouts for land off Hannah More Road at £10pa. | July 2005 TC request for further 125 year lease. Sept 2005, proposal from NSC for 50 year lease with 20 year break clause and one year notice thereafter. In 2010 Scouts requested purchase of the land they use. Negotiations on new lease to TC deferred until position with the scouts is clarified.   | Leased from NSC   |
| <b>Spilsbury Wood</b>                              | Donated to the Town Council August 2005.   |   | Owned and managed   |
| <b>Tithe Barn</b>                                  | 125 year lease with NSC from 13 Sept 2001. Peppercorn rent. 2011 freehold transferred for £1.00 on completion of the restoration and extension.  | 2003 listing changed from Grade 2 to 2*. 2005 creation of Tithe Barn Trust. 2007 Heritage Lottery Fund grant of £500,000 awarded. March 2009 agreement to sell Church House to the Baptist Church. Work started at Tithe Barn May 2010. August 2010 TC office relocated to Ivy Court, High Street. Handover of Barn following restoration and extension 16 May 2011: TC relocated. Official opening 18 June 2011. | Owned and managed   |
| <b>Village Green</b>                               | 164sq m acquired by Deed of Exchange 19 Feb 1980.  |   | Owned and managed   |
| <b>Whitesfield Road Allotments</b>                 | 5.5 acres bequeathed (free of charge) freehold in 1947 from the executors of Charlotte Sarah White.  | Prior to the transfer, land rented by TC for allotments. Income received from allotment holders. Site hut owned by Nailsea Allotment and Produce Association: ground rent of £50pa. Site hut owned by NTC and used by the Nailsea and District Gardeners' Association: ground rent £50pa.   | Owned and managed   |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

|                            |   |   |          |
|----------------------------|---|---|----------|
| Church House               | Freehold acquired 1983.   | Building sold to West of England Baptist Church (on behalf of Nailsea Baptist Church) for £320,000 in September 2010.   | Sold     |
|                            | Snooker Room at rear of Church House (Nailsea Village Institute and Snooker Club). The building was sold as part of the disposal of Church House in 2010.                       | The five year agreement with the Institute regarding charges for the use of the premises expired on 31 December 2006. 7 year agreement signed Nov 2007 at £210pa. The agreement contained a lease for the premises for 21 years from 1 October 1993.  | Sold     |
| Mizzymead Road             | Acquired at no cost from developer (Laing Homes) in 2005. 2007, sale agreed at £4,000 with resident of Dunkery Close (subject to overage provisions). Sale completed June 2008. |   | Sold     |
| Whitesfield Road Play Area | Leased from NSC. 63 years from 24 June 1967 at rent of £1 pa (i.e. 23 June 2030).   | Play equipment removed in late 1990's. Wessex Reserves building destroyed by fire approx 2007. NSC/Alliance Housing (formerly NS Housing) proposal for affordable housing units on the site. Lease surrendered by Town Council on 1 February 2012. Affordable properties completed in 2013 and cul-de-sac named Brookings Meadow. | Disposed |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

## 6.4 Risk Assessment Plan 2016-17

| Risk Category                            | Subject  | Nature of risk  | Mitigation   | How is risk managed? | Likelihood | Impact   | Risk rating after mitigation | Review date |
|--|--|---|--|----------------------|------------|----------|------------------------------|-------------|
| <b>Governance and reputational risks</b> |  |   |  |                      |            |          |                              |             |
|  | Are policies and procedures fit for purpose?                 | Public challenge. Breach of statutory responsibility.   | Annual review of Standing Orders and Financial Regulations at Policy Committee. Bi-annual review of other policies. Advice received from NALC and SLCC re changes to legislation/regulation/best practice. Ellis Whittam appointed as advisers for 3 years from 2014 for HR and health and safety. | in-house             | unlikely   | minor    | 6                            | Annual      |
|  | Code of Conduct, declarations of interests and dispensations | Reputational risk. Potential challenge to a resolution and the need to change a decision. Financial liability/impact. | Record of declarations of interest taken at each meeting. Code of Conduct rules reviewed regularly. Peer knowledge of other cllrs.   | in-house             | unlikely   | moderate | 9                            | Annual      |
|  | Meeting statutory 'conduct of business' requirements         | Failure would make council ultra vires.   | Employ qualified Clerk. Staff development. Quality Council accreditation. Membership of ALCA, NALC and SLCC.   | in-house             | unlikely   | minor    | 6                            | Annual      |
|  | Over zealous risk management                                 | Culture of no activity unless risk-free.  | Focus on being risk aware not risk averse.   | in-house             | remote     | moderate | 6                            | on-going    |
|  | Quality Council Award.                                       | Not meeting the requirements for Quality Council status.  | Decision in 2015 to apply for new award scheme in 2016. New committee structure in place to meet some criteria. Clerk to monitor requirements are being met and make recommendations for improvement/change to TC.   | in-house             | possible   | moderate | 12                           | Annual      |
|  | Recording council resolutions                                | Public challenge. Unintended consequences from lack of clarity.   | Draft minutes published within 2 weeks of meetings. Committees and Town Council approve minutes for accuracy. Staff attention to detail with the wording of minutes.   | in-house             | unlikely   | moderate | 9                            | Annual      |
|  | Third party suppliers  | Reputational risk of using suppliers who get adverse publicity.   | Ensuring good quality specification for goods and services. References may be obtained before appointing suppliers.  | in-house             | unlikely   | minor    | 6                            | Annual      |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

| Risk Category     | Subject  | Nature of risk  | Mitigation   | How is risk managed? | Likelihood | Impact   | Risk rating after mitigation | Review date |
|-------------------|--|---|--|----------------------|------------|----------|------------------------------|-------------|
| Operational risks | Bus shelters                                       | Structural failure or damage presents risk to the public.             | 3-monthly cleaning: contractor highlights any issues. Feedback from the public. Repairs by NSC contractor.   | 3rd party            | unlikely   | moderate | 9                            | Bi-monthly  |
|                   | CCTV cameras                                       | Failure to record or identify an incident.                            | Regular maintenance and liaison with NSC and Police. Support for the Shopwatch system.   | 3rd party            | probable   | minor    | 10                           | Annual      |
|                   | Christmas lights                                   | Risk to the public of lights falling or catching fire.                | Installation by company with expertise and regular monitoring, especially by members of the public. Annual PAT testing of lights.  | 3rd party            | unlikely   | moderate | 9                            | Annual      |
|                   | Allotment sites (Engine Lane and Whitesfield Road) | Major risk of trespass e.g. Travellers, fire or other risk to health. | Gate kept locked. Allotment reps inspect and report to TC. Communication with allotment holders. Expert advice sought if required. Allotment working party (inc reps, cllrs and staff) monitors. | in-house             | unlikely   | major    | 12                           | Quarterly   |
|                   |  | Minor risk of trespass e.g. anti-social behaviour.                    | Allotment reps inspect and report to TC. Communication with allotment holders. Expert advice sought if required.   | in-house             | possible   | moderate | 12                           | Quarterly   |
|                   |  | Safety of stone walls.  | Allotment reps inspect and report to TC. Communication with allotment holders. Expert advice sought if required.   | all 3                | unlikely   | moderate | 9                            | Quarterly   |
|                   |  | Safety of trees.  | Allotment reps inspect and report to TC. Communication with allotment holders. Expert advice sought if required. 3-yearly full risk assessment of trees.   | all 3                | unlikely   | major    | 12                           | Quarterly   |
|                   |  | Water supply disruption.  | Allotment reps inspect and report to TC. Communication with allotment holders. Expert advice sought if required.   | 3rd party            | unlikely   | minor    | 6                            | Quarterly   |
|                   | Contractors supplying goods and services           | Poor performance.   | Ensuring good quality specification. Regular monitoring of performance, either by TC or appointed consultants.   | in-house             | unlikely   | moderate | 12                           | on-going    |



# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

| Risk Category | Subject                        | Nature of risk  | Mitigation   | How is risk managed? | Likelihood | Impact   | Risk rating after mitigation | Review date |
|---------------|--------------------------------|---|--|----------------------|------------|----------|------------------------------|-------------|
|               | Data and records               | Total loss of electronic data.  | All electronic records backed up daily.  | in-house             | unlikely   | major    | 12                           | on-going    |
|               |                                | Total loss of hard copy record e.g. fire.   | All key records kept in a fireproof safe. Where possible keep electronic copy. For essential documents keep copy offsite.                  | in-house             | unlikely   | major    | 12                           | Annual      |
|               |                                | Total loss of hard copy record at Taunton archive e.g. fire.                                | All papers for meetings are scanned and stored electronically. Loss of the archive docs would not have an operational impact.              | 3rd party            | unlikely   | moderate | 9                            | n/a         |
|               | Data Protection Act            | Non-compliance with legal requirements.   | Employ qualified Clerk. Advice received from NALC and SLCC re changes to legislation/regulation/best practice. Staff training.             | in-house             | unlikely   | major    | 12                           | Annual      |
|               | Engine Lane (leased to N&BRFC) | Major risk of trespass e.g. Travellers, fire or other risk to health.                       | Rugby Club manages site. Gate kept locked.   | in-house             | unlikely   | major    | 12                           | Annual      |
|               | Gaulacre                       | Major risk of trespass e.g. Travellers, fire or other risk to health.                       | Gate kept locked. Residents will notify TC if they have concerns.  | in-house             | unlikely   | major    | 12                           | Annual      |
|               | Glassblower statue             | Risk of theft.  | Statue embedded in its base. Loss covered by insurance.  | insurance            | possible   | minor    | 8                            | on-going    |
|               | Golden Valley Bridleway        | Risk of trespass.   | Regular inspection of area. Feedback from residents.   | in-house             | unlikely   | minor    | 6                            | on-going    |
|               |                                | Safety of trees.  | Reports from residents. 3-yearly full risk assessment of trees.  | insurance            | unlikely   | major    | 12                           | Annual      |
|               | Grove Playing Field            | Structural problems with Sports Club building (not owned by TC but on land leased to NPFA). | Regular inspection of area and recording of condition. Sports and Social Club long-term plan. NPFA and Social Club have limited resources. | 3rd party            | possible   | major    | 16                           | Annual      |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

| Risk Category | Subject                        | Nature of risk   | Mitigation   | How is risk managed? | Likelihood | Impact   | Risk rating after mitigation | Review date |
|---------------|--------------------------------|--|--|----------------------|------------|----------|------------------------------|-------------|
|               |                                | Risk of flooding.  | Installation of prevention measures in 2012 and regular maintenance of drainage. Heavy rainfall 2013/14 showed effectiveness of prevention measure: risk category reduced.                         | 3rd party            | unlikely   | major    | 12                           | Annual      |
|               |                                | Risk of trespass.  | Regular usage of the area is a deterrent. Entrance gate can be locked.   | 3rd party            | unlikely   | major    | 9                            | on-going    |
|               | Hanging baskets                | Risk of injury to public.  | Inspect baskets for wear and tear at start of each season. Use reputable supplier. (See hanging basket poles).   | 3rd party            | unlikely   | major    | 12                           | Annual      |
|               | Hanging basket poles           | Structural safety.   | Inspect poles for wear and tear. Reports by the public of damage. Structural test routinely no less than every 3 years and additionally if concerns are raised e.g. following damage by a vehicle. | 3rd party            | possible   | major    | 16                           | Annual      |
|               | Hannah More Park and Play area | Safety of play equipment.  | Regular inspection by Handyman. NSC Rangers provide back-up. Annual inspection by approved contractor.   | 3rd party            | unlikely   | major    | 12                           | Weekly      |
|               | Hannah More Park and Play area | Risk of trespass.  | None. The area cannot be secured.  | 3rd party            | unlikely   | major    | 12                           | n/a         |
|               | Hannah More Park and Play area | Safety of trees.   | Reports from residents. 3-yearly full risk assessment of trees.  | 3rd party            | unlikely   | major    | 12                           | n/a         |
|               | Lamp posts                     | Fatigue and failure.   | Regular inspection. Feedback from residents.   | 3rd party            | remote     | major    | 8                            | Annual      |
|               | Markets                        | Are the canopies safe?   | Contractor responsible for erecting in accordance with manufacturer's recommendations. Any damage reported to Markets' Manager. Public liability insurance in place.                               | 3rd party            | unlikely   | moderate | 9                            | Monthly     |
|               |                                | Are stall-holders insured? i.e. avoiding risk of potential claim against Town Council. | Check insurance certificates and record expiry date. Refuse to allow non-insured stall-holder to attend market.  | in-house             | unlikely   | minor    | 6                            | Annual      |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

| Risk Category | Subject        | Nature of risk                                       | Mitigation   | How is risk managed? | Likelihood | Impact   | Risk rating after mitigation | Review date     |
|---------------|----------------|--|--|----------------------|------------|----------|------------------------------|-----------------|
|               |                | Is market location safe?                             | Liaise with Town Centre company. Risk assessment carried out.  | all 3                | unlikely   | major    | 12                           | Annual          |
|               | Tithe Barn     | Destruction of Tithe Barn leading to loss of income. | Fire detection systems installed and maintained. Policy forbidding hirers from using flammable materials.  | all 3                | unlikely   | major    | 12                           | Annual          |
|               |                | Loss of Council office and meeting rooms.            | Hire replacement facilities within Nailsea. Measures taken to protect building.  | all 3                | unlikely   | moderate | 9                            | n/a             |
|               |                | Risk of major fire.                                  | Smoke alarms tested weekly; fire extinguishers tested annually. Annual test of systems by approved contractor. Policy forbidding hirers from using flammable material. | all 3                | possible   | extreme  | 20                           | Weekly / Annual |
|               |                | Is the building secure from intruders?               | All entry points lockable. Alarm set whenever building is empty.   | in-house             | unlikely   | major    | 12                           | Daily           |
|               |                | Is the building structurally sound?                  | Daily use ensures issues are identified. Concerns would be addressed by using specialist firms. CONSIDERATION OF REGULAR STRUCTURAL SURVEY.                            | in-house             | unlikely   | major    | 12                           | Annual          |
|               |                | Are electrics and electrical equipment safe?         | Annual PAT testing by suitably qualified contractor. Equipment purchased from reputable suppliers.   | 3rd party            | unlikely   | major    | 12                           | Annual          |
|               |                | Is boiler and gas supply safe?                       | Annual testing by suitably qualified contractor.   | 3rd party            | unlikely   | major    | 12                           | Annual          |
|               |                | Risks to hirers.                                     | Employing good practice in building management. Information provided to hirers on health and safety.   | in-house             | unlikely   | moderate | 9                            |                 |
|               | Spilsbury Wood | Illegal occupation.                                  | Tree risk assessments by qualified contractor. Feedback from residents. 3-yearly full risk assessment of trees.  | in-house             | unlikely   | major    | 12                           | on-going        |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

| Risk Category   | Subject       | Nature of risk  | Mitigation   | How is risk managed? | Likelihood | Impact   | Risk rating after mitigation | Review date |
|---|---------------|---|--|----------------------|------------|----------|------------------------------|-------------|
|   |               | Destructive event e.g. flooding.                        | None.  | in-house             | possible   | minor    | 8                            | n/a         |
|   |               | Impact on N neighbours e.g. fallen tree, contamination. | Regular inspection of area. Tree assessments by qualified contractor.  | in-house             | unlikely   | major    | 12                           | Quarterly   |
|   | Village Green | Safety of tree.   | Regular inspection by approved contractor. 3-yearly full risk assessment of trees.   | in-house             | unlikely   | moderate | 8                            | Annual      |
| Financial risks   | Bank collapse | Loss of funds.  | Regular review. Keeping funds in low risk financial vehicles.  | in-house             | remote     | major    | 12                           | on-going    |
| see internal auditor's 'Audit Report and Risk Assessment' | Budgeting     | Cash flow problems.                                     | Monitor income timing. Use reserves to overcome any gaps.  | in-house             | unlikely   | moderate | 9                            | Monthly     |
|   |               | Excessive level of borrowing costs.                     | Town Council decision to take out loan based on affordability. Fixed interest rates i.e. annual repayment amount fixed.                            | in-house             | remote     | moderate | 6                            | Annual      |
|   |               | Pension commitments.                                    | Precept set for known requirements. Annual review of staff salaries.   | in-house             | remote     | minor    | 4                            | Annual      |
|   |               | Risk of incorrect income forecast, including precept.   | Committee interrogation of annual costs. Budget approved by Town Council. Reserves adequate to meet shortfall. General Reserves set at 3-4 months. | in-house             | unlikely   | minor    | 6                            | Annual      |
|   |               | Risk of significant overspend.                          | Monitoring procedures in place to control and report on all spending. Utilise General Reserves. Reduce other expenditure. Increase Precept.        | in-house             | unlikely   | major    | 9                            | Monthly     |
|   |               | Withholding of central funding by NSC or government.    | Ensure reserves are adequate. Use precept to fill shortfall. Cut costs.  | in-house             | possible   | minor    | 8                            | Annual      |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

