

LYDNEY TOWN COUNCIL - STRATEGIC PLAN

APRIL 2015 to MARCH 2024

/Revised May 2019

1. Encouraging a Dynamic and Sustainable Economy for Lydney								
1.1	Economic Development							BUDGET /
	ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments		Centre code
1.1.1	Develop a sustainable economy for Lydney							
	Develop a Neighbourhood Development Plan which also focuses on the economic development of the town/surrounding area and how this impacts on the district as a whole.	NDP/LTC CPA/CEO	April 2014 May 2015	NDP submitted to FODDC Notification received that 6 week consultation will commence/ followed by Independent Examination.	2014 – 2024 Completed/adopted as Statutory Planning Document - Feb 2016	Lydney's NDP - Focus for 2015/16 will be on implementing the policies in the Neighbourhood Plan, identification of work space and green technology. Redesign/revamp of Lydney Town Centre - 2015 - 2017 Improve signage between the town centre and the station; develop further the new websites with town centre information and establish a Town Centre Working Group to work with the community and businesses to enhance the town centre further. This group will: improve information and signage for pedestrians, cyclists and drivers; better promote and expand community facilities/assets; improve street cleanliness; improve sustainable transport services; establish a car park regime that encourages people to use the town centre and developing town centre and encourage tourism by promoting event information.		NDP/LTC
	Oversee and help co-ordinate activities/events in the town centre (working in partnership with other organisations/Charitable Trusts). - Organise community events in Bathurst Park	Amenities Committee/ CPA/CEO	Ongoing	Annual Firework Display – BHP, Party in the Park – BHP, Annual Community Litter Pick, Annual Christmas Light Switch-on. Summer/Winter events in the Park	Ongoing	Ongoing		LTC/BHP
	Establish and develop further on-going network/stakeholder relations (to include): Lydney's local businesses, GMTF, Local Enterprise Partnership (LEP), Forest of Dean DC, Gloucestershire County Council, local Voluntary and Charitable Trusts Council, and other stakeholders	Business Group/CED	Ongoing	Networks well established however additional parties also need to be invited to join	Ongoing	Stakeholder facilitation - 2015/16 LTC to attend Forest Economic Partnership meetings LTC to attend Gloucestershire Market Towns Forum LTC to strengthen ties with local sports clubs		LTC
1.1.2	Research/data gathering to support economic and community project development work and Grant Applications re. Community projects etc							LTC
1.2	Boost the identity of the town							
	ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments		
1.2.1	Use local and national expertise to create a unique identity for the town and find new ways of effectively marketing that identity	Business Group/CED/LTC			Developmental stage			LTC
1.2.2	Produce and implement a marketing strategy for the town - to include: Improve LTC website; linked to local 'not for profit' organisations - a new cultural and community portal for Lydney	CEO/EO	2015 - 2016	New project	New website to be launched in June 2015 – on target	Website to be monitored/continual ongoing improvements to ensure public interest is retained		LTC
1.2.3	Develop 'Welcome Pack' for investors, visitors and people moving to the town i.e revamp Town Guide	Business Group/CED	2015 - 2018	New project	Autumn 2019/22 Ongoing	New project - online and paper resource anticipated		Investment Group
1.2.4	Work with 'GMTF' and LEP to improve awareness of Lydney as a business location and generate leads/associated investment potential	Business Group/CPA/CEO	Ongoing	Contacts established/ New project	Ongoing - pending input from CED	Good progress with LEP and GMTF. Next step is development of a prospectus for the town to set out Lydney's offer to new businesses		Investment Group
