

CONGLETON TOWN COUNCIL

Corporate Business Plan 2016 - 2017

Background

Congleton received its first charter in 1272, with civic government developing gradually until the ancient Borough was dissolved under the Municipal Corporations Act 1835. The reformed Congleton Borough was a non-county borough, responsible for a range of local government functions within the geographical area of Congleton Town. It served as a principal authority within a two tier local government system, sharing duties with Cheshire County Council. It continued until March 1974, when its powers transferred to the new District (Borough) of Congleton, formed in April 1974 by the merger of 5 former urban and rural authorities including Congleton BC. Both Congleton Borough Council and Cheshire County Council ceased to exist from 1st April 2009, being replaced by the new Cheshire East Council as a unitary principal authority.

Congleton Town Council is one of the largest of 108 local councils within East Cheshire. It was inaugurated in 1980 to provide the local council tier of local government for the town of Congleton. It became fully operational in April 1981 and exists to serve as a vehicle of local opinion; to provide an effective link between the local residents and council tax payers with Cheshire East Council; to express local feelings and interests and to keep watch on all developments within the Town. It has the statutory responsibility to examine plans due for consideration by the Cheshire East Council as planning authority. It also manages a range of local services and facilities.

The Council is composed of 20 Councillors, representing 2 Town Wards. Council elections take place in May every 4 years, when a new Council is elected. The next full elections will be held in May 2019.

This, the tenth Business Plan, is a management tool intended to identify how the financial, human and technological resources available are to be used to achieve declared objectives as set out in the Council's Corporate Strategy.

The Plan concentrates on the current year but some actions stretch beyond this period. It is a living document which will be modified as situations develop or be adapted to support different funding applications, and builds upon the considerable experience and success of the Council.

Introduction

The Council adopted its first Corporate Strategy "Making Localness Count: 2006-2008" in April 2006 which enabled it to transform its role in the Town, its services and the way it was managed. In April 2009, the Council adopted its current Corporate Strategy following public and stakeholder consultation, which builds on strengthening the Town Council whilst placing greater priority on regeneration, the economy and sustainability. It sets out how the Council will respond to issues identified either by a strategic analysis of the Town's needs or identified in recent reports prepared as part of the processes to develop both the Town Strategy and Public Realm Strategy. The Strategy recognises the priorities of the council and Community

encompassed within the Council's Medium Term Corporate Strategy. It commits the Council to work with Cheshire East Council and will remain committed to working in partnership with other public bodies as well as the voluntary and community organisations for the good of our Town.

Working with Cheshire East Council on local governance and future service devolution will continue to be a key priority. Cheshire East Council's Strategies and Policies will inevitably have an impact on the Town and it will be important that the Town Council is able to influence their development and direction.

VISION

A flagship town, vibrant, enterprising and sustainable, which remains as

MISSION

To deliver the strong governance and community leadership required to

OUR CORE VALUES

The principles by which we will operate the Council are:

- **Democracy and openness**
- **Equality**
- **Working with others**
- **Value for money**

STRATEGIC GOALS

Community facing:

GOAL 1: AN ACTIVE AND ENGAGED COMMUNITY

1. To support, develop and empower the community & voluntary sector
2. To promote community cohesion

3. To promote health and fitness amongst our residents and workforce
4. To engage with the Town's present and future generations

GOAL 2: A SUSTAINABLE ENVIRONMENT

1. To protect and enhance the local environment
2. To work to make our Town safer

GOAL 3: A CELEBRATED AND PROTECTED HERITAGE

1. To protect our heritage
2. To promote our heritage

GOAL 4: A STRONG AND DIVERSE ECONOMY

1. To lead the development of a re-vitalised Town Centre as set out in the Public Realm Strategy
2. To identify Congleton as the "enterprise hub" of Cheshire East
3. To improve access and communications to and within the Town
4. To continue to promote Congleton and the completion of the Link Road
5. To develop the Fairground site
6. To support Cheshire East in refurbishing the Leisure Centre

GOAL 5: OPERATIONAL QUALITY

1. To develop capacity and a diverse skill base within the Council
2. To deliver excellent services according to both need and consumer choice
3. To achieve high performance by taking a more integrated approach to management.

An overview and analysis of the Town

Congleton Town covers an area of 2255 hectares (22.55 sq. km or 8.7 sq. ml), with a population of almost 26,500 (49% males, 51% females) and an electorate of 21,717. There are 11,902 households.