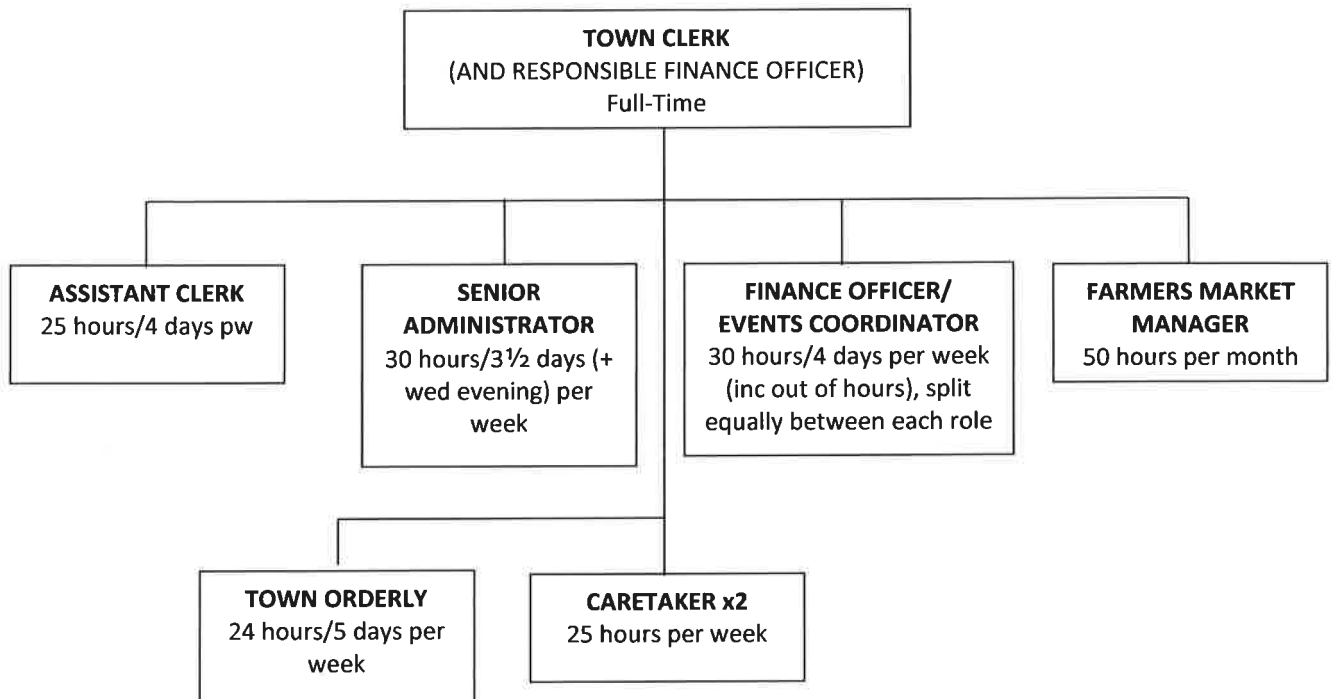
| Risk Category | Subject                           | Nature of risk                                      | Mitigation   | How is risk managed? | Likelihood | Impact   | Risk rating after mitigation | Review date |
|---------------|-----------------------------------|---|--|----------------------|------------|----------|------------------------------|-------------|
|               | Capital projects                  | Risk of financial overcommitment and cost overruns. | Council appoint working groups to monitor professional consultants. Check on programme and expenditure. Employ suitably qualified Clerk.                               | in-house             | unlikely   | major    | 12                           | as required |
|               |                                   | Risk of poor performance by contractors.            | Council appoint working groups to monitor contractor's performance. In appropriate circumstances appoint a Project Manager. Day to day services managed by Town Clerk. | in-house             | unlikely   | major    | 12                           | as required |
|               | Fraud                             | Council funds depleted.                             | Expenditure monitored by committees. 3 cheque signatories. Independent internal and external audit carried out.  | all 3                | unlikely   | major    | 12                           | on-going    |
|               | Grove Sports and Social Club      | Financial failure of Sports and Social Club.        | Report by NPFA Chair at Leisure Facilities meetings. No TC liability for Club debts. Key financial risk is if the building becomes a TC liability.                     | 3rd party            | possible   | major    | 16                           | on-going    |
|               | Investment Account major losses   | Loss of funds.                                      | Regular review of financial investments. Spread risk.  | in-house             | unlikely   | major    | 12                           | Annual      |
|               | Insurance                         | Is insurance cover adequate?                        | Professional advice sought and implemented. Market testing of insurance providers.   | all 3                | unlikely   | major    | 9                            | Annual      |
|               | Purchasing of goods and services  | Not suitable for use and/or overpriced.             | Council procedures in place requiring competitive quotations and expert advice sought where necessary.   | in-house             | unlikely   | moderate | 9                            | on-going    |
|               | Reserves                          | Inadequate or excessive reserves.                   | Requirement for reserves reviewed by Town Council annually. General Reserves set at 3-4 months. All other reserves are specified.                                      | in-house             | unlikely   | major    | 6                            | Annual      |
|               | Tithe Barn income and expenditure | Cost of running Tithe Barn exceeds income.          | Income and expenditure monitored monthly and future income stream reviewed annually. Reserves, increased hire charges or precept used to fill gap.                     | in-house             | possible   | minor    | 8                            | Monthly     |
|               | VAT                               | Incorrect accounting for VAT liability.             | Staff training. Internal audit. Transaction sums are relatively small.   | 3rd party            | possible   | minor    | 8                            | Annual      |

# STRATEGIC REVIEW AND ACTION PLAN 2016-2020

| Risk Category              | Subject                          | Nature of Risk   | Mitigation  | How is Risk Managed? | Likelihood | Impact   | Risk rating and mitigation | Review date |
|----------------------------|----------------------------------|--|---|----------------------|------------|----------|----------------------------|-------------|
| Legal and regulatory risks | Promotion of disability equality | Do buildings, land and facilities meet requirements of disability equality legislation?          | Creation of Accessibility working party. Implement the policy on the promotion of disability equality in each area of activity. Advice received from NALC and SLCC re changes to legislation/regulation/best practice.  | in-house             | possible   | minor    | 8                          | Annual      |
|                            | Staff                            | Are employment practices fair and reasonable?  | Advice received from NALC and SLCC re changes to legislation/regulation/test practice. Employ professional Clerk. Oversight by cllrs through Staffing Sub-Committee (reports to Policy Committee). Support available from Ellis Whittam and SW Councils. Feedback from annual staff performance review. | in-house             | unlikely   | minor    | 6                          | Annual      |
|                            |                                  | Is the working environment safe for office staff?  | Staff training in health and safety. Ensure appropriate specification for equipment and furniture purchases.  | in-house             | unlikely   | moderate | 9                          | Annual      |
|                            |                                  | Is the working environment safe for care-taking staff?   | Staff training in health and safety. Ensure appropriate specification for equipment purchases. 'Door Safe' staff used at events.  | all 3                | unlikely   | moderate | 9                          | Annual      |
|                            |                                  | Loss of key staff.   | Role sharing during sickness and holiday avoids dependency on one employee for any activity. Annual performance review. Fair employment conditions. Flexible working. Efficient recruitment process. Succession planning.   | in-house             | possible   | moderate | 12                         | on-going    |
|                            |                                  | Risk of employment dispute, claim for injury, stress, harassment, unfair/constructive dismissal. | Use appropriate terms and conditions of employment. Performance review process. Awareness by cllrs of potential problems among staff. Support available from Ellis Whittam and NALC.  | in-house             | unlikely   | major    | 12                         | on-going    |
|                            |                                  | Requirements of equal opportunities and diversity legislation.                                   | Employment of qualified Clerk. Advice received from NALC and SLCC re changes to legislation/regulation/test practice.   | in-house             | remote     | minor    | 2                          | Annual      |

## APPENDIX 7: STAFFING STRUCTURE

The staffing structure of the Town Council is as follows:



APPENDIX 8: NAILSEA'S PLACE PROPOSAL



## Nailsea's Place

Developing a new community hub and network for  
Nailsea

Updated June 2015



### 1. VISION

*Cities should use vacant sites to their advantage, treating them as flexible spaces that can be used to trial new ideas ....<sup>5</sup>*

*One of the great strengths of this country is that we have an NHS that – at its best – is ‘of the people, by the people and for the people’ ... [but] we have not fully harnessed the renewable energy represented by patients and communities ...*

*NHS Five Year Forward View<sup>6</sup>*

- 1.1 This proposal will provide an exciting new type of community 'place' in the form of an information centre/community hub based in the centre of Nailsea. It will bring together community groups, organisations and initiatives in one place with the potential for outreach. This will develop to provide a service supported **by** local people **for** local people, building on strengths in the local community, and filling the gaps in the existing service-led silos.
- 1.2 Nailsea town centre will once more become the heart of the community. The hub and a linked community network will provide co-ordinated *information, services and events* that work together to promote **salutogenesis**<sup>7</sup> – an approach that supports human health and wellbeing rather than focusing on factors that cause disease. At the core of this thinking is the belief in people and their capacity to achieve amazing things.<sup>8</sup>
- 1.3 This will be a new type of partnership; reducing duplication, pooling resources and making it easier for the public to know where to go for help and advice. Local people will work together to identify the gaps in information, support and services, make connections across organisations, and to unlock the potential of the community to contribute to people's own health and wellbeing as well as that of others.
- 1.4 Currently, a lack of joined-up-ness, duplication, waste, poor take-up and lack of awareness have all been cited by local people who are already expressing enthusiasm and support for this new type of 'place' in Nailsea community (see Appendix 1).
- 1.5 Nailsea Town Council currently provides funding to a variety of groups but believes this could be better co-ordinated and is keen to lead the way on this.
- 1.6 A multi -agency approach would establish more effective ways of providing support for people with long-term conditions to manage their own care outside of the already over-stretched and often inappropriate hospital setting.
- 1.7 The Nailsea Place would also enable an improved dialogue between commissioners and the local community and will be a place to build social capacity and share best practice.

<sup>5</sup> *Beyond the High Street*: Paul Swinney & Dmitry Sivachev (Sept 2013).

<sup>6</sup> *NHS Five Year Forward View*: [www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf](http://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf)

<sup>7</sup> **Salutogenesis** is a term coined by Aaron Antonovsky, a professor of medical sociology: [en.wikipedia.org/wiki/Salutogenesis](http://en.wikipedia.org/wiki/Salutogenesis)

<sup>8</sup> Bromley by Bow Centre provide a bespoke health and holistic provision that exceeds local and national targets. <http://www.bbbc.org.uk/>

## 2. CONTEXT AND EVIDENCE

*A healthy General Medical Practice will encourage participation and active citizenship as a way of promoting the health and well being of individuals and of the community.*

***Adapted from the works of Helena Kennedy  
by Dr Malcolm Rigler 2013***

### **Health context**

#### **2.1 Key issues:**

- A large amount of GP time is spent on social issues rather than clinical.
- NHS and local authority commissioners often consult with the same people and fail to reach the wider communities.
- The NHS is seeking new ways to help people take more responsibility for their own health.
- Patients with long-term conditions (e.g. diabetes, asthma, heart disease) are by far the single biggest group of NHS patients and account for around 60% of hospital bed-days.
- Long-term conditions are seen as the 21st century healthcare challenge.

### **Local context: Nailsea**

- 2.2 Nailsea is a town in the unitary authority of North Somerset, to the southwest of Bristol and the northeast of Weston-super-Mare. Nailsea is a commuter town with a population of 15,630.
- 2.3 Whilst the overall population is declining, the proportion of older people within Nailsea is growing significantly at a rate faster than the North Somerset average. Conversely, the proportion of children aged 0-15 years is declining. 10% of five-year-old and 8% of eleven-year-old children living in Nailsea North and West are obese.
- 2.4 Nailsea has over 150 voluntary organisations and a strong sense of community.

### **The Patients Association: research**

- 2.5 The Patients Association is a long-standing, independent national charity which campaigns on major policy issues, (reviews/research/published reports) and ensures the voice of patients and their families is heard by setting up and being involved in local and national projects to implement service improvements and ensure that the patient/service user and carer is at the centre. Working with a range of stakeholders including universities and academics, the Patients Association is also keen to contribute to culture change in the health and social care economy.
- 2.6 A recent survey of patient safety in primary care<sup>9</sup> described large variations in quality of care ranging from errors in diagnosis and medication to excellence in monitoring and reviewing long-term conditions.

---

<sup>9</sup> **Patient Safety.** The Patients Association 2014 report and films clips (on behalf of NIHR Greater Manchester Primary Care Patient Safety Translational Research Centre, University of Manchester) [https://www.youtube.com/channel/UC18GlgZdtIjV8kX\\_OA5GJkg](https://www.youtube.com/channel/UC18GlgZdtIjV8kX_OA5GJkg)

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- 2.7 "Handling Complaints with a Compassionate Human Touch"<sup>10</sup> highlighted the difficulties patients and their families have in raising concerns/complaints about health or social care services and in navigating the complex system including care homes.
- 2.8 The NHS Constitution<sup>11</sup> highlights patient's rights and their responsibilities yet few patients know about this.
- 2.9 The Patients Association has developed a model for locally-based Community Reporter schemes around the country; this provides a mechanism for people to record and tell stories about their experiences. These have emphasised the value of support networks, volunteering and other community activity on people's health and well-being.

### Social prescribing

- 2.10 GPs and patients are increasingly keen on the 'more than medicine' approach of social prescribing. However, when Nesta<sup>12</sup> questioned 2,000 people, just 9% said they had received a social prescription. 55% said they would like their GP to offer them.<sup>13</sup>

## 3. APPROACHES

### 3.1 Asset-based community development

*Amongst other aims, asset-based working promotes wellbeing by building social capital, promoting face-to-face community networks, encouraging civic participation and citizen power. High levels of social capital are correlated with positive health outcomes, wellbeing and resilience.<sup>14</sup>*

- 3.2 This is our key theme and there are also many overlaps between the 'assets-based approach' and public health and health visiting<sup>15</sup> which will be explored in this project.

### Art as treatment or therapy

- 3.3 In discussion with Arts and Health South West<sup>16</sup> there are huge possibilities in using arts as a mechanism for communication, education and therapy – e.g. social prescribing art activities, overcoming language and literacy difficulties and creative ways of engaging people who are often not heard.

### Education and learning

*Learning ... is the weapon against poverty. It is the route to participation and active citizenship.*

Dr Malcolm Rigler, GP

<sup>10</sup> "Handling Complaints with a Compassionate Human Touch" – Oct 2014

<sup>11</sup> The NHS Constitution: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/373380/Factsheet\\_v2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/373380/Factsheet_v2.pdf)

<sup>12</sup> Nesta (formerly NESTA, National Endowment for Science, Technology and the Arts) is an independent charity that works to increase the innovation capacity of the UK.