1.2.6	Work with venues, festival organisers and accommodation providers to promote the town to visitors	Business Group/CED/LTC	Ongoing	Discussions proceeding with partners	Ongoing	Lydney Out & About website is up and running (LTC website to display link to this and other community websites), promoting Lydney further Aim : to promote Lydney via a targeted media campaign; continue to work with neighbouring Parishes & Town Councils and investment hubs/forums as potential 'gateways' for international visitors; explore further potential of tour operators to bring tourists to Lydney for the day; promotion DFR/ Aviva Rail Partnership in order to promote visits by rail. - Necessity to also address/resolve Bus Link to station.		Investment Group/Targeted Funding
1.2.7	Support production of town maps promoting pedestrian/cycle routes i.e Lydney Revolutions/Whitecroft to Lydney Partnership Cycle Path	DS/ JG		Ongoing	In progress Update May 2018 – project now titled 'Links Lydney' with no connection to Parkend.	Will be developed further to promote sustainable transport including cycling & walking - To work in 'partnership' with LAIP/WRW re. Footpath Booklet (as appropriate)		Targeted Funding
1.3	Help the local economy become resilient, self-reliant and sustainable (see 2.4)							
	ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments		
1.3.1	Assist 'not for profit' organisations/Charitable Trusts to achieve grants by offering professional advice/assistance.	LTC	Ongoing	Received: War Memorial Trust - £1.7K Feb 2015	Ongoing	Applied for ; Glos Police Commissioners Fund - £25k March 2015; GCC Children's Activity Grant - £4.5K Dec 2014; War Memorial Trust - £1.7K Feb 2015 Aviva Community Fund - £5k – March 2015. Funding gained from GCC AND War Memorial Trust Fund. 4K funding gained from Tesco 'Bags of Help' grant March 2018.		Officer costs covered by LTC
1.3.2	Provide adhoc advice to other Parish /Town Councils and continue to foster/build strong networks	LTC	Ongoing		Ongoing	To 'assist' other Parish/Town Council's as/where possible and to discuss/further the advantages of 'clustering'		Officer costs covered by LTC
1.4	Assist the unemployed, under-employed and school leavers							
	ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments		
1.4.1	Work with local entrepreneurs, educational establishments and other training providers to identify and meet skill needs in the town (to include enhanced HE and FE provision within Lydney)	CEO	2015 - 2018	Safeguarded training operations	Training/Apprentice Academy Plan in progress	Main focus through to March 2016 will be to work with local schools / employers to create new apprenticeship opportunities for local young people in the town. LTC to attend Dean Academy Governors' meetings & liaise with local youth groups. LTC to work with local growth hub/Forest Economic Partnership to further aims.		
1.4.2	Investigate opportunity for development of 'green collar' skills to support green renewable energy production.	AP/JG	2015/16	New project	New project	Project in implementation stage		
	Provide information on available premises and sources of business support on LTC website	Business Group/CPA/CEO	Autumn 2015/16	New project	Developmental stage	Once complete/uploaded, needs to be kept up to date		
	Safeguard sites that are suitable for small businesses, encourage development of new incubation space and enable small businesses to be established in the town centre through new planning policies	LTC Planning Committee	2014 - 2024	Ongoing Actions , see 1.1.1 below	In progress	In line with LTC's NDP		
1.4.4	Explore opportunities for a University cohort re. Entrepreneurial school of excellence in Lydney	CEO/BP	2016 - onwards	See also 1.4.1	Pending - MSc qualification	See 1.4.1 above. LTC to liaise/explore opportunities with the Forest Economic Partnership.		