UK Economy

Whilst manufacturing output has increased by 2.9% this year, it has increased by 0.4% over the previous month. Retail sales have increased annually by 4.3% with an increase over the previous month of 0.8%; similarly GDP is running at 2.4% annually.

Raw material and fuel have fallen annually by 7.4% and factory gate prices reduced by -0.4%. RPI though is 2.3%, with average earnings up by 1.4%.

Whilst inflation is close to zero at 0.1%, the UK economy has slowed a little in 2015, but, domestic demand remains relatively strong helped by lower oil prices. Nonetheless the global economy remains mixed with a gradual pick up during the year in the US and Eurozone, but, a slowdown in China and recessions in Russia and Brazil

UK Growth is expected to average around 2.4% in both 2015 and 2016 with consumer spending and business investment the main drivers of UK growth.

Congleton Town profile¹

Adults' qualifications compare well with the regional and national figures, with 29.2% of residents aged 16 and above being qualified at or above degree level at the time of the 2011 Census. This exceeds the averages of 24.4% and 27.2% for the North West and England & Wales respectively, but is lower than the Cheshire East average of 32.0%. 22.1% of the Town's 16+ population have no qualifications: this is below the averages for the North West (24.8%) and England & Wales (22.7%), but is a greater proportion than in Cheshire East as a whole (19.6%).²

The median annual household income of people living in the Town (£31,300 in 2014) is below the median for Cheshire East (£33,100), but higher than that for Great Britain (£28,500).³

According to the Government's most recent Index of Multiple Deprivation (2010), Congleton Town has just one Lower Layer Super Output Area (LSOA) in the top (most deprived) 20% of England's LSOAs. This LSOA (code E01018400) is east of the town centre and has a percentile value of 13.17% (i.e. it is among England's top 14% of LSOAs, but outside the top 13%). Among Cheshire East's LSOAs, it is the 10th most deprived.⁴

Of the current population in the Town (26,700), some 60.2% (16,100) are aged 16-64.⁵

Of those in the slightly wider 16-74 age group, 69.4% are economically active, which is a similar rate to those for Cheshire East (70.6%), the North West (67.8%) and England & Wales (69.7%).⁶

¹ Except where stated otherwise, the statistics in this profile relate to Congleton Town (defined as the area covered by the current wards of Congleton East and Congleton West, or, equivalently, Lower Layer Super Output Areas E01018395 to E01018410 inclusive).

² Source: Key Statistics Table KS501EW, 2011 Census, ONS. Crown Copyright 2014. Office for National Statistics licensed under the Open Government Licence v. 1.0.

³ Source: Median household income, Pay Check 2014, © Copyright CACI Limited. This Report shall be used for academic, personal and/or non-commercial purposes. Note: The figure for Congleton Town is a pseudo median, rather than a true median. The pseudo median is calculated by creating an array for each area. The array is a multiplication of the average median income at postcode level by the number of households, repeated for each postcode within an area. The median is then the median figure of this array. A true median would be calculated using a separate household income figure for each household; however, only median figures at postcode level are available.

⁴ Source: English Indices of Deprivation 2010, DCLG (published in March 2011).

⁵ Source: ONS mid-year population estimates for 2013. ONS Crown Copyright 2014. ONS licensed under the Open Government Licence v. 1.0.

⁶ Source: Key Statistics Tables KS601EW to KS603EW, 2011 Census, ONS. Crown Copyright. Office for National Statistics licensed under the Open Government Licence v. 1.0.

The traditional Manufacturing areas of textiles and engineering have been affected by globalisation: for example, in 2001, Manufacturing accounted for 25.2% of the town's employment (3,200 jobs), but by 2011 this had fallen to 14.8% (1,900). However, the Manufacturing sector's employment share is still well above the England & Wales average (8.9% in 2011, down from 15.0% in 2001). Wholesale & Retail (15.9% share in 2011) and Human Health & Social Work (12.1%) are the other two sectors that account for more than a tenth of the Town's employment.⁷

Congleton has a relative shortage of jobs and is, therefore, a net exporter of labour: in 2011, 12,400 of its residents were in employment (including those commuting out of the town), but only 9,600 people (including inward commuters) worked in the town. Hence there was a net commuting outflow of 2,800.⁸

As of October 2014, 0.9% of Congleton Town's 16-64 year-olds was claiming Jobseeker's Allowance. This claimant unemployment rate is below those for Cheshire East as a whole (1.2%), the North West (2.2%) and the UK (also 2.2%).⁹