<sup>13</sup> <http://www.theguardian.com/society/2013/nov/05/social-prescribing-fishing-group-doctor-ordered>

<sup>14</sup> **A Glass half full: An asset approach to community wellbeing**  
[http://www.local.gov.uk/health/-/journal\\_content/56/10180/3511449/ARTICLE](http://www.local.gov.uk/health/-/journal_content/56/10180/3511449/ARTICLE)

<sup>15</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/373380/Factsheet\\_v2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/373380/Factsheet_v2.pdf)

<sup>16</sup> Arts and Health South West [www.ahsw.org.uk/](http://www.ahsw.org.uk/)

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- 3.4 By working with local schools and colleges there are opportunities for two-way learning and intergenerational activities with a wider pool of resources and benefits.
- 3.5 A wide programme of numeracy, literacy, family and vocational learning could be delivered.
- 3.6 Working with universities and colleges will provide students from health and social care, medicine, media and arts who can provide project support and placements within the project.

### Information technology

- 3.7 Digital training and social media workshops will help people to explore new ways of communicating.
- 3.8 Use of new health planning applications and websites (*My Notes Medical*<sup>17</sup> and *The eRed Book*<sup>18</sup>) could be facilitated. Agreement is already in place to licence the use of *My Notes Medical* to the project with customised content and co-branding for Nailsea Place as well as developing links and partnerships with other IT solutions.
- 3.9 The Commissioning Support Unit of the CCG is implementing the new *Map of Medicine*<sup>19</sup> which provides pathways and a directory for GPs. The 'Nailsea Place' could facilitate the use and development of this by the public with the Commissioning Support Unit providing training for volunteers in its use.

## 4. IMPACT

### 4.1 Who will benefit?

- People who are socially isolated;
- People with long-term health conditions;
- The wider population because engagement and involvement increases wellbeing and prevention of health problems at all ages.

### 4.2 What difference will it make?

Early discussions have produced the following suggestions for outputs and outcomes:

#### Outputs

- 4.3 A community hub in the heart of Nailsea linked to a wider community network.
- 4.4 A community directory of information and accessible web-based database.
- 4.5 Befriending schemes, time-banks and a growing learning and support programme for volunteers.

---

<sup>17</sup> **My Notes Medical** - There is the option of a licence to use this facility within this project with customised content and co-branding for Nailsea Place if required. The Nailsea version will have all the core functionality but with additional features specific to the project and partners. [john.wisbey@fetchdigital.com](mailto:john.wisbey@fetchdigital.com) – PowerPoint slides available.

<sup>18</sup> <http://www.sitekit.net/>

<sup>19</sup> *Map of Medicine*: <http://healthguides.mapofmedicine.com/choices/terms.htm?next=/map/index.html>

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- 4.6 Information and participation workshops.
- 4.7 Improved links between a range of health and community partners.
- 4.8 Identification and mapping of services, especially for people who are not often heard or do not access services.
- 4.9 More people and professionals accessing information and data and more people using health self-management technology.
- 4.10 Shared learning opportunities for a range of professionals and connecting up agencies.
- 4.11 Better public knowledge about how to influence planning and commissioning.
- 4.14 More people learning new skills, creating and finding employment and developing the confidence to achieve goals and transform lives.
- 4.15 Reduced number of hospital bed-days for people with long-term conditions.
- 4.16 A set of evidence-based tools to make use of the learning and support the wider implementation of this model.

### Outcomes

- 4.17 People are more in control of their own health and wellbeing with measurable health improvements –e.g. mental health, obesity, heart disease etc
- 4.18 Improved self-esteem and less social isolation
- 4.19 People with long-term conditions are living fulfilling lives.

## 5. PROJECT MANAGEMENT AND TIMESCALES

### Project management

- 5.1 It will be important to ensure this project is well managed including project set, governance, planning, monitoring, implementation, evaluation and delivery. It is suggested that a simplified version of PRINCE 2 will be used for project management and an appropriately qualified and experienced project manager is appointed with a steering group in place to ensure the project is well governed and best use is made of funding.
- 5.2 The project manager will develop a detailed project plan, communication plan, risk register, reporting structure and budget. A small steering group will also ensure a common understanding, achieve wide sign up and avoid duplication.
- 5.3 If required the Patients Association will manage the initial set-up phase, led by the project steering group and a wider stakeholder group subject to funds provided to carry out this task. During this process, the groups/agencies identified to deliver different aspects of the work (research, financial modelling and case studies to test the efficacy of the model, evaluation framework, securing and designing the building, creative communication of the vision, education and training, community services and so on will be identified.
- 5.4 **Project sponsor:** Ian Morrell, Town Clerk, Nailsea Town Council

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 5.7 Suggested project steering group

- Ian Morrell – Nailsea Town Council
- Clare Hunt and David Packham – Chair /Vice Chair Councillors
- Dr. Malcolm Rigler – GP/ Patients Association Ambassador
- Towerhouse and/or Brockway Surgeries– GP or practice manager
- Liam Williams - Public Health Director or representative
- North Somerset Clinical Commissioning Group- Dr Mary Backhouse GP
- Heather Eardley – Director of Development, The Patients Association
- Becky Chapman – Theatre Orchard/Arts Health South West
- Any others to be appointed as required

### 5.8 Project stakeholder group

- Local people who use services
- Nailsea Town Council
- North Somerset Council
- Care Connect
- Parish councils
- Clinical Commissioning Group
- Patient Participation Groups (PPG) in local GP practices
- Alliance Homes
- Nailsea Library
- Charlotte Jarrett – Town Centre Manager
- The Patients Association
- Grandparents Association
- Parkinsons Society
- Diabetes UK
- Men in Sheds
- Mental health services
- Healthwatch
- Health Visiting and Midwifery
- Carers
- Universities – UWE/ Bristol University /Weston College
- Local schools/colleges
- Voluntary Action Network (VANs)
- Children's Centre
- Sensory Impairment representatives
- Avon and Somerset Police
- Avon Fire and Rescue
- Voluntary and community sector
- Others to be identified ...

## 6. ORGANISATION AND GOVERNANCE

- 6.1 Models, such as a charity or community interest company, to manage the Nailsea Place will be explored as part of the development project to ensure sustainability and good governance.

## **7. EVALUATION AND SUCCESS MEASURES**

### **Evaluation partners**

- 7.1 An academic institution that has an interest in the "assets-based approach" will be sought and involved to assist with developing an evidence base, modelling and evaluation. Learning will be shared locally, regionally and nationally.

### **Success measures**

- 7.2 A baseline will be developed using these initial ideas for success measures but to be developed by the project steering group and wider stakeholders:
- a) Assessment of premises requirements;
  - b) Number of events held/number of participants;
  - c) Number of visitors/enquiries – face-to-face, email, letter;
  - d) Type and number of new initiatives;
  - e) Satisfaction measures: reducing social isolation; increasing self-esteem; improving health and wellbeing; how well informed people feel about local services;
  - f) Ability to influence commissioning and planning decisions;
  - g) Number of organisations who sign up with consequent outcomes for their users;
  - h) Number of people using digital communication and health self-management tools;
  - i) Reduction in number of hospital bed-days in management of long-term conditions;
  - j) Number of social prescriptions made by GPs.

## **8. FUNDING**

- 8.1 Detailed costing will be subject to further research by the project team.
- 8.2 Sustainability will be built in; we will consider options for pooling funding and re-commissioning existing funding.

**Author: Heather Eardley, Director of Development, Patients' Association**

## APPENDIX 1 – LOCAL SUPPORT FOR PROJECT

A number of organisations /individuals have already responded to a local newspaper article and their responses are listed below. The article was published on the front page of the local newspaper and attracted a lot of attention and enthusiasm from the community about this idea.

|    | Organisation/Individual   | Feedback, help or ideas offered   |
|----|---|---|
| 1  | Parkinson's Society   | Offering specialist Parkinson's nurse clinics.  |
| 2  | Diabetes UK   | Nailsea, Backwell & District Diabetes UK Group want to be included.   |
| 3  | Grandparent's Association   | Recruiting and training volunteers; offering to set up a local group.   |
| 4  | Mrs J.  | Would find the Grandparent's group useful.  |
| 5  | Mrs P. (retired pharmacist)   | People in their 80s would find it very useful as a way of keeping fit, healthy and positive   |
| 6  | Retired Senior Nurse Practitioner                                   | My GP could not find any activities in Nailsea that support those with mental health issues. Need for an Art Therapy group, creative writing and music, and drop-in cafe.   |
| 7  | Elizabeth Williams Project Manager – NHS Commissioning Support Unit | Offered to train volunteers to assist patients with the medicine map and to upload information about community resources.   |
| 8  | J.E.  | Befriending schemes for older people.   |
| 9  | Malcolm Rigler GP   | Learning sessions and placements for GPs, Town Councillors and County Cllrs, Head Teachers and Directors of Social Services. Include the rapidly developing cultural offer. |
| 10 | TP Amber Jacket Ltd (a health and safety business)                  | Discuss running courses in partnership.   |
| 11 | Hugh Turvey/artist (works in hospitals and schools)                 | Could lead events in town centre/schools  |
| 12 | Mr F. (registered blind person, Healthwatch)                        | Wants to ensure people with disabilities are involved.  |
| 13 | Action for M.E./Clare Ogden (Health lead)                           | General involvement.  |
| 14 | P.G. from 'Nearest Relatives' and Men in Sheds                      | Sees big gaps in the NHS /local authorities' service-led models; need more creative solutions. Also need mental capacity training; assistance with finding care homes.      |
| 15 | Alliance Homes  | Has a large presence in Nailsea. Could operate a drop-in/advice facility.   |



### APPENDIX 2- INITIAL STAKEHOLDER MEETING

Following the first draft of this proposal an initial stakeholder meeting was held for interested parties on 28<sup>th</sup> January 2015 with 25 people in attendance from a range of different voluntary sector organizations, North Somerset Council and North Somerset Clinical Commissioning Group (see list of attendees )

#### **Nailsea Place Project - Initial Stakeholder meeting notes 28 January 2015, 9.30am, Tithe Barn, Church Lane, Nailsea**

**Welcome from Clare Hunt, Chair of Council and Ian Morrell, Town Clerk.**

#### **Background to the project by Malcolm Rigler**

There is a need for GPs to communicate with patients on their care clearly in language and terms they understand.

GPs have no links with the educational service to educate patients.

Patients often ask about volunteering opportunities but GPs have little or no access to that information although many are already aware of the fact that becoming a volunteer can help both the organisation they join and the volunteer themselves.

**Salutogenesis** is a term coined by Aaron Antonovsky, a professor of medical sociology. **The term describes an approach focusing on factors that support human health and well-being, rather than on factors that cause disease.** More specifically, the "salutogenic model" is concerned with the relationship between health, stress, and coping. Antonovsky's theories reject the "traditional medical-model dichotomy separating health and illness". He described the relationship as a continuous variable, what he called the "*health-ease* versus *dis-ease* continuum". (Wikipedia)

'The Great Good Place'. Social places can help you to get through the day. Create environments that give a feeling of meaning and purpose. Churches were the prime source of social activity with clubs and events. The Arts - pioneer projects.

Vision for Nailsea to have a hub that is the liveliest and most relevant place in the community.

#### **Introduction from Heather Eardley and aims for the day.**

Much GP time is being spent on social issues.

Further to the proposal already circulated, it would be useful to discuss today what type of facility is needed and how it could be managed.

#### **Initial thoughts – whole group discussion**

- ☐ There are already many organisations existing – is this needed?
- ☐ Is transport / befriending a part of this?
- ☐ Will transport be provided to get people to the hub?
- ☐ Befriending and volunteering can be hard to start up and ongoing costs, training and support required.
- ☐ Towerhouse Practice has connections with volunteer agency (RSVP) – for a practice based volunteer programme. They are keen to set up in every practice in North Somerset. In 2 years of the programme only 6 volunteers are in place at Towerhouse. They could utilise and be more proactive with Practice & Patient Group.
- ☐ Already networking events for 150 organisations happening.
- ☐ The housebound are socially isolated – a virtual hub could be useful for them.
- ☐ Definitely a divide between the internet savvy and non internet users.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

- ☐ Isolation is one of the serious problems for Parkinsons UK who said their biggest expense was providing transport to enable people to attend meetings. They suggested that students could be involved in a project to help isolated people use the internet to Skype or similar to stay in touch.
- ☐ Weston College – Tech genius - already run a similar programme. Students help individuals to use the computer at Weston Library on a drop in basis. Other colleges are also sending students out to help people to use tablets.
- ☐ Regular tuition and support groups are planned in Weston, Worle and Portishead part of the North Somerset inclusion (under Alan Davis) and Nailsea library is proactive in that.
- ☐ It could allow organisations that are already stretched the opportunity to work together.
- ☐ There are projects in Nailsea but there is no place to link up.
- ☐ It was suggested that the simplest and quickest way to achieve this, without worrying about grant applications could be to build in regular 4 times a year networking events as a start and allow anything else to grow organically from that.

### **Small group discussions and feedback:**

#### **Initial thoughts on the project proposal**

- ☐ It can happen and should happen
- ☐ Do not want to duplicate what is already in place
- ☐ Already good links across health and social care
- ☐ Is it sustainable? – similar projects have been set up and then had to stop
- ☐ Will it cost organisations, what would they need to pay?
- ☐ It needs to address issues specific to Nailsea
- ☐ No-one has a directory of everything, including local social sports and hobbies groups then shares and cascades that information down to others.
- ☐ There is already a central point of information – Community Connect – it needs to be publicised better to raise awareness.
- ☐ Need to have better links with North Somerset
- ☐ Publicity for what already exists

#### **What is the potential scope and opportunity?**

- ☐ There is no need for a new organisation
- ☐ It could help to respond to early diagnosis of conditions
- ☐ Promote opportunities to Nailsea residents so they can engage
- ☐ Educate – on health and with life skills such as cooking, H & S, social skills
- ☐ The Leg Club model is good and dementia cafes, focussing on social aspect of the group. We need to copy these models.
- ☐ Improved signposting to what is already in place
- ☐ Develop website that can suggest other sites or pages from what already viewed
- ☐ Create link through NTC website to a directory with contacts and organisations
- ☐ Could just have links to third party websites to reduce need for updating information.
- ☐ Linking of smaller organisations could create opportunity for pooling resources and achieve better (financial) deals for services and resources.
- ☐ Set up deals with fuel /transport
- ☐ Improved networking events
- ☐ Include Positive Step – Somerset based services for Mental Health problems
- ☐ Cardiff University activities around memory and institutions of memory (David Anderson)
- ☐ Readiness for under 5's to look after health

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### What inhibits what organisations do

- ☐ Patients see GP practices as barriers
- ☐ Money wouldn't necessarily help
- ☐ Rent / transport
- ☐ Information goes out of date quickly and organisations are not updated.
- ☐ Not having a point of contact for other organisations
- ☐ Can be a fear of being disadvantaged through working in partnership (with NHS)
- ☐ Lots of organisations independently trying to achieve things
- ☐ Lack of infra structure
- ☐ Lots of organisations already have information to provide to people or can access it through Google although some find little information on small or community groups which are not so well publicised.

### Is a building required, if so what type and where?

- ☐ Use existing assets like Tithe Barn or Library
- ☐ A new building is not required but a primary hub in existing building (like library or council offices) with secondary hubs
- ☐ A physical premises is not required but phone and internet contact.
- ☐ Yes a building is required.
- ☐ Ways of managing a building so that it can pay for activities (example of Tithe Barn).