2.	Creating a Vibrant Participatory Community							
2.1	Encourage community groups to take the lead							
	ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2015	Current Status	Notes/Comments		
2.1.1	Extend the capacity of LTCs grant budget	F&S Committee	2016/17	Grant review in progress	Sept 2015 (Completed)	Consideration to be given to some of the grant fund re-directed to support group development		LTC/F&S Budget
2.1.2	Introduce Participatory Budgeting for community grants	F&S Committee	April 2016/17	Grant review in progress	April 2016/17	Focus more on supporting group development. Consider formal participatory budgeting project in advance of 2016/17 budget.		LTC/F&S Budget

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	2.1.3	Investigate provision of umbrella services for community groups i.e. insurance, storage and accountancy	CEO	2016 - 18		Under investigation	Discount scheme could be arranged with an insurance company if community groups quote LTC	
	2.5.2	Work in partnership with the Lydney's 'not for profit' organisations to provide a valuable community service	CEO	Ongoing	New Project	Ongoing involvement	LTC have committed to fund Community Project Administrators Role	LTC Corporate budget
2.2 Make best use of town's green spaces								
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2015	Current Status	Notes/Comments	
	2.2.1	Develop a town-wide Strategic Policy for open spaces and play facilities	Completed	Completed	Completed	Review of Strategy in Jan/Feb 2017		
		Mapping of all green spaces and walkways including corridors of diversity	Amenities Committee	By 2017	New Project	Update May 2018 – Project complete	New Project Complete	
		Investigate sources of external funding	LTC/Trustees	Ongoing				
		Explore innovative ways of protecting open spaces e.g. Queen Elizabeth II Fields Challenge and asset transfer	Amenities Committee/BHP Trustees	Ongoing			BHP registered 2013 – Completed Green flag award – 2016-17. Update May 2018: In September 2016 Trustees resolved to defer submission for assessment until after completion of ironworks.	
		Identify potential land for acquisition by LTC i.e. use of Green Burial Space/Allotment provision	Amenities /Burial Committee	Ongoing			Update May 2018: Parcel of land identified as potential burial space. Prospect of purchase being explored.	
		Support community 'natural play' & wildlife project at Bathurst Park	BHP Trustees to further	2016 - 17	Ongoing		Trust/Council review of Project - Ongoing Update May 2018: Bird boxes installed in BHP Conservation area May 2016.	
	2.2.2	Improve skate and bike facilities across town						
		Support community led skate park project improvements	LRT/DB	Ongoing		Ongoing	DB to secure Grant Funding	
		Support community led Cycle Routes initiatives	See 1.2.7 above	See 1.2.7 above		See 1.2.7 above	See 1.2.7 above	
	2.2.3	Promote the 'river walk' enhancement scheme						
		Create and implement a river enhancement project (incorporating possible hydro unit)	Business Group/CED/LTC	2015 - 2020	New Project		Project Developmental stage	
	2.2.4	Promote increased tree planting						
		Identify public areas for the provision of trees	CPA	2014-2020	Trees obtained for BHP 2015 Completed	Ongoing	Additional trees /planting required for street scene improvements - Ongoing	Investment Group/Targeted Funding
	2.2.5	Support and promote the work of community groups with shared aims						
		To embrace 'partnership' working in order to promote social cohesion and add value to community schemes	NDP/CPA/CEO	2014 - 2020		Ongoing	Encourage/facilitate community cohesion & partnership working	
2.3 Maintain the town character whilst encouraging sustainable growth								
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments	
	2.3.1	Town Design Statement (Planning aid)				Superseded by NDP Completed		
	2.3.2	Lobby for direct access to New Homes Bonus and Community Infrastructure Levy and Business Rates to support the local infrastructure in Lydney	LTC/Planning Committee	Ongoing		Pending FODDC CIL Schedule	FODDC still to compile/adopt a CIL Schedule! –Ongoing Update May 2018: No movement from FoDDC on this. GCC trying to empower/encourage adoption.	
	2.3.3	Develop Neighbourhood Development Plan for adoption by the Planning Authority	NDP/NDP Assistant	2014 – submission to LPA	On schedule	Consultation in progress, Update May 2018: Complete (plan adopted Feb 2016)	Plan originally submitted April 2014; 2015 –Submission of Examiners Version 2to FODDC (may need to amend following inspection by Examiner prior to referendum).	NDP Budget
		Ensure new developments are sustainable	LTC Planning Committee	Ongoing		Ongoing	Once adopted the plan will form basis of advocacy work to promote/enforce policies.	
		Ensure existing employment land is safeguarded	LTC Planning Committee	Ongoing		Ongoing	Once adopted the plan will form basis of advocacy work to promote/enforce policies.	