### What should be the project focus over the next 6 months?

- ☐ Would be useful to find a comparable town to see what they have in place.
- ☐ Contact Kate Sachs/Saggs? who was trying to set up something similar in Churchill.
- ☐ Ask local people what they want - Start off with a focus group of people who do not look after their health for their views.
- ☐ Focus on the health needs of the area – Nailsea not a high deprivation area, older population
- ☐ Social isolation / transport – all ages
- ☐ Bring age groups together
- ☐ Care for more interventions
- ☐ Contact those who didn't attend
- ☐ How wide do we need to communicate?
- ☐ Further meeting to focus ideas and formulate next steps

### Actions and Next steps

1. Those present were asked if anyone would like to join a steering group to take some of these ideas forward – the majority of people said they wanted to be part of this.
2. There are a number of people who had expressed interest but were unable to attend today and it was agreed they would also be sent the notes and kept updated.
3. Communication was agreed as important and regular updates from the town council and use of the town council website was seen as very important.
4. There was a feeling that whilst there is a lot of information and agencies in Nailsea the general public are often not aware of this. The next step should therefore be a consultation exercise with members of the public – this could be carried out in a number of ways- local paper article, survey, and/or town centre pop up event to test the type of things the Nailsea Place is proposing to offer.
5. Following the stakeholder meeting Dr Malcom Rigler and Heather Eardley met with members of Arts Health South West who have offered to host a pop up event using local artists week beg 15-22nd May which coincides with voluntary arts week.

### APPENDIX 9: QUALITY AWARD STATEMENTS: How the Council

#### 9.1 Ensures It Delivers Value for Money

The Council has an obligation to pursue value for money not only because it is spending taxpayers' money, but also because of 'opportunity cost' i.e. since resources are finite, any wastage of those resources in one area means less resource available elsewhere. The obligation, therefore, is to maximise the benefit to the community of the people, money and assets under the control of the Council. Value for money cannot simply be equated with lowest cost: it has to be understood broadly, so paying a higher price to get a better product may increase the benefit, and may also result in lower maintenance or support costs.

Strong partnerships with statutory bodies, charities, voluntary groups and commercial organisations create opportunities for more effective and efficient use of resources. The concept of Localism, whilst creating some understandable concerns about being a proxy for cost-cutting, can also be a mechanism for identifying where services can be better provided within communities.

At its most basic level, value for money will be derived from a professional approach to purchasing, services and contracts at all levels of cost, ranging from day to day consumables to competitive tendering for major projects. Examples are:

- **Glassworks:** in the 19th century Nailsea was home to the 4<sup>th</sup> largest glassworks in England. By the end of the 20th century the NSC-owned site was derelict. NTC led the process, completed in 2015, by which this Scheduled Ancient Monument underwent a remediation project creating a public open space. This complex project, which included industrial contamination and boundary issues benefitted from a high-quality professional team which was able to find cost-effective solutions as problems arose.
- **Photocopier:** the Council conducts a competitive exercise when it renews its photocopier rental agreement. The current contract with Kent County Council is much better value for money than anything else available in the open market for an organisation of our size.
- **Grounds maintenance contract:** NTC is responsible for a number of open spaces and every 3 years conducts a competitive tendering exercise to ensure the contract is value for money. The contract includes the Garden of Rest, which is managed by NSC: NTC arranges the maintenance contract which is more expensive than that arranged by NSC, but in terms of quality is much better value for money.
- **Tithe Barn:** The £1.2m project was completed within budget and now operates as a financially self-sufficient community building. NTC relocated to the Barn and disposed of its existing base which was losing money on its operational costs. On completion of the restoration the Council acquired the freehold for £1.00.
- **Advice services:** NTC provides grant funding for more than 40 organisations each year. This includes supporting national organisations such as Citizens' Advice Bureau (CAB) in providing a half day per week service in the town. Nailsea Disability Initiative, which provides advice specifically to people with disabilities, is a local charity which has a shop unit in the town and is financially supported by NTC. Their work complements that of CAB and provides a level of tailored service beyond the scope of statutory organisations.
- **Bus shelter cleaning:** NTC and NSC both own bus shelters in the town. NTC's contract with a local firm for cleaning shelters is much cheaper than NSC's contract, so NTC's contractor cleans all the shelters and NSC is billed for their share of the cost. NTC benefits from NSC's contract for repairs and replacements.
- **Leg Club:** This is a clinical service in a community setting run by a local nursing team. It is a proven method for treating certain types of patients more cost-effectively and with better medical outcomes than treatment in the home or hospital.
- **Nailsea in Bloom:** this group of volunteers was originally supported by a NTC grant. As the relationship developed, this evolved into a 'contract' for the work provided by the group on behalf of the Town Council. This arrangement represents outstanding value for money in terms of the benefits to the town of the planting and maintenance undertaken.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 9.2 Meets Its Duties in Relation to Bio-Diversity and Crime and Disorder

#### a) Biodiversity

The Parish Plan consultation in 2008 highlighted the value that residents place on the open spaces in and around the town.

- **A summary of nature reserves in Nailsea** is available on Wikipedia  
[https://en.wikipedia.org/wiki/Nature\\_Reserves\\_in\\_Nailsea](https://en.wikipedia.org/wiki/Nature_Reserves_in_Nailsea)
- **The Nailsea Nature web-site** features information on nature conservation in Nailsea  
<http://www.nailseanature.org.uk/other-environmental-groups.html>

Specific areas of environmental importance include:

- **Allotments:** we work closely with the allotment representatives for our tenants across two sites. Allotments are a key resource in encouraging biodiversity and a recent initiative has been to fully assess the issues around having bee hives at the allotments.
- **Backwell Lake**  
The site is owned and managed by Wessex Water who have proved to be very positive in working with local organisations to promote the recreational use of the lake, which was designed as a balancing pond.  
<https://www.wessexwater.co.uk/About-us/Community/Visiting-our-reservoirs/Backwell-Lake/>
- **Trendlewood Park**, owned by NSC and supported by the Friends of Trendlewood Park  
<https://www.facebook.com/friendsoftrendlewoodpark>
- **Golden Valley Bridleway**, owned by NTC
- **Moorend Spout**, managed by Nailsea Environment and Wildlife Trust (NEWT)  
<http://www.newt.btck.co.uk/>
- **Spilsbury Wood**
- **Stockway North Nature Reserve** <http://www.stockwaynorth.org.uk/>
- **Towerhouse Wood** <http://www.woodlandtrust.org.uk/visiting-woods/wood/4508/towerhouse-wood/>

#### a) Crime and Disorder

The Parish Plan consultation highlighted the importance of community safety to residents. Although the town experiences low levels of crime, this is not always the perception of some residents. It is also clear that the impact of anti-social behaviour is of great concern. NTC works closely with Community Safety Officers from NSC who address matters such as irresponsible street parking, graffiti, fly tipping and dog fouling.

The Council has worked closely over an extended period with local organisations and individuals who have an interest in community safety matters. This includes the Local Action Team (LAT) and subsequently Police and Communities Together (PACT), Speedwatch and the Police. NTC holds a regular Community Safety working group made up of a number of organisations.

NTC owns 12 CCTV cameras in the town, which are monitored by a central control centre managed by NSC. In 2014 the local police sergeant implemented a Shop Watch system which links retailers through a walkie-talkie system. This has proved very beneficial in combatting shop-lifting, especially as a deterrent. NTC provided funds for some of the set-up costs, and is also a member of the Nailsea Chamber of Trade and Commerce which has promoted the Shop Watch scheme to its members. NTC works closely with the owners of the shopping centre in the town on a number of initiatives, including community safety.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 9.3 Provides Leadership in Planning for The Future of the Community

The Council is conscious of needing to address issues which are known to be priorities for residents. The best evidence for these priorities emerged from a consultation conducted as part of the 2008 Parish Plan. Three questionnaires were produced: one was an extensive questionnaire distributed to every household in the parish, and shorter ones were produced specifically for young people and businesses. The main questionnaire had a response rate of 35% of all the households in the town, and in many cases represented the views of all the people in the household. This level of response gave the Town Council a very high degree of confidence in determining its policies. The Parish Plan priorities are detailed in Appendix 5.

Between 2009 and 2016 National Grid conducted a public consultation and successfully applied for a Development Consent Order for the Hinkley C to Avonmouth Connection Project. As part of the Nailsea Against Pylons action group NTC was closely involved in representing the interests of residents. Whilst National Grid accepted from their first survey of public opinion that residents wanted undersea and full-underground options to be properly considered, this did not happen. The campaign was partially successful in getting some significant changes to National Grid's proposals. NTC took this as far as getting legal advice on behalf of all interested parties regarding the possibility of a Judicial Review.

A key role for NTC is acting as an advocate for the town with NSC. This ranges from addressing issues with day to day services such as refuse collection and open spaces maintenance to the transfer of assets (examples include the Tithe Barn and the Glassworks) as NSC withdraws from providing local services. NTC has been closely involved in issues arising from North Somerset's Core Strategy to 2026. This has included getting Nailsea included under the 'Market Town' category which better suits the development aspirations of NTC. The Parish Plan consultation produced a result in favour of 'Limited Growth' of housing in the town in order to address the demographic challenges of a declining and ageing population. The Council responds to all NSC consultations, and in particular those concerned with the Core Strategy. It has contributed to and spoken at two Examination in Public hearings relating to the North Somerset Core Strategy.

Planning applications are a particularly significant part of NTC's work. With major cutbacks in staffing and other resources at NSC it remains more vital than ever that NTC assesses the implications and impact of planning applications. With major applications the Council has an essential role in representing the wider views of residents. In 2014-16 major applications were made by Lidl, Churchill Retirement Living and McCarthy and Stone for sites in the town centre, all of which generated significant public interest. In particular, the proposed loss of car parking related to the Lidl scheme aroused very strong feelings and NTC organised a public meeting involving all relevant parties.

NTC has mediated in a number of issues with a major bearing on the future of the town. These include working with GE Oil and Gas, the major employer in the town, in dealing with issues impacting on their operations. The campaign to retain free parking in the town required collaboration with a number of groups and included detailed research to support the case. Eventually NSC agreed to withdraw their proposal for charges. As part of this NTC supported Waitrose in their aim to acquire a lease from NSC on the car park adjacent to their store, and this was successfully concluded, resulting in a major investment in the car park.

NTC has worked closely with neighbouring Backwell Parish Council on a number of projects, including the installation of an accessible path around Backwell Lake; agreeing shared objectives in the North Somerset Core Strategy; and addressing issues regarding cycle routes. It has also worked with Wraxall and Failand Parish Council regarding the Hinkley C to Avonmouth Connection Project, and a scheme to develop allotments in Wraxall which would be utilised by residents of both parishes. NTC has also collaborated with Clevedon Town Council in trying to develop a safe walking and cycle route between the towns.

## STRATEGIC REVIEW AND ACTION PLAN 2016-2020

### 9.4 Manages the Performance of the Council as A Corporate Body

The Council is made up of volunteers, supported by a team of employees. This creates a particular dynamic in how the performance of the organisation can be managed. The expectations that can reasonably be made of volunteers are different from those which can be expected of employees and this has to be reflected in the governance model of the organisation. NTC has always been non-political. This applies even to members who stand for election at unitary authority level under the auspices of a political party.

Quite clearly, by becoming a town councillor, members accept the statutory obligations of the role, including their responsibilities under the Code of Conduct. Further, the Council has its own Standing Orders, Financial Regulations and other policies to which members must adhere. These are all based on model documents and best practice, but nonetheless, there will be characteristics in every town and parish council which are unique.

By its nature the Council is not governed by any external organisation and is accountable to residents. This could be limited to electors, but NTC accepts the views and feedback of any resident who wants to get involved in local matters. In this respect the collaboration with young people with regard to the new skatepark, completed in 2016, is a good example.

The specific areas in which performance is managed include:

- **Committee structure, sub-committees and working parties:** this system includes checks and balances and also delegated powers to ensure that the decision-making process is as efficient as it can be within the legitimate constraints of being a public body.
- **Feedback from third parties:** NTC has a contract with a third party for Human Resources and Health and Safety advice. In 2014 it commissioned a job evaluation process for all positions. Feedback from internal and external auditors assists in assessing and improving performance.
- **Liaison with other councils, clerks and local government bodies** allows for informal bench-marking.
- **Seeking advice from professional bodies** including the National Association of Local Councils (NALC), Avon Local Councils Association (ALCA), Society of Local Council Clerks (SLCC) and South West Employers.
- **Staff management:** annual performance review and on-going setting of personal and team priorities.
- **Strategy:** monitoring performance against objectives.

## **STRATEGIC REVIEW AND ACTION PLAN 2016-2020**

### **9.5 Manages the Performance of Each Individual Staff Member to Achieve Its Business Plan**

The key relationship around which much of the performance of the Council hinges is that between the Chairman and the Clerk. A mutual understanding and respect for their respective roles is an essential basis for a strong working relationship. This needs to operate effectively on a day to day basis and be underpinned by a formal performance review process, at least annually.

The major objectives of the Council, approved by resolutions in committees, are contained within the 5-Year Strategy. These objectives, and the day to day tasks of managing the Council's responsibilities, establish the objectives for the Clerk, and by extension the rest of the Council's staff. The Clerk sets the goals and priorities for staff, both through regular performance review and by day to day operational management. It is important for all staff to be clear on their role, and how this fits with the overall direction of the Council, in order for them to feel involved and motivated.

Delegating responsibilities to staff, including attending and minuting meetings, is a valuable way for the Clerk to broaden their contribution to the work of the Council and to benefit their personal development.



## **NAILSEA TOWN COUNCIL – PLANNING COMMITTEE 6<sup>TH</sup> APRIL 2016**

Minutes of the Planning Committee held on Wednesday 6<sup>th</sup> April 2016 at the Tithe Barn, Church Lane, Nailsea at 7.30pm.



**PRESENT:** Cllr Phillips in the Chair, Cllr Barber, Cllr Barclay, Cllr Bird, Cllr Lees, Cllr Middleton, Cllr Packham, Cllr J Tonkin, Cllr Wilson and the Assistant Clerk.

**P31/16** **APOLOGIES** were received and accepted from Cllr Frappell, Cllr Hunt, Cllr Jameel, Cllr Petford and the Clerk.

**P32/16** **DECLARATION OF INTEREST**

Cllr Barber did not make a declaration of interest but made a statement that she would not be voting on any of the planning applications as she did not wish to prejudge them prior to their consideration at North Somerset Council.

Cllr Tonkin declared that whilst he would vote on the applications submitted to the committee, as a District Councillor he reserved the right to change his mind at District level, should any application change after the consultation period.

**P33/16** **MINUTES** of the meeting of the Committee held on 24<sup>th</sup> February and 16<sup>th</sup> March were signed as a true record.

**P34/16** **PRESENTATION BY CHARLOTTE BRACE, DEVELOPMENT PROJECT MANAGER, ALLIANCE HOMES**

Charlotte introduced herself and explained that Alliance Homes Group deliver affordable and low cost housing and they are based in Portishead. She explained they have been looking at ways to get smaller units built in the area. They have not carried out any consultation with North Somerset Council planners or local residents as they wanted to approach the Town Council first. They are currently looking at two garage blocks in their ownership at French Close and Strawberry Close as potential sites for small residential redevelopment. She showed the plans to members and said each development would provide four one bedroom flats and she wanted to see if the Town Council would support this proposal.

Cllr Packham said he felt this was a very good idea and would tidy up the area.

Cllr Lees said it is a great idea and thanked Charlotte for bringing this proposal to the Council.

Cllr Phillips thanked Charlotte for attending.

**P35/16** **PRESENTATION BY TFA LTD ON BEHALF OF MACTAGGART AND MICKEL FOLLOWING THEIR PUBLIC CONSULTATION REGARDING THE PROPOSED DEVELOPMENT AT YOUNGWOOD LAND**

Louise Seaman from Mactaggart and Mickel introduced herself and her colleagues, Tom Rocke of Rocke Associates, Daniel Evans of Clifton Emery Design and Daniel Angell and Alex Watson of Tristan Fitzgerald Associates who have all been working on this project. She thanked the Council for allowing them to speak at the meeting as they wanted to inform the Council the position they were in on this proposal. She explained that Mactaggart and Mickel are a Scottish company that has been constructing homes since 1925 and the family owned company takes pride in creating high quality homes. A division was set up in 2009 and has been investing in new sites around the country ever since. It is the company's ethos and responsibility to maintain and create high levels of amenity within the residential developments it creates, to provide community facilities and to integrate the development to a wider community.