		Protect green 'open spaces' / Wildlife Corridors	LTC Planning Committee	Ongoing		Ongoing	Once adopted the plan will form basis of advocacy work to promote/enforce policies.	
		Claim the right to make planning decisions through Local Development Order	LTC Planning Committee	Ongoing		Ongoing		
	2.3.4	Once adopted publicise the Plan and secure implementation	LTC Planning Committee	2015 - Ongoing	Next phase of project	Next phase of project	Once adopted the plan will form basis of advocacy work to promote/enforce policies.	
2.4 Help the local householders become resilient, self reliant and sustainable								
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments	
	2.4.1	Work to provide more allotment and community garden space	Amenities Committee	Ongoing		Ongoing	Possibility of more allotments at Highfield Hill	Amenities Budget
	2.4.2	Support new developments with good eco and climate credentials and seek to mitigate flood risk	Planning Committee	2015 - 2020	New project	Need to recommend higher insulation and energy standards in applications. Monitor SUDs	Intensify work on promoting good applications and highlighting bad ones	
	2.4.3	Lobby for an increase in recycling provision	Amenities Committee	2015 - 2020	Ongoing	Ongoing	Good relationship with FODDC Waste Partnership established - exploring opportunities around re-use and recycling.	
		Work in partnership with local businesses to provide multi use recycling bins within the town centre	Amenities Committee	2015 - 2020	Ongoing	Ongoing	New project. Focus in 2015/16 will be working with businesses to reduce carbon footprint and improve public realm	
		Engage with FODDC Street Warden Initiatives re. waste disposal	Amenities Committee	2015 - 2020	Ongoing	Ongoing		
2.5 Build on the range of facilities and activities available locally								
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2015	Current Status	Notes/Comments	
	2.5.1	Encourage sports clubs and organisations to work together to share facilities and costs	Working Party	2015 - 2020	Working party established, next steps behind schedule	Meetings held no further action at this stage		
		Work to provide each club with a lease on land managed by LTC/Charitable Trusts	CEO	Completed		Complete		
		Promote awareness between groups and local people/promote each in Council's Newsletter	CEO/AA	Ongoing	Include sports reports in monthly N/L	Ongoing	Ongoing projects on youth groups, cultural quarter, green energy groups, support for older people lacking. Update May 2018: Sports Clubs asked to participate in Annual Town Meeting.	

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		Assist and encourage all schools in using local sports facilities i.e Rec Trust Ground/BHP	LTC	2015 - 2020	Ongoing		Liaise with the school & Community transport links to facilitate wider use of Lydney's sports facilities/open spaces
2.6	Support the town's arts scene						
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments
	2.6.1	Encourage arts organisations to work together to share facilities and costs	LTC	2015/16	New project	New Project	Build relations with Taurus Craft /Amateur Dramatic Group
		Work in partnership with arts/organisation to investigate shared marketing and box office functions	LTC	2015/16	New project	New Project	Community buildings need to work together/support and complement one another. LTC to help facilitate this aim.
	2.6.2	Provide assistance with large scale events	LTC/Amenities Committee/BHP Trustees	Ongoing		Bonfire/Fireworks Christmas Extravaganza event	Such events will continue to be supported by LTC ('in kind' & financially, where possible) New event opportunities to be explored by Working Party i.e Christmas Wonderland in BHP etc.
		Investigate general public liability insurance for council supported events	CEO/EO	Ongoing	Support given where possible	Investigate 'umbrella' insurance cover	Risk Assessments/Insurance etc to be addressed by LTC Officers as appropriate
		Help facilitate events with resources, project management expertise, use of land and fundraising etc	LTC/Trusts	Ongoing	Lydney Festival / Churches Together support given	Ongoing	Support given where possible
2.7	Community involvement						
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments
	2.7.1	Explore and encourage community engagement	All Groups/Officers	Ongoing	Ongoing	Ongoing	Public Participation encouraged at all meetings; Councillor 'open' Surgeries; Newsletters, Website, Social Media etc Organise Annual Community Litter Pick.