Tom Rocke explained that Nailsea hasn't had any development for some time but due to the Core Strategy and the housing numbers for North Somerset it has been proposed that Nailsea should have just over 900 dwellings in the next ten years i.e. to 2026. On the site allocation plan it shows housing on the edge of the town as well as North West Nailsea which has been earmarked since the 1990's. They feel that site is not developable at present due to the pylons which they don't think will be undergrounded until after Hinkley Point is completed. With the Youngwood Lane site they would be able to connect into the existing infrastructure and provide a good quality estate.

Daniel Evans explained that they had undertaken a heritage and archaeology surveys and there are two listed buildings which are adjacent to the site. The assessment found there were no designated assets situated within the site and the fields within the site are post-medieval and the hedgerows marking the boundaries are classified as of historical importance. The ecology survey showed that bats use the area as a commuting corridor and retention of the majority of the existing hedgerows and woodland will be enhanced. The assessment examined any potential affects of development upon nearby existing heritage assets and the results have influenced the design plans in order to minimise any adverse impact upon the surroundings. The site has a natural slope for water drainage and all areas will be discharged into existing sewers owned by Wessex Water. It is proposed to create a new through route from St Mary's Grove, located to the north of the site, to the junction of Youngwood Lane and Netherton Wood Lane, located on the site's south western boundary. This route will pass directly through the development and provide a higher standard road link than currently exists.

Daniel Angell reported on the results of the public consultation which had been circulated to all members. He confirmed they had received 231 responses. On Question 1) 163 agreed with the principle of growth in Nailsea and the reasons given for agreeing to this was because of the ageing population of Nailsea and new houses would attract younger families to balance the demographics. 58 did not agree because it would bring traffic to the town along with inadequate parking in the town centre which would be worsened by additional residents.

Question 2) 108 residents agreed that land to the north of Youngwood Lane is a logical place to deliver growth in Nailsea. 103 did not agree to this because of the lack of infrastructure, insufficient parking in the town centre and too far from facilities including the train station, A370 and M5.

Question 3) 150 supported the vision for the site. 55 people did not agree although they felt green areas were very important and parkland would need to be well maintained. They felt this part of Nailsea is characterised by narrow walled lanes with cottages, and additional infrastructure and improvements to local roads would be required.

Question 4) 139 people made comments on the Masterplan. They suggested improvements to the road network and increasing parking in the town and felt the access was inadequate. The site is very far from town facilities and shops, although there was approval of the green spaces on the plan.

Question 5) 117 residents supported a convenience store as part of the scheme and 81 said No.

Question 6) Out of the 142 residents who responded to the question about community facilities currently required or needing improving they suggested that doctors' surgeries already have long waiting times. The local roads were in need of repair and upgrading, some

would not cope with additional traffic as they are narrow and can't be widened and parking in the town centre is inadequate. A swimming pool was needed and open spaces should be retained.

Question 7) 169 people said they were aware of the need for affordable homes and 23 people said they were not aware. The comments from the 169 were that there is a need to attract new, younger families to Nailsea although there was concern about the infrastructure to support 450 units, especially the road network, parking and doctors' surgeries.

Cllr Middleton asked if the Transport Consultants are still working with North Somerset Council on this.

Louise confirmed they were still in discussion but that no one site would be able to provide the funds for a comprehensive plan for infrastructure for the whole town.

Cllr Lees said that the Town Council has been asking North Somerset Council for more housing in the town but unfortunately those in the site allocations are not in the area preferred. He felt the Youngwood Lane site needed to have direct access to the station otherwise the residents would use the lanes causing major problems.

Cllr Middleton asked if it would be feasible to use the footpath to the Station marked on the plan as a cycle way. He said that the Town Council would be hoping to see affordable housing on the site as the town was in need of low cost housing.

Cllr Wilson said that the infrastructure was the most important issue as all the traffic would be using the A 370 which is overcrowded as it is and there are only B roads in the town.

Cllr Phillips asked what additional work was required before submitting an application to North Somerset Council.

Louise confirmed that they were hoping to get everything completed and an application ready by the end of April or beginning of May 2016.

Cllr Phillips thanked all those representing Mactaggart and Mickel in attendance and they left the meeting at 8.32pm along with Charlotte Brace.

## **P36/16 PLANNING**

### **a) Consideration of Planning Applications**

**Planning application 0597/16 110 High Street.** Cllr Phillips read out the objection that had been placed on the North Somerset Council website. After consideration the motion to recommend refusal was proposed by Cllr Lees and seconded by Cllr Tonkin. The vote was eight in favour and one abstention.

**Planning application 0634/16 35 Cricket Field Green.** The motion to recommend accept was proposed by Cllr Tonkin and seconded by Cllr Packham. The vote was eight in favour and one abstention.

**Planning application 0685/16 2 Silverlow Road.** The motion to recommend accept was proposed by Cllr Tonkin and seconded by Cllr Barclay. The vote was eight in favour and one abstention.

**Planning application 0719/16 Moorwinds, Pound Lane.** The motion to recommend accept

with the proviso that the yew tree and stone wall are retained was proposed by Cllr Middleton and seconded by Cllr Wilson. The vote was eight in favour and one abstention.

**b)Planning Decisions**

The information in the Clerk's Report was noted.

**c)Applications for Street Trading Consents**

- **Butchers Mobile Catering**

After consideration it was proposed by Cllr Tonkin and seconded by Cllr Lees.

**RESOLVED:** to agree to accept the application for Street Trading Consent for Butchers mobile catering for Blackfriars Road.

The vote was unanimous.

- **Nailsea Unit Trust**

Members considered this application. It was proposed by Cllr Packham and seconded by Cllr Middleton.

**RESOLVED:** to agree to the application for Street Trading Consent from Nailsea Unit Trust for Somerset Square.

The vote was seven in favour and two abstentions.

**P37/16 FINANCIAL MATTERS**

**a)Statement of Income and Expenditure for the Committee to 30<sup>th</sup> March 2016**

Noted.

**P38/16 CONSIDERATION OF CORRESPONDENCE WITH NORTH SOMERSET COUNCIL REGARDING PLANNING APPLICATIONS**

Cllr Middleton said he was disappointed the reply from North Somerset Council did not address the issues with regard to the 'Reply Due Date' and the 'Target Date'.

After consideration members asked the Chairman to reply to this letter asking for clarification as to which date the Officers will be using as their deadline.

**P39/16 CONSIDERATION OF A TECHNICAL CONSULTATION ON THE 'IMPLEMENTING PLANNING PROVISIONS IN THE HOUSING AND PLANNING BILL'**

Members considered the questions asked in the consultation and answered each section. It was agreed that the Assistant Clerk would circulate the document once it has been typed up for confirmation and a copy will be attached to these minutes.

**P40/16 REPORTS OF WORKING PARTIES**

**a) Town Centre Working Party 4<sup>th</sup> March 2016**

Cllr Phillips referred to the recommendation contained within minute number 5.3 of the report. It was

**RESOLVED:** to agree that the management, layout and condition of Station Road car park should be reassessed with a view to developing a costed report with proposals for improvements.

The vote was unanimous.



**P41/16    TREES AND TREE PRESERVATION ORDERS**

**a) Application for Tree Works**

The information in the Clerk's Report was noted.

**b) Refusal for Tree Works**

Members noted the information in the Clerk's Report.

**P42/16    ITEMS TO NOTE**

**a) Temporary closure of the High Street**

The information in the Clerk's Report was noted.

**b) The Blue Flame has been added to the List of Assets of Community Value under the Community Right to Bid provisions in the 2011 Localism Act**

Members noted the information in the Clerk's Report.

**c) Clevedon Town Council has applied to develop a Neighbourhood Plan**

The information in the Clerk's Report was noted.

**P43/16    ANY OTHER BUSINESS**

1. Cllr Barclay said that he had received a copy of the email with regard to land in the Town Council's ownership and the Restrictive Covenant on some of the land in Engine Lane and asked members for clarification of this. Members confirmed the piece of land which is leased to the Rugby Club does have a Restrictive Covenant on the land.

The meeting closed at 9.24pm.

# **NAILSEA TOWN COUNCIL - PLANNING COMMITTEE MEETING 6<sup>TH</sup> APRIL 2016**

A list of planning applications received from North Somerset Council for your consideration.

| TC REF NO | APPL NO | CAT | LOCATION ROAD  | LOCATION NO       | APPLI CANT               | PROPOSAL   | COMMENTS   |
|-----------|---------|-----|----------------|-------------------|--------------------------|--|--|
| 4664      | 0597/16 | F   | High Street    | Ground Floor, 110 | Mark'd With Ink          | Change of use of ground floor from A1 retail unit to a mixed use retail (A1) and Tattoo Studio (sui generis).  | Recommend refusal on the grounds that this would be totally inappropriate in that position in the High Street. |
| 4665      | 0634/16 | F   | Cricket Green  | Field 35          | Mrs Denise Walsh         | Proposed single storey rear extension.   | Recommend accept.  |
| 4666      | 0685/16 | F   | Silverlow Road | 2                 | Mr T Lias                | Erection of a single storey rear extension   | Recommend accept.  |
| 4667      | 0719/16 | F   | Pound Lane     | Moorwinds         | Mr David Long, c/o agent | Erection of 1no. semi-detached dwelling with associated landscaping following the demolition of the existing side extension. Creation of vehicular access onto Pound Lane. | Recommend accept with the proviso that the tree and stone wall are retained.                                   |

## **NAILSEA TOWN COUNCIL – PLANNING COMMITTEE 27<sup>TH</sup> APRIL 2016**

**MINUTES** of the meeting of the Planning and Environmental Committee held on 27<sup>th</sup> April 2016 at the Tithe Barn, Church Lane, Nailsea at 7.30pm.



**PRESENT:** Cllr Phillips in the Chair, Cllr Barclay, Cllr Frappell, Cllr Jameel (from 7.35pm), Cllr Lees, Cllr Middleton, Cllr Packham, Cllr Petford, Cllr J Tonkin, the Clerk and the Assistant Clerk. Also in attendance Cllr Hamblin.

**P44/16** **APOLOGIES** were received and accepted from Cllr Barber, Cllr Hunt and Cllr Wilson.

**P45/16** **DECLARATION OF INTEREST**

Cllr Phillips declared a personal interest in planning application 0760/16 13 Kingsmead and planning application 0790/16 3 Union Street as the architects' dealing with these two applications are known to him.

**P46/16** **PLANNING**

**a)Consideration of Planning Applications**

**Planning application 0760/16 13 Kingsmead.** The motion to recommend accept was proposed by Cllr Tonkin and seconded by Cllr Packham. The vote was unanimous.

Cllr Jameel arrived at 7.35pm.

**Planning application 0789/16 Flat roof above 7 & 21 Clevedon Walk and Somerset Square.** The motion to recommend accept with the proviso that the aesthetics of the building are in keeping with the area was proposed by Cllr Lees and seconded by Cllr Frappell. The vote was unanimous.

**Planning application 0790/16 3 Union Street.** The motion to recommend accept subject to the comments of the Conservation Officer was proposed by Cllr Middleton and seconded by Cllr Lees. The vote was unanimous.

**Planning application 0792/16 97 Station Road.** The motion to recommend accept was proposed by Cllr Tonkin and seconded by Cllr Lees. The vote was unanimous.

**Planning application 0848/16 14 Cherington Road.** The motion to recommend accept was proposed by Cllr Lees and seconded by Cllr Frappell. The vote was unanimous.

**Planning application 0863/16 91 High Street.** The motion to recommend accept was proposed by Cllr Packham and seconded by Cllr Middleton. The vote was eight in favour and one abstention.

**Planning application 0864/16 Leveret House, Nailsea Wall Lane.** Members noted the information.

**Planning application 0870/16 20 Nailsea Park.** The motion to recommend refusal was proposed by Cllr Lees and seconded by Cllr Tonkin. The vote was eight in favour and one against.

The meeting closed at 7.53pm.

## NAILSEA TOWN COUNCIL - PLANNING & ENVIRONMENTAL COMMITTEE MEETING 27<sup>th</sup> April 2016

A list of planning applications received from North Somerset Council for your consideration together with the above Committee's comments.

| TC REF NO | APPL NO | C A T | LOCATION ROAD                   | LOC NO                 | APPLICANT               | PROPOSAL  | COMMENTS  |
|-----------|---------|-------|---------------------------------|------------------------|-------------------------|---|---|
| 4668      | 0760/16 | F     | Kingsmead                       | 13                     | Mr Kevin Jordan         | Demolition of rear conservatory and erection of two storey rear extension.  | Recommend accept.   |
| 4669      | 0789/16 | F     | Clevedon Walk & Somerset Square | Flat roof above 7 & 21 | Ellandi                 | Erection of 8no. Residential dwellings on the flat roof above 7 Clevedon Walk & 21 Somerset Square.   | Recommend accept with the proviso that the aesthetics of the building are in keeping with the area.   |
| 4670      | 0790/16 | F     | Union Street                    | 3                      | Mr P Randow             | Demolition of existing rubble stone walls and erection of a side extension.   | Recommend accept subject to the comments of the Conservation Officer.   |
| 4671      | 0792/16 | F     | Station Road                    | 97                     | Mr Adrian Redwood       | Demolish the existing conservatory and then build a new conservatory.   | Recommend accept.   |
| 4672      | 0848/16 | F     | Cherington Road                 | 14                     | Mr A Warren             | Erection of a single storey rear extension following demolition of existing conservatory.   | Recommend accept.   |
| 4673      | 0863/16 | F     | High Street                     | 91                     | Mr James Murray         | Proposed extension of existing skittle alley to create a restaurant, kitchen and store. Enclosed roof terrace at first floor level. External staircase to terrace.  | Recommend accept.   |
| 4674      | 0864/16 | N M A | Nailsea Wall Lane               | Leveret House          | O'Leary Goss Architects | Non-material amendment to permission 11/P/1942/F (Conversion of existing workshops (B1 use) into holiday cottages and the erection of an additional two storey building for guest accommodation barns F& G, a pool and recreation building, a conservatory attached to barn D and construction of a swimming pool. Erection of a detached garage to serve Leveret House.) to allow changes to proposed window openings. | The Council noted the information.  |
| 4675      | 0870/16 | F     | Nailsea Park                    | 20                     | Mr P Bracey             | Erection of a double garage with office above and an orangery to rear elevation.  | Recommend refusal on the grounds of overdevelopment, and the materials are out of keeping with the surrounding properties. Should the Officer be minded to approve this application to ensure that the building is not used as a separate dwelling. |



**NAILSEA TOWN COUNCIL - ENVIRONMENT AND LEISURE COMMITTEE**  
**MEETING 23<sup>RD</sup> MARCH 2016**

**MINUTES** of the meeting of the Environment and Leisure Committee held on Wednesday 23<sup>rd</sup> March 2016 at 7.30pm at the Tithe Barn, Church Lane, Nailsea.



**PRESENT:** Cllr Petford in the Chair, Cllr Barber, Cllr Barclay, Cllr Frappell, Cllr Holt, Cllr Hunt, Cllr Middleton, Cllr Packham, Cllr Ponsonby, Cllr Wilson, the Clerk and the Assistant Clerk.

**EL11/16** **APOLOGIES** were received and accepted from Cllr J Blatchford, Mrs Brady, Cllr Hamblin, Cllr A Tonkin and Cllr J Tonkin.

**EL12/16** **DECLARATION OF INTEREST**  
None.

**EL13/16** **MINUTES** of the meeting of the Committee held on 27<sup>th</sup> January 2016 were agreed as a true record.