		Facilitate debates on the future of education in Lydney	HI/LTC/CEO	Ongoing		Ongoing	- Seek to commence Mayor on a Bench!
		Public Referenda on Neighborhood Planning (NDP)	NDP Group	Autumn 2015	Completed Feb 2016		
3.	Enhancing a Thriving Town Centre						
3.1	Managing the town centre - change to improve the town centre						
			RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments
	3.1.1	Improve the Town Centre					
		Provide vibrant and sustainable floral planting throughout the year	LIB / CEO	Annual	LIB Areas identified; Johnson Corner/ Hylton Sq etc completed	Ongoing	Floral Displays will focus on town centre / Gateway Displays. Volunteers will be encouraged to join the group/eventually take over the running of the group with a view to entering the 'in bloom' competitions
		Explore the introduction of Local Development Orders that will improve the appearance and vitality of the Town Centre (through Neighbourhood Plan)	LTC Planning Committee	2015 - 2020	See 2.3 above		Article 4 direction to be applied for to restrict permitted change to uses falling within Use Class A2 to no more than 4%
		Provide affordable parking within the town	LTC/FODDC	Ongoing			Explore asset based transfer - Newerne Street Car Park
		Proactively manage the public realm including notice boards, illegal advertising, the less accessible areas and street obstructions (eg voluntary codes for A boards)	Planning/Highways Committee	2015 - 17	Re-modeling project	New project	Re-modeling project - Phases 1 & 2 to be completed 2015/16. Additional notice boards to be purchased/erected as required; street cleansing contract to be monitored and enhanced by LTC intervention if need be.
		Develop costed options for re-modeling the town centre	Business Group/CED	2015 - 2020	On schedule	Ongoing	Discussion with business community / Architect re. Street Scene/planting etc - PowerPoint Presentation delivered at ATM2015 Ongoing via CED
	3.3.6	Work to ensure empty shops are not an eyesore	Business Group/CPA/CEO	Ongoing		Ongoing	Focus to shift to general shopfront improvements within the High Street,
	3.3.5	Encourage County Highways (Amey) to implement/ensure appropriate resurfacing in and around the town centre i.e potholes addressed in a timely fashion	AP/ Planning & Highways Committee	Ongoing		Ongoing	Continue to maintain a good working relationship with County Highways and Amey
3.2	Improving the range of shopping facilities						
			RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments
	3.2.1	Encourage appropriate developments to enhance the diversity of the shops					
		Build suitable controls into the Town Design Statement and Neighbourhood Development Plan	NDP Group / Business Group/CPA/CEO	2015/16	See 2.3 above	Ongoing	See 3.11 above Completed Feb 2016
	3.2.2	Develop and implement Business Plan to revive the Farmers Markets			See 1.1.1 above	Wed/Sat mkt	Strategy to be drafted winter 2015/16. Implementation planned for 2017 with assistance from GMTF. Update May 2018: Awaiting input from CED.
3.3	Environmental threshold						
			RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments
	3.3.1	Review and improve street furniture and signage in the town centre	Amenities Committee/CEO	2015 - 2020		Ongoing	Progress as part of TC re-modeling and a focus for the Town Centre Working Party
	3.3.2	Environmental services i.e. grass cutting, weed control, litter picking, potholes etc	Amenities Committee/CEO	Ongoing		Monitor	Continue to monitor/address as necessary
		Discuss how improvements can be made with contractor	CEO	Summer 2016/17		Monitor	Continue to monitor/address as necessary
	3.3.3	Support renewable energy schemes within public and private organisations	AP/JG & Renewable Energy Working	Ongoing		Ongoing	Working Party to converse with FODDC re. LTCs 'Renewable Energy Working Document'
	3.3.4	Work in partnership with environmental volunteers i.e. litter picking, river cleansing, education etc	FODDC Street Wardens/Education & Youth Liaison	2015 - 2020			New Project – FODDC Street Wardens to implement. Update May 2018: LTC arranging Annual Community Litter Pick.
3.4	Freedom of movement around the town centre						
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments
	3.4.1	Explore how pedestrian accessibility and safety in the town centre can be improved	Planning/Highways Committee	2015 - 2020	Ongoing		Routes to be identified, promotion of them is required, this will include between green spaces, housing estates, the railway station and the town centre. May 2018: LTC to promote enforcement of town 20mph speed limit. Amey Highways notified of need to install additional roundels to ensure legal validity.
	3.4.2	Work in partnership with the business and arts community regarding signage as 'public art'	Amenities/WRW	2015 - 2020	New project		Utilise local artists knowledge/expertise
	3.4.4	Work with the FODDC/GCC Highways on reducing the travel of heavy goods vehicles through the town	Planning/Highways Committee	2015 - 2020	Signage requested for Fedral Mogel Site Pending	Ongoing	Lorry Watch to be reinstated every couple of months
3.5	Built Environment						
		ACTIONS	RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments
	3.5.1	Increase Public Toilet Provision					
		Develop a toilet strategy which is acceptable to the retail sector and improves services to the public	Planning/Highways Committee & CED	2016/17	2015 - 2020	TBA - Pending	LTC to consider Community Asset transfer option LIB to enhance Toilet Block once in LTC ownership Update May 2018: LTC decided against asset transfer of Newerne Street toilets. Opportunities now being explored via Coastal Communities Team RE: Lydney Harbour Development.
4.	Ensuring Effective Public and Voluntary Services						
4.1	Ensuring value for money / continued 'local' service provision						
			PARTNERSHIP RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2016	Current Status	Notes/Comments

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	4.1.2	Encourage and facilitate a 'Lydney Assembly' to bring elected members (across tiers) to account and discuss issues of mutual concern	GAPTC/LTC	2015 - 2020	First informal meeting held @ LTC Offices May 2015	GAPTC to act as facilitator	Continue to engage with Cllrs from all three tiers of Govt – No Movement	
	4.1.3	Form excellent relationships with FODDC and GCC including the pathfinder initiative to deliver joint objectives	FODDC/LTC	2015 - 2020	Pathfinder project Ongoing	Ongoing	Possible new LTC offices to be third sector hub?	
	4.1.4	Establish an information hub / one stop shop for Lydney information	LTC	2015 - 2020	In discussion over possible use of alternative office space	Ongoing	Such a move would improve the dissemination of info and would improve Lydney's public services Update May 2018: Possibility still being explored. Looking at options for central Lydney location.	
5. Ensuring an innovative and Supporting Town Council								
5.1 Building on concepts and innovation								
ACTIONS			RESPONSIBLE	DATE/TIMESCALE	PROGRESS at May 2015	Current Status	Notes/Comments	
	5.1.1	Review the purpose, role and effectiveness of the Town Council	LTC/CEO	Ongoing	LTC to work towards Quality Gold Scheme	Submission July/August 2015 Attained August 2015	Council to continual challenge the Status Quo; monitor its capacity and capabilities and adjust as appropriate.	
		Undertake staff and accommodation review to ensure fit for purpose	LTC/CEO	2015/16		See 4.1.3 above	See 4.1.3 above	
		Ensure that all decisions made by LTC are considered against sustainability and environmental impact	LTC/CEO	Ongoing	Ongoing	Ethical Framework adopted and applied	Ethical Framework adopted and applied	
		Ensure that all decisions made by LTC are considered against financial, risk / legal implications	LTC/CEO Auditor	Ongoing	LTC Standing Orders/Financial Regs and Risk Assessment Policy adhered to at all times	Reviewed May 2015 and at least annually	Reviewed at least annually; use Internal/External Auditors, Hedley's, GAPTC and SLCC for specific advice as necessary	