**EL14/16** **PLAYING FIELDS AND PLAY/RECREATION AREAS**  
**a) Report by representative of Nailsea Playing Fields Association and Grove Sports and Social Club**

Mr Brierley was in attendance as Mrs Brady was unable to attend. He reported that NPFA has not met since 19<sup>th</sup> January but is due to meet Thursday 24 March 2016 19:30 at Grove. The 19<sup>th</sup> January NPFA meeting has already been reported.

**Grove Playing Fields**

Work on the delivery path and western patio has been completed and paid for. NPFA will discuss a donation to Grove towards this at the next meeting. John Fox continues to work on ground reinstatement and it is hoped that topsoil recycled when work commences on an enlarged soakaway for the Grove can be used to infill the remaining depressions.

The end of year finances will be discussed on 24<sup>th</sup> March. The request to Nailsea Town Council for the 2015-16 groundsman's grant amount of £1017.70 will be made following ratification by that meeting.

Regrettably Mr Brierley reported that James Colman a 22 year old member of Nailsea United Football Club has recently died in his sleep. Grove and NPFA have expressed their condolences to his family and friends in Nailsea United Football Club.

The next NPFA meeting will be notified at a later date.

**Grove Sports & Social Club** met on 15<sup>th</sup> February and 21<sup>st</sup> March. Unfortunately Mrs Brady could not attend Monday's meeting.

Grove hosted the Tristan Fitzgerald Associates public consultation meeting earlier this month.

They have recently moved from Matthew Clark to St Austell to try to ameliorate trade price increases and improve customer service. They remain with Heineken as their main supplier.

A working party of members redecorated the lounge during the week-end 22<sup>nd</sup> – 24<sup>th</sup>

January and Grove has arranged for the replacement of the heating and air-con units in the next week or so. They also have new light fittings to replace all the old lounge fittings.

Faults with toilet flushes have been repaired, emergency lighting signs have been replaced, and the Gas Boiler serviced.

The sports memorabilia boards in skittle alley 2 are ready for the Nailsea United Football Club and Nailsea Cricket Club to 'personalise'.

The flat roof drain covers have been fitted to prevent debris clogging the drains. Further work is now required on the soakaway at the south east corner to make it less liable to saturation.

The next Grove Sports and Social Club Committee meeting will be held on Monday 18<sup>th</sup> April at 7.30pm at the Grove.

**b) Consideration of a report from the Chairman of the NPFA with regard to the Grove Sports and Social Club building**

Mr Brierley read out the letter put forward by Mrs Brady and confirmed that the drawing on the back of the letter shows the affected soakaway marked in red.

Cllr Ponsonby said that she thought the quote was quite high and suggested that a further quote should be sought.

Cllr Packham asked Mr Brierley if they had been able to look at the cost of doing the work with volunteers. He said that he had not been able to cost this out as yet but was still looking into it. Cllr Packham agreed with Cllr Ponsonby that a further quote was required.

Cllr Petford said that the Council does not have a duty to pay for this work to be carried out, as it does not own the building.

Cllr Ponsonby said that the Council have a moral duty to help pay for the work.

After consideration it was proposed by Cllr Packham and seconded by Cllr Ponsonby.

**RESOLVED:           to agree in principle to set aside funds to upgrade the three soakaways once further quotes have been received.**

The vote was unanimous.

Mr Brierley left the meeting at 7.55pm.

**EL15/16   **ALLOTMENTS****

**a)Minutes of the Allotment Working Party 26 January 2016**

Members noted the minutes.

**EL16/16   **FINANCIAL MATTERS****

**a)Statement of Income and Expenditure to 16<sup>th</sup> March 2016**

Cllr Ponsonby asked where the money in budget head 3143 Nailsea in Bloom had come

from. The Clerk explained that it was from the Nailsea in Bloom accounts and sponsorship of the planters and any underspend would be put into reserves.

Cllr Ponsonby questioned budget head 3151 Poppy Wreath Donation as she thought it had been agreed that £100 would be given as a donation rather than £50. The Clerk said he would check this out.

**b)Consideration of the Grounds Maintenance Contract 2016-19**

Cllr Ponsonby reported that she had been in attendance during the opening of these tenders and it was disappointing that Bristol City Council do not have the staff to cover any further contracts.

She also explained that the Landscape Group had bid so low that they could not have fully understood the contract.

After consideration it was proposed by Cllr Ponsonby and seconded by Cllr Barber.

**RESOLVED:** to continue with the existing contractors with the addition of Landscape Services taking on the Glassworks maintenance. The Clerk is to undertake post tender negotiations regarding the specification and cost for the Garden of Rest and the Glassworks site.

The vote was unanimous.

**c)To note that new acrylic covers for the High Street Clock have been ordered at a cost of £1,100 + VAT**

Members noted the information.

**d)To consider installing a dog waste bin in Clarken Close**

After consideration it was proposed by Cllr Frappell and seconded by Cllr Middleton.

**RESOLVED:** it was agreed not to go ahead with the installation of a dog bin at Clarken Close.

The vote was nine in favour and one abstention.

**EL17/16 REPORTS OF WORKING PARTIES**

**a)Biodiversity Working Party 21 January 2016**

Cllr Packham introduced this report and referred to the recommendation contained within minute number 5. It was

**RESOLVED:** to approve the terms of reference of the Biodiversity Working Party as follows:  
"The aims of the Biodiversity working party are to safeguard and improve the biodiversity in and around the town. It will engage and work with local groups, relevant statutory and other bodies and parishes in promoting these aims. In support of this the Town Council will seek to promote biodiversity on land that it owns. The Biodiversity working party reports to the Environment and Leisure Committee."

The vote was unanimous.

Cllr Packham then referred to the recommendation contained within minute number 6 b). It was

**RESOLVED:** to agree that an annual grant for biodiversity schemes should be established and that local groups and schools are encouraged to come forward with proposals for suitable projects.

The vote was unanimous.

**EL18/16 TO CONSIDER THE MANAGEMENT OF SPILSBURY WOOD**

Cllr Hunt said that she had personally agreed to the Council taking on the wood to ensure it was kept for the residents. She did feel that it may be better if the Woodland Trust took over the land as they would be able to manage the area.

Cllr Ponsonby said that with the problems with Ash trees there could be a lot of maintenance work required at Spilsbury Wood.

Cllr Barclay said councillors should not underestimate the damage it would cause to our environment if the Ash trees are affected. The public need to be aware of this in order that they can report any signs of the disease.

Cllr Petford said she had visited the site and wondered if the council should consider selling it.

Cllr Barber suggested getting a quote from consultants on how best to manage the wood.

Cllr Ponsonby said the Council has not been proactive at Spilsbury Wood and the best use for the town should be considered. She agreed that the site should be given to the Woodland Trust to manage or get consultants to advise on the management of the site.

After consideration it was proposed by Cllr Barber and seconded by Cllr Ponsonby.

**RESOLVED:** to agree to approach the Woodland Trust to see if they would be interested in taking over the site and to get quotes from consultants on the cost of having the site managed.

The vote was unanimous.

**EL19/16 PUBLICATIONS**

**1. 'Streetscene' the newsletter of North Somerset Council's Streets and Open Spaces department January/February 2016**

Cllr Barclay took this publication and agreed to pass it on to Cllr Wilson.

**2. Stockway North Nature Reserve Annual Report 2015**

Cllr Barclay took this publication and agreed to pass it on to Cllr Wilson.

**c) Wildlife Trust Magazine Spring 2016**

Cllr Barclay took this publication and agreed to pass it on to Cllr Wilson.

**d) 'Open Space' the newsletter of the Open Space Society Spring 2016**

Cllr Barclay took this publication and agreed to pass it on to Cllr Wilson.

**EL20/16 ANY OTHER BUSINESS**

1. Cllr Barclay reported that he had congratulated the contractors looking after the grounds at Stockway South car park on the work they carry out at the site. He asked if the Clerk could send a letter thanking them.

The meeting closed at 8.40pm.



**NAILSEA TOWN COUNCIL - FINANCE AND POLICY COMMITTEE 13<sup>TH</sup> APRIL 2016**

**MINUTES** of the meeting of the Finance and Policy Committee held on Wednesday 13<sup>th</sup> April 2016 at 7.30pm in the Tithe Barn, Church Lane, Nailsea.



**PRESENT:** Cllr J Blatchford in the Chair, Cllr M Blatchford, Cllr Frappell, Cllr Holt, Cllr Hunt, Cllr Lees, Cllr Packham, Cllr Phillips, Cllr Ponsonby, Cllr A Tonkin, Cllr Wilson, the Clerk and the Assistant Clerk. Also in attendance Cllr Barclay.

**FP17/16** **APOLOGIES** were received and accepted from Cllr Middleton.

**FP18/16** **DECLARATION OF INTEREST**  
None.

**FP19/16** **MINUTES** of the meeting of the Committee held on 2<sup>nd</sup> March 2016 were signed by the Chairman as a correct record.

**FP20/16** **FINANCIAL MATTERS**

**a)Statement of Income and Expenditure as at 31<sup>st</sup> March 2016**  
Noted.

**b)Payments made and income received from 24<sup>th</sup> February – 31<sup>st</sup> March 2016**  
Noted.

**FP21/16** **TO CONSIDER THE STAFF GRIEVANCE PROCEDURE FOLLOWING CHANGES RECOMMENDED AT THE COMMITTEE MEETING OF 10<sup>TH</sup> FEBRUARY 2016**

After consideration it was proposed by Cllr Packham and seconded by Cllr Ponsonby.

**RESOLVED:** to **RECOMMEND** the Town Council to adopt the Staff Grievance Procedure.

The vote was unanimous.

**FP22/16** **CONSIDERATION OF THE FOLLOWING DRAFT POLICIES:**

- **Councillor and Staff Training and Development**

Cllr Ponsonby said that in the past it had been agreed that Councillors wanting to take on the role of chairman of a committee were encouraged to undertake training for chairing meetings.

Cllr Tonkin agreed that it is helpful for chairmen of committees to have training but it may be that some councillors have already had previous training.

Cllr Holt said that if a councillor wants to take on the role of chairman of a committee they should be prepared to undertake training.

Cllr Hunt said she was not against anyone having training but felt it was up to each individual to decide if they required it.

Cllr Packham agreed that if a councillor was considering taking on the role of chairman of a committee they would need to consider their ability at that stage.

After further consideration it was proposed by Cllr Packham and seconded by Cllr

Frappell.

**RESOLVED:** to RECOMMEND Town Council to adopt the Councillor and Staff Training and Development Policy.

The vote was unanimous.

- **Equality**

After consideration it was proposed by Cllr Wilson and seconded by Cllr Frappell.

**RESOLVED:** to RECOMMEND Town Council to adopt the Equality Policy.

The vote was unanimous.

- **Social Media**

Cllr Hunt said it was very important for the Council to be using social media as people are using it all the time and it is a good way to communicate.

It was proposed by Cllr Ponsonby and seconded by Cllr Packham.

**RESOLVED:** to RECOMMEND Town Council to adopt the Social Media Policy.

The vote was unanimous.

**FP23/16 REPORTS OF WORKING GROUPS**

**a) Tithe Barn Management Group 11<sup>th</sup> March 2016**

Noted.

Cllr Packham said it was good to see that Sandy Riley had reported the funding to enable the Leg Club to continue had been received.

**FP24/16 ANY OTHER BUSINESS**

1. Cllr Frappell reported that Paul O'Brien who is the new owner of the Royal Oak Garage had agreed that the statue of Adge Cutler could be placed underneath the oak tree which was in his ownership.
2. The Clerk reported that he had received notification from North Somerset Council that between April and August 2016 they will be reviewing all existing recipients of discretionary rate relief against their new policy.
3. The Clerk reported he had received a letter from North Somerset Council notifying the Town Council that the Council Tax Support Grant will be withdrawn over the next three years.
4. The Clerk reported that he had received the valuation on Youth House from the District Valuer and the condition report from Billfinger GVA. The condition report highlighted concerns with the floor level which has been raised at some time in the past and a quote for the work to check this out had been received. Cllr Packham said he thought the valuation was fair for the building but the Council need to ensure the floor is checked out. Cllr Ponsonby said that she thought the valuation was fair for the High Street location but that the Council certainly needed to check why the floor levels had been raised. After consideration members agreed to ask the Clerk to go ahead with the investigation of the flooring at Youth House.

The meeting closed at 8.06pm.

**NAILSEA TOWN COUNCIL - COMMUNITY ENGAGEMENT COMMITTEE MEETING**  
**27<sup>TH</sup> APRIL 2016**

**MINUTES** of the meeting of the Community Engagement Committee held on Wednesday 27<sup>th</sup> April 2016 at 7.55pm at The Tithe Barn, Church Lane, Nailsea.

**PRESENT:** Cllr Jameel in the Chair, Cllr Barclay, Cllr Frappell, Cllr Hamblin, Cllr Lees, Cllr Packham, Cllr Petford, Cllr J Tonkin, the Clerk and the Assistant Clerk.



**CE21/16** **APOLOGIES** were received and accepted from Cllr Hunt and Cllr Wilson.

**CE22/16** **DECLARATION OF INTEREST**

Cllr Tonkin declared a personal interest in agenda item 4. b) as his wife is a Director of Nailsea Community Trust.

**CE23/16** **MINUTES** of the Committee held on 16<sup>th</sup> March 2016 were signed by the Chairman as a correct record.

It was agreed to bring forward agenda item 8.

**CE24/16** **CONSIDERATION OF AN UPDATE ON THE PROPOSAL FOR A TOWN MAP**

Members referred to the information which had been circulated. Sharon Brown from the Blue Room was also in attendance.

Cllr Packham said that he was certainly in agreement with going ahead with the project but there is a question as to the durability of the map.

Cllr Tonkin said it would be helpful to see a photograph of the map already produced in Sea Mills prior to making any decision.

Cllr Frappell and Cllr Packham said they had seen the Sea Mills map but it was difficult to know what the end result will be as each project is unique.

Sharon confirmed that working with different children it is a case of waiting to see what is produced.

Cllr Petford said that having the non-commercial license would be very good as the Town Council could use the product for signage around the town.

Cllr Packham said that using the map for signage would depend on the final product.

Cllr Hamblin asked what material it would be made from.

Sharon said that the end result would be a digital image of a collage which the Council will need to decide how they use.

After further consideration it was proposed by Cllr Lees and seconded by Cllr Packham.

**RESOLVED:** to agree to the expenditure of £750.00 for phase 1 and phase 3 of the Community Engagement Project to create



a public work of art in the form of an iconic map of Nailsea.

The vote was unanimous.

**CE25/16 FINANCIAL MATTERS**

**a)The Committee budget needs to be uploaded to our system by our supplier RBS so no transactions can be reported at this time**

Noted.

**b)To note information from Community Trust on how the grant from the Town Council has been spent**

Noted.

**CE26/16 TO CONSIDER AN UPDATE ON THE PROPOSED PURCHASE OF NAILSEA YOUTH HOUSE**

The Clerk reported that he had informed the Finance and Policy Committee the valuation and a condition report had been received. The condition report highlighted concerns with the floor and a quote to carry out the work to check this out had been received. He had sent the scope of works to North Somerset Council for their approval for the work to be carried out and he was awaiting a reply.

**CE27/16 TO CONSIDER AN UPDATE FROM THE WORKING PARTY ON IMPROVEMENTS TO THE TOWN COUNCIL'S WEB-SITE**

Cllr Petford said she would like to encourage all councillors to have a photograph taken to include on the web-site along with a profile. She said that Cllr Bird and herself had been looking at different web-sites and the one that stood out was Cirencester Town Council.

The Clerk showed slides of some of the Cirencester Town Council web-site.

After consideration it was agreed that Cllr's Jameel and Petford would approach local professional photographers to enquire the cost of photographing each councillor for the web-site.

It was further agreed that Cllr's Bird and Petford would look at putting forward a presentation on their preferred web-site for the next meeting.

The Clerk highlighted that having a new web-site would involve significant work and cost to achieve the highest standard.

**CE28/16 TO CONSIDER HOW TO IMPLEMENT THE TOWN COUNCIL'S DECISION TO HAVE "A TOWN-WIDE CONSULTATION ON THE SUBJECT OF HOUSING DEVELOPMENT AND A FIVE-YEAR STRATEGY"**

Cllr Packham said that the Council needs a strategy for the town and, in particular, how the money gained if the Council sold the land at Engine Lane would be used. The residents could be asked what they think and how they felt the money should be used. He thought that it would require employing professionals to undertake this type of work.

The Clerk was asked how the process worked in 2007-08 when the Parish Plan was undertaken. He confirmed that a professional company had been used to undertake the

work. However, it also took up a great deal of his time. The response was from 35% of households and the success of the project meant the Council had a mandate for pursuing its objectives.

Cllr Hamblin said the questionnaire needed to be well circulated and perhaps it could be delivered in one of the local papers.

Cllr Packham said he thought it should be posted to residents with a pre-paid envelope for it to be returned. The Council would also need to consider how they ensured that young people and businesses were included.

Cllr Hamblin suggested using Nailsea School Council to circulate the questionnaire and collect the replies.

Cllr Jameel said the Council would need to decide what questions they wished to ask and how to ask them. The questionnaire could also be online.

After further consideration it was proposed by Cllr Lees and seconded by Cllr Frappell.

**RESOLVED:**            **to ask the Clerk to look for a professional company that would be able to assist in carrying out the work required for a public consultation.**

The vote was unanimous.

**CE29/16    TO CONSIDER AN UPDATE ON THE SCHOOL CROSSING PATROL SERVICE**

The Clerk said he was waiting an update from Cllr J Blatchford.

**CE30/16    CONSIDERATION OF THE REQUIREMENTS OF THE QUALITY AWARD SCHEME**

**a)Action Plan and budget for Community Engagement**

After consideration it was agreed that as the decision had been made to look for a professional company to assist with a consultation and councillors were looking at upgrading the web-site, these were the first steps in the action plan. It was also agreed that acquiring Youth House and developing Nailsea Place would be priorities.

Cllr Packham reminded members that at a recent meeting a proposal had been put forward regarding additional resources for the Council which they had not agreed. This work will also impact on the resources in the office.

**b)Evidence of community engagement, council activities and the promotion of democratic process**

Cllr Packham said that by undertaking a questionnaire of all residents this is a way of promoting the democratic process and they can be asked what their expectations are of the Council.

**c)Councillor profiles published on the web-site**

Cllr Barclay asked where the information would be gathered and kept.

Cllr Petford said that a statement could be linked with the photograph of each councillor on the web-site.

Cllr Jameel said that a template should be set out so that each profile provides the same information about each councillor. She felt it should be limited to 50 words and state how long they have lived in Nailsea, which committees they are on along with their interests and hobbies.

It was agreed that each councillor would consider what should be included on the profile and email the suggestions to the Clerk prior to the next meeting.

**CE31/16 CONSIDERATION OF THE NORTH SOMERSET CCTV LOG BOOK FEBRUARY 2016**

Noted.

**CE32/16 REPORTS OF OTHER BODIES**

**a)Community Safety meeting 9<sup>th</sup> March 2016**

Noted.

**b)Nailsea Chamber of Trade and Commerce 31<sup>st</sup> March 2016**

Noted.

**CE33/16 ANY OTHER BUSINESS**

1. Cllr Hamblin reported that whilst working in one of the Town Centre shops an elderly lady had said to her how nice Nailsea was and she loved coming to the town.

The meeting closed at 9.13pm.

**1. Policy statement**

- 1.1 The Council recognises the value and importance of providing opportunities to all councillors and staff to develop their knowledge and skills in order to contribute fully to the democratic process and to better understand and enjoy the role they undertake in the community.
- 1.2 The Council will encourage all councillors to attend training conferences and seminars to gain knowledge of specific subjects as well as an overall overview of the role of councillor and the functions of a Council.
- 1.3 All training will be made equally accessible to all councillors and staff.

**2. Responsibilities**

**2.1 Town Council will:**

- ensure new councillors and staff receive induction training.
- make councillors and employees aware of development and training opportunities open to them.
- identify training needs in the light of the overall objectives of the Council and the requirements of the individual by means of formal and informal discussions, including performance review.
- evaluate the effectiveness of staff training in relation to service delivery through the Performance Review process.
- ensure that the training offered to its staff will be no less than the minimum requirement of Continuous Professional Development required by the Institute of the Society of Local Council Clerks.
- ensure that training for both councillors and staff and membership fees for associated organisations are adequately covered in the annual budget.
- ensure that all councillors and staff receive equal opportunities in accessing training and development.

**2.2 Councillors and staff are expected to:**

- Demonstrate commitment to personal development and training.
- Share learning and knowledge.

**3. Types of training and development**

| On the job   | Off the job  |
|--|--|
| <ul style="list-style-type: none"> <li>• Mentoring – as a mentor or being mentored</li> <li>• Job shadowing</li> <li>• On-the-job training from members of staff</li> <li>• “Acting Up”</li> <li>• Project work</li> <li>• Developing others</li> <li>• Coaching/professional supervision either internal from experienced members of staff or external professionals</li> <li>• Working groups</li> </ul> | <ul style="list-style-type: none"> <li>• Internal or external courses or conferences</li> <li>• Away days</li> <li>• Visits to other similar organisations</li> <li>• Professional or technical qualifications</li> <li>• Programmes of self-study</li> <li>• Networking with other professionals</li> <li>• Distance learning</li> <li>• Internet searching</li> <li>• E Learning</li> <li>• Interest/professional groups</li> <li>• Private study</li> </ul> |

#### **4. Identification of Learning and Development needs**

##### **4.1 Councillors**

Whilst the opportunities are non-compulsory, councillors are positively encouraged to participate.

##### **On joining the council by election or co-option:**

- All new councillors will be given an information pack containing copies of the following documents:
  - a. NALC 'Local Councils Explained'.
  - b. The Code of Conduct for parish councillors.
  - c. A copy of the Standing Orders and Financial Regulations.
  - d. A timetable of all the scheduled council meetings for the year.
  - e. Terms of Reference for the committees of the council.
  - f. Councillor and office contact details.
- New councillors are encouraged to undertake a relevant course organised by the Avon Local Councils Association (ALCA).
- New chairmen of committees are encouraged to undertake the Chairmanship course organised by ALCA.

##### **Other sources of support:**

- Working closely with another councillor acting as a mentor for the first six months of office.
- Reading through council agendas and minutes of meetings and asking members of staff for an explanation or clarification of the various terms used.
- Reading and assimilating briefings supplied by government agencies, North Somerset Council, the National Association of Local Councils, Avon Local Councils' Association and the Clerk.

##### **4.2 Staff**

###### **a) New members of Staff**

Within the probationary period the Clerk will assess any immediate training and development needs to allow the new member of staff to undertake their role effectively.

###### **b) Existing members of Staff**

Staff must be aware that external qualifications will require an element of personal study in their own time and should consider the course requirements prior to committing to study.

The Council will consider rewarding staff for attainment where qualifications increase the value of their input by reference to the National Association of Local Councils (NALC) salary scales.

One full-time or two part-time staff members are required to hold valid First Aider qualifications.

The planning of staff training should take account of any recommendations made by the Council's health and safety advisors and financial auditors.

One member of staff has to hold a personal licence for the supply of alcohol at the Barn.

**5. Attendance at Training and Completion of Learning**

5.1 Once a place on a training course has been booked every effort should be made to ensure attendance. If councillors or staff are unable to attend a booked programme the training organiser must be notified as early as possible, so that the place can be offered to another person where possible.

5.2 A report and evaluation on training attended will be required from participants.

**6. Costs**

- The Council will pay for the full cost of training, other than obtaining professional qualifications which is dealt with below.
- Costs associated with obtaining professional qualifications will be subject to agreement with the individual. In principle the Council would expect an individual to make a financial contribution of up to 50% of these costs. Travel, accommodation and other expenses will be reimbursed in line with Council policy.
- It is recognised that staff may need to attend a course in their own time. In such cases time off in lieu or payment at the employees normal rate of pay will be agreed.
- Exam study leave: paid leave may be granted to sit for approved examinations. This must be agreed and arranged in advance.
- The Council will pay or reimburse the cost of membership of professional associations if this is a requirement or relevant to the employee's role.

**7. Appeal Process**

Staff who feel that have been unreasonably refused the right to training and development should in the first instance raise the matter with the Clerk. If this does not resolve the matter the member of staff can appeal through the Grievance Procedure.



## CLERK'S REPORT

### Agenda Item

#### 9. Financial/Legal/Staffing Matters

##### c) To consider re-appointing Fair Account as the internal auditor for the financial year 2016/17

The Town Council has used Fair Account for its Internal Audit service since 2005-2006. Paul Reynolds is the Principal and he is supported by an Associate. As Responsible Finance Officer I am satisfied that Fair Account carry out their work thoroughly and diligently and keep abreast of developments in local council finance. I recommend Fair Account are reappointed for the financial year 2016-17.

##### d) To consider a request by Nailsea School for financial assistance with the cost of the minibus service for picking up students in surrounding villages

On 3 February a meeting took place with the School Head, Chris Wade, and Cllr Packham, Cllr Hunt, Cllr J.Tonkin and the Clerk. The purpose of the meeting was to understand issues facing the school, and whether there were areas in which the Town Council could collaborate or assist. Key areas under discussion included the financial position and the current and projected school roll. What emerged was an increasingly tight funding position and a declining number of students.

One option being used to support numbers is to bring students in from outlying areas using a mini-bus service. The cost of this is £4,000pa, and Mr Wade has asked whether the Town Council is able to assist in financially supporting this service.

## 11. Reports from District Councillors

### Jan Barber, Youngwood Ward

By the time of the Town Council meeting the Chairman of North Somerset will almost certainly be John Crockford- Hawley, who is due to take over from Charles Cave at the Annual Meeting. John is a retired teacher who represents Hillside Ward in Weston-super-Mare.

The new Director of Planning and Environment has taken up his post. He is David Carter.

### **Waste Contract Update**

As you are all aware the existing contract with Kier ends on 28<sup>th</sup> February 2017. This is an important part of the Council function, covering 90,000 properties across the district. At present, satisfaction with the service is very high and we want this to continue. North Somerset will provide the vehicles, which will be brand new, and the depot at Winterstoke Road. 3-5% of the successful contractor's workforce will be in apprenticeships or traineeships as part of the negotiated package. This is to promote local social value, along with an aim for 90% of the work force to live in North Somerset.

Changes likely to be seen are that there will be a six day working week, 7 -1900hrs. Kerbside recycling will continue and anyone needing a new box will be issued with ones of different colours for different recyclables. Small electrical items, up to the size of a toaster, will also be collected from homes. Residual waste will still be collected fortnightly but in a push to reduce the amount there will be various events encouraging residents to recycle or re-use as much as possible. Collection from flats will now include food waste and the large containers will be washed every four weeks as part of the service. Green waste will continue to be collected free but residents will be required to pay for the green bin itself at a cost of £20 per bin and a maximum of two bins per household. Any additional required will have to be by special agreement. May is composting month with a series of events and the opportunity to buy a compost bin for the reduced price of £10. The collection of Bulky Items will be outsourced to Social Enterprise or Charity so the cost to individuals to get rid of such waste will hopefully be reduced.

There is a possible 30% reduction in the opening hours at Backwell and Portishead civic amenity sites, but this is still being negotiated and it will depend on which of the final three contractors wins the contract. Residents will be required to register to take waste to the sites, giving their car registration number and the CCTV on site will recognise the numbers registered. This is to stop Bristol residents and businesses using our sites, as the cost to us of allowing this is prohibitive, due to high landfill costs. It will be possible to register a different car for this purpose, as several of us pointed out that our sons-in-law make the trips to the centres on our behalf to save us from lifting the waste in and out of our vehicles, and quite often do not live in North Somerset.

#### **Airport Visit**

The Planning and Regulatory Committee went to the Airport for an update on progress made with their present planning permissions and possible further extensions to the parking. We viewed several sites: Staff Car Park extension, West Terminal extension, the Hotel (Hilton), the Silver Zone areas, the Cogloop area which is in the green belt so special circumstances would have to be put forward if this was to be used for additional parking in the summer months and also the site for multi-storey car park. It is encouraging to hear that there are flights to over 116 destinations across 30 countries and the number of passengers now is near to 8 million from a base of 2 million in the year 2000. There are 3,000 employees working for 45 businesses and visitors using the airport generate spending of £347million in the local economy. It was reassuring to see bat boxes, the proposal to relocate existing badger sett away from operational areas, the creation of wildflower meadows and woodland planting as part of ecological mitigation measures. Public transport usage has increased by 58% and is now nearly a million passengers.

#### **17. Invitations To Attend**

- a) The Chairman of the Town Council is invited to the 95<sup>th</sup> Annual General Meeting of 1<sup>st</sup> Nailsea Scout Group. This will be held at Scout Headquarters on 17 May at 7.45pm.

**Ian Morrell, Town Clerk**  
**4 May 2016**



**1. General**

Nailsea Town Council is committed to encouraging equality and diversity among our councillors and workforce, and eliminating unlawful discrimination. The aim is for each councillor and employee to feel respected and able to give their best.

The Council, in providing services and/or facilities, is also committed to preventing unlawful discrimination of, by and against members of the public.

All representatives of the Council should understand they, as well as the Council as a legal body, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their Town Council activities, against employees, other councillors and the public.

**2. The purpose of the policy is to:**

- provide equality, fairness and respect for all our councillors and employees.
- not unlawfully discriminate because of protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, gender and sexual orientation.
- oppose and avoid all forms of unlawful discrimination including pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities.

**3. The Council will:**

- encourage equality and diversity in the workplace.
- create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all are recognised and valued.
- train councillors and staff about their rights and responsibilities under the equality policy.
- take seriously complaints of bullying, harassment, victimisation and unlawful discrimination in the course of the Council's activities.

Such acts committed by employees will be dealt with as misconduct under the Council's Grievance and/or Disciplinary procedures, and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

The Council will support the aggrieved party if such acts are committed by or against councillors.

The Council will support councillors or staff if such acts are committed against them by a member of the public.

- make decisions concerning staff based on merit (apart from any necessary and limited exemptions and exceptions allowed under the Equality Act).
- review Council policies and employment practices and procedures when necessary to ensure fairness, and also update them and this policy to take account of changes in the law.

**1. Introduction**

- 1.1 Social media is the term for online tools, websites and interactive media that enable users to communicate with each other by sharing information, opinions, knowledge and interests.
- 1.2 For the purposes of this policy, 'social media' covers internet sites and applications including but not restricted to Facebook, Twitter, Flickr, LinkedIn, blogs, and any similar sites which develop after the creation of this policy. It also includes comments on online newspaper articles.
- 1.3 This policy is designed for councillors and should be considered in conjunction with the Council's Code of Conduct.
- 1.4 The Town Council does not have an official presence on social media. This will be subject to review.
- 1.5 It is the Town Council's policy that councillors and staff are not permitted to use social media during council meetings.

**2. Benefits of Using Social Media**

**2.1 Communication**

- Directly communicating important and timely messages, news and information, promoting events and improving awareness of services.
- Being responsive to requests for information or assistance.
- Links to relevant sections of web-sites can be useful.
- Social media offers the opportunity for more relaxed and informal language, but the use of 'text speak' should be avoided or used with caution.

**2.2 Engagement**

- Seeking opinions, stimulating debate and obtaining feedback, and improving democratic engagement.
- Connecting with a wider audience.
- Sharing knowledge and correcting misconceptions.

**2.3 Collaboration**

- Creating and utilising opportunities to work together and share information to benefit the work of individuals, groups and the Council.

**3. Guiding Principles of Using Social Media**

**3.1 Be Respectful**

Set the tone for online conversations by being polite, open and respectful. Use familiar language and speak as an individual. Respect the confidentiality of other people and information. As a general rule, users should not post any content or information they would not be prepared to say to the general public in other Council communications.

**3.2 Be Credible and Consistent**

Be accurate, fair, thorough and transparent. Encourage constructive criticism and deliberation. Correct mistakes, but do not alter previous posts without stating that you have done so.

**3.3 Be Honest About Who You Are**

In social media postings it must be clear in which capacity you are communicating.

**3.4 Be Responsive**

Respond to questions and comments in a timely manner, meeting user expectations for the type of social media you are using.

**3.5 Be Confident**

Feel confident in what you say before you say it, and say it as clearly as you can, having considered how your comments might be construed by members of the public and colleagues.

**4. Users' Responsibilities**

4.1 Users are personally accountable for what they publish on private social media accounts.

4.2 If personal views are being expressed, this should be clearly stated such as "The views expressed here are my own and may not represent those of the Town Council."

4.3 Use of the Council's logo on a personal account or website is not permitted.

4.4 The requirements of Standing Orders, in particular 'Communication with the Public and Press', must be adhered to.

**5. Best Practice**

5.1 In legal terms the Town Council is a 'sole corporate body', in other words a single entity. Resolutions of the Council or those made by a committee using its delegated powers are binding on all councillors. While councillors are at liberty to highlight matters contained within a public record as to their views, including how they voted, they are not at liberty to use social media or any other means of communication to campaign against a decision legitimately made by the Town Council.

5.2 In using social media, councillors must

- treat others with respect, avoid personal attacks and not make disrespectful, rude or offensive comments.
- ensure it is made clear if they have a vested interest in something they are posting.
- identify themselves as a councillor when commenting online on any matter relating to the Council and make it clear whether or not they are representing the views of the Council.
- not bring the Council into disrepute.
- not disclose information, make commitments or engage in activity on behalf of the Council unless authorised to do so.
- not reveal any potentially confidential or sensitive information concerning the business of the Council, its councillors, staff or suppliers.
- not make anonymous posts nor use a pseudonym so as to hide their identity when making comments on Council business.

5.3 Where an online dialogue takes place, unproductive arguments should be avoided and if follow up is necessary this should be taken out of the public domain.

5.4 Libel, defamation, equality, discrimination, Freedom of Information Act, copyright and data protection laws apply to the use of social media. Defamation is the act of making a statement about a person or organisation that is considered to harm reputation. A written defamatory statement is libel.

**6. Safety and Security**

- 6.1 Councillors must be aware of their own safety and the risk of identity theft when placing information on the internet and should not publish information giving details which could leave them vulnerable. They should make use of stringent privacy settings if they do not wish them to be accessed by the press and public. It is recommended that passwords are at least eight characters long and use a mixture of letters and numbers.
- 6.2 It is recommended that in the case of Facebook and similar sites, Councillors wishing to keep their personal life and official capacities separate should create different accounts.
- 6.3 Councillors must be aware that comments posted online may be permanently available and can be used by media such as newspapers.
- 6.4 Any Councillor receiving threats, abuse or harassment via their use of social media should report it to the Town Clerk and the Police.
- 6.5 The use of an image must only be done with the permission of the owner of the copyright or in the case of individuals, the person concerned or, where relevant, a parent or guardian. Permission from a third party, such as a school, is not transferable.

**7. Elections**

- 7.1 The Electoral Commission requires that candidates provide a return of expenditure on any form of advertising or campaign literature: this includes web advertising. There are additional requirements, such as imprint standards, for materials which can be downloaded from a website. Full guidance for candidates can be found at [www.electoralcommission.org.uk](http://www.electoralcommission.org.uk).
- 7.2 Accounts may need to be closed for a defined period before local and national elections in order to comply with legislation which affects local authorities.
- 7.3 The Council is not permitted to publish material which "in whole or part appears to affect public support for a political party" (Local Government Act 1986).

**8. Breaches of this Policy**

- 8.1 Violations of this policy, such as breaching the Data Protection Act 1988 or other legislation, could lead to criminal or civil action being taken against the individual(s) involved.
- 8.2 The Council reserves the right to request the closure of any applications or removal of any content published by Councillors deemed inappropriate or which may adversely affect the reputation of the Council, or put it at risk of legal action.

# **Nailsea Town Council**

## **Staff Grievance Procedure**

### **1. Introduction**

1.1 This procedure applies to all employees of the Council.

1.2 The objectives of the procedure are:

- To foster good relationships between the Council and its employees by discouraging the harbouring of grievances;
- To settle grievances as near as possible to their point of origin;
- To ensure the Council treats grievances seriously and resolves them as quickly as possible; and
- To ensure that employees are treated fairly and consistently throughout the Council.

1.3 Matters excluded from this procedure are as follows:

- Appeals against salary or gradings;
- Appeals against disciplinary actions;
- Income tax, national insurance matters, rates of pay collectively agreed at the national or local level;
- Rules of pension schemes; and
- A grievance about a matter over which the Council has no control.

### **2. Informal Grievance Procedure**

2.1 In the interests of maintaining good working relations the employee is encouraged to first discuss any grievance with his/her manager/the clerk/representative of the Council with a view to resolving the matter informally if appropriate. If the employee feels that this is not appropriate or he or she wishes to pursue a formal grievance they should follow the procedure detailed below.

### **3. Formal Grievance Procedure**

3.1 The employee must set out his/her grievance in writing ("Statement of Grievance") and provide a copy to his/her manager/the clerk/representative of the Council.

3.2 Once the Council has been notified of the Grievance the matter will be referred to the Staffing Sub-Committee. When the Sub-Committee has had a reasonable opportunity to consider its response to the information provided in the Statement of Grievance the employee will be invited to attend a grievance meeting to discuss the matter.

- (i) The employee must take all reasonable steps to attend the meeting
- (ii) Grievance meetings will normally be convened with 14 days of the Council receiving the Statement of Grievance.
- (iii) The employee has the right to be accompanied to a grievance meeting by a fellow employee or by representative of their choice.
- (iv) If the meeting is inconvenient for either the employee or his or her companion, the employee has the right to postpone the meeting by up to 5 working days.

3.3 A grievance meeting may be adjourned to allow matters raised during the course of the meeting to be investigated, or to afford the employees manager/ the clerk/ representative of the Council time to consider the decision.

## **Nailsea Town Council**

### **Staff Grievance Procedure**

- 3.4 The Staffing Sub-Committee will consider whether any further interviews with other parties are necessary in order for it to come to a fair conclusion.
  - 3.5 After the meeting the employee will be informed of the Council's decision within 5 working days. The meeting may be reconvened for this purpose. The Council's decision will be confirmed to the employee in writing.
  - 3.6 If the employee wishes to appeal against the Council's decision, he or she must inform the Council within 5 working days of receiving the decision.
  - 3.7 If the employee notifies the Council that they wish to appeal, the employee will be invited to attend a grievance appeal meeting. This meeting will be convened by the Chair of Council, comprising members who have not been involved in the procedure to date. The employee must take all reasonable steps to attend that meeting. The employee has the right to be accompanied to a grievance appeal meeting by a fellow employee or by a representative of their choice.
  - 3.8 A grievance appeal meeting will normally be convened within 7 working days of the Council receiving notice that the employee wishes to appeal pursuant to 3.6 above. If the meeting time is inconvenient for the employee or his or her companion, the employee may ask to postpone the meeting by up to 5 working days.
  - 3.9 After the grievance appeal meeting the employee will be informed of the Council's final decision within 5 working days. [The meeting may be reconvened for this purpose]. The Council's decision will be confirmed to the employee in writing.
- 4. Modified Council Grievance Procedure (For Former Employees)**
- 4.1 If an ex-employee wishes to raise a grievance, he or she must set out their grievance and the basis for that grievance in writing and provide a copy to the Chairman of the Council's Staffing Sub-Committee.
  - 4.2 Following receipt of a statement of grievance pursuant to 4.1 above, the Council will either write to the ex-employee inviting him or her to attend a meeting to discuss the grievance, or to ask for the ex-employee's agreement to the Council responding to the grievance in writing.
    - 4.2.1. If the ex-employee does not agree to the matter being dealt with by correspondence within 7 working days of the Council writing to them pursuant to 4.2 above steps 3.1 to 3.4–5 of the standard Council grievance procedure will be followed. The meeting will be conducted by the Council's Staffing Sub-Committee.
    - 4.2.2 If the ex-employee does agree to the matter being dealt with by correspondence, the Council's Staffing Sub-Committee will consider his or her grievance and will respond to the ex-employee in writing within 14 days of the receipt of such confirmation setting out the basis for the Council's decision.

## **Nailsea Town Council Staff Grievance Procedure**

### **5. General Procedural Information**

- 5.1 Grievances raised under the standard Council grievance procedure will normally be investigated, and any meetings to discuss the grievance conducted by the employee's manager/the clerk/representative of the Council.
- 5.2 If an employee's grievance is about his/her manager/the clerk/representative of the Council, they should raise the matter with the Chairman of the Council's Staffing Sub-Committee. All investigations and any grievance meeting will be conducted by the said Staffing Sub-Committee and any grievance appeal meeting will be conducted by 3 members of the Council who do not sit on the Staffing Committee.
- 5.3 Where a grievance is raised by the clerk to the Council or where all employee relations matters are dealt with by the Council's Staffing Sub-Committee all investigations and any grievance meeting will be conducted by the said Committee. Any grievance appeal meeting will be conducted by 3 members of the Council who do not sit on the Staffing Sub-Committee.
- 5.4 A copy of the Statement of Grievance, a note of the decision taken at the first stage of the procedure, any notice of appeal and appeal decision will be placed on the employee's/ex-employees personnel file, together with any notes or evidence taken or compiled during the course of the procedure.

### **HISTORY**

- Policy Committee recommended the Town Council to make the following changes at their meeting on 17<sup>th</sup> March 2010 this was approved by Town Council meeting on 31<sup>st</sup> March 2010 "to agree to change the title to 'Staff Grievance Procedure' and the references to 'Trade Union Representative' to 'colleague of their choice'".
- Policy Committee meeting 8<sup>th</sup> February 2012 recommended the Town Council to accept this policy with no changes and this was approved at the Town Council meeting held on 4<sup>th</sup> April 2012.
- Policy Committee at their meeting held on 5<sup>th</sup> February 2014 recommended the Town Council to accept this policy with no changes and this was approved at the Town Council meeting held on 26<sup>th</sup> March 2014.

# VACANCY - TOWN CLERK WANTED TO LEAD ON HEALTH AND SOCIAL CARE.



Ian Morrell, Town Clerk to Nailsea TC in Gloucestershire and Dr Malcolm Rigler, a local GP and Health Ambassador at the Patients Association, examine the important role community libraries can play in promoting health and well-being.



In our "topsy turvy" world "Health Professionals" who work in the NHS are not very interested in Health. From the cradle until great old age professionals employed within the NHS such as GPs and hospital consultants focus most of their energies and huge resources on children who are labelled "failure to thrive", young people with learning difficulties and mental illness, patients with raised blood pressure, heart disease, diabetes and so called "long term conditions", patients who have suffered road accidents or accidents at home and at work.

Of course, we are not in any way suggesting that taking care of the sick and the injured is anything other than a mark of a civilised society, but we have described a medical model concerned with disease and disability not a social model addressing health and wellbeing. An alternative to the medical model is 'Salutogenesis' which looks at what makes for good health, resilience of individuals and communities, mutual care and support, shared learning and health promoting spaces and places. The medical model has a traditional dichotomy of seeing people as well or unwell but in reality health and illness is a continuous variable. Wellbeing is made at home and in communities, not in hospitals and clinics and there is strong evidence that wellbeing is positively associated with improved health outcomes.

What is the relevance of all this to the town clerk?

This is best answered by making note of the fact then when asked by the Editor of the British Medical Journal - "What would you do with £1million to improve health" Prof. John Ashton, President of The Faculty of Public Health answered without any hesitation: "spend it on improving opportunities for outdoor education" for children and young people. The NHS has nothing to do with such things.

Then again, many professional people devote their time and energy to "arts and health" projects and now there is even a House of Lords Cross Party Committee trying to support this work. The NHS has little interest in "arts in health" and few health professionals have ever heard of this House of Lords Committee.

The Faculty of Public Health, keen to support GPs and hospital doctors in their attempts to help people learn about their conditions, their treatment choices and the risks and benefits of their treatment options is now supporting a "Libraries and Health" initiative. Very few doctors have shown any interest in this work.

We hope that just these few brief notes highlight that community activities, cultural services, libraries and learning opportunities - all outwith NHS services - have a vital role to play in "health and social care".





A spark of enlightenment has recently come from the NHS "think tank" known as "The Kings Fund". The Fund has just published a document titled "What The Planning Guidance Means for The NHS 2016". In this document we read: "The place-based approach to planning represents an important acknowledgement that the now-widespread deficits are not simply a provider problem and that creating a sustainable financing model requires commissioners, providers and local authorities to work together".

So what, in practical terms, will all this mean for the parish clerk?

First of all town and parish councils will need to become aware of the "Health and Social Care" issues and concerns in their own area, including information from local health and social care bodies, the police and education providers.

The issue of how people with long-term conditions live within their communities without becoming isolated is one of the great healthcare challenges, and GPs spend much of their time on social issues which are much better addressed in other settings, which is where we can help. In Nailsea, for instance district nurses have been overstretched driving from one home to another to care for patients with leg ulcers. The town council supports a local initiative to run an NHS-led 'Leg Club' following the principles of the Lindsay Leg Club Foundation. Leg Clubs are partnerships between community nurses and volunteers providing care in a non-clinical setting for club 'members' rather than 'patients'. The Leg Club treats the person not the condition and creates a support group where people can make friends and talk to other people with similar issues as well as engage in other activities. This provides better health outcomes more cost effectively, reduces loneliness and provides an opportunity to consider several "arts and health" opportunities that benefits not only the members but also their families and carers.

Another area of concern in our town is domestic violence. This can lead to severe mental health problems, divorce and child mental illness. Helping people to get on better together and avoid domestic strife has much to do with helping them to learn from those who have successfully negotiated difficult times in their own relationships in the past or coped with separation and divorce in a way that has not harmed the children.

The town council is looking for premises to build on existing initiatives and to create a community hub, a place providing advice on local events, clubs, hobbies, activities, volunteering opportunities, befriending schemes, access to social and welfare legal advice, adult skills, employment programmes, money management skills, healthy lifestyle programmes, dementia cafes and much more. This will be a place where grandparents with

early years child care responsibilities can find a "home from home", a friendly destination in the High Street. Also, patients and carers can access "Guided Websurfing" following a visit to the doctor, the pharmacist or other health professional, so helping them to learn more about their conditions, their medications and other treatment options which quite often would not involve drugs or expensive NHS treatments. Some initial research about this approach to patient care already indicates that this may well save considerable NHS spending. The idea of social prescribing no longer seems a bit off-the-wall, so signposting people with health needs to walking or drama groups, knitting clubs or self-help reading books at the library are now part of a GP's toolkit.

#### A Final Word.

One of our former Chief Medical Officers of Health at The Dept. of Health was Sir Liam Donaldson. He started his medical career as a surgeon and was tipped to become a leading surgeon within the NHS so impressed were his teachers with his aptitude and skill. However, part way through his surgical training he decided to focus his mind and energies on public health. This led to amazement amongst his close colleagues and he became the butt of many annoying jibes, in particular one that he remembers well when it was said: "So you are giving up medicine to become a town clerk"!!

Sir Liam took these remarks in good part as best he could because he knew already, what we have now come to understand, that the support, maintenance and preservation of health and wellbeing is far too important to be left to doctors.



Nailsea Leg Club