In 2014, the town had an estimated 1,300 private sector businesses (including non-profit businesses and mutual associations).¹⁰

Key issues facing Congleton are:

- an aging population
- Higher than average mortality rates when compared to CEC
- a competitive environment for business and attracting external funding
- retention of young people
- danger of becoming a commuter town
- need to diversify the Town employment structure
- need to stimulate enterprise
- current economic and market conditions
- need to revitalise the Town Centre
- need to attract high tech-high value business and raise wage levels
- Congleton's development will be constrained without the delivery of sufficient quality employment land the Local Plan should though address this issue
- need to address climate change
- traffic congestion
- need for more housing in general and in particular affordable housing

- Preventing unwanted and unplanned development
- Production and completion of a Neighbourhood Plan

A little history of the Town Hall & its management

Congleton Town Hall embodies Italian and French Gothic design influences. The building is two storied at street level and has a central machicolated and battlemented tower rising flush with the façade. The building to the frontage has a steeply pitched roof pierced by sharp dormers. The main hall being two storeys vaulted with exposed hammer beam roof trusses under a mansard roof with clerestory lighting.

The building is currently listed under the Town and Country Planning Acts and is graded 2 star. Although the 2 star grading includes the interior, it is generally accepted the internal listing mainly reflects the qualities of the main hall space and the internal stonework.

The Town Hall was subject to a major re-furbishment of significant investment (£975k) in 1996, which saw much of its interior, brought back to its original design with the aid of a Single Regeneration Budget Grant. Mechanical and electrical installations were upgraded together with essential repairs to the external fabric. Although some essential repairs and electrical upgrades were undertaken to the second floor areas within the scope of this study, no other works of improvement were undertaken, the area remaining is originally as built.

The Market Square Chambers were let to The Museum Trust on a 25 Year lease, commencing May 2002, although the Museum may shortly vacate the premises and move to Bradshaw House.

In the late 1990s, major external fabric repairs were undertaken by the Borough Council. Prior to April 1974, the building was owned and managed by the original Congleton Borough Council, and transferred to the post April 1974 Borough Council on reorganisation. Following the internal works, Congleton Town Hall Trust was established in 1998 to operate the facility at community level. Financial resources and local politics conspired against it and management soon reverted to the Borough Council.

Congleton Town Council took over the freehold and management in June 2008 and spent the first few months learning and integrating the operation into the Council culture.

During 2009, all external backlog maintenance work was undertaken along with outstanding disabled access works and a new boiler. Further work completed in 2010 included removing the suspended ceiling and renovation of the Bridestones Suite; provision of a Restroom and a new disabled toilet on the First Floor; and provision of a cafe/restaurant and a First Aid Facility on the Ground Floor. New security arrangements were also put in place in 2011. Additional capital works were completed in 2012 which included a new bar and increased kitchen area. Whilst this year extensive refurbishment of the 13 Town Hall roofs has been undertaken including the refurbishment of the roof of the Grand Hall.

Situational Analysis for the Town Hall

The Town Hall had been a low priority, non-statutory service for Congleton Borough Council, which has received minimal investment since the 1990s and had become run down. It looked jaded and in parts dirty. As one walked up the High Street, on the majority of occasions, one was faced with large closed wooden door. The building was under used and un-welcoming.

The important main architectural features of the building such as the hammer beams in the main hall are in good condition but the facility badly needed upgrading if it was to attract the high value commercial businesses which will be necessary to reduce the annual revenue deficit. A major capital works programme was approved, which took place over a period of two-three years. This included 6 years backlog maintenance, DDA compliance, conversion of the Brassiere to a café with a High Street frontage, energy conservation and improvement works which opened up new areas and restored the Bridestones Suite (Conference Room) to its former glory. The works were disruptive, but, the programme has been completed. Works for this year included outstanding electrical and other services work, but, a major issue which was successfully tackled was the repairs to the various roofs around the Town Hall which after many years of experiencing leaks are now sound.

The Town Hall is a valuable community asset; however it has not yet become the vibrant civic centre or the natural choice of venue for prestige events. It has car parks close at hand but no dedicated parking for the public. There are some 8 parking spaces at the rear for staff and certain High Street businesses have an informal access to their parking spaces.

Staff has now built up considerable experience in the operation of the building and working with the commercial partner has provided commercial experience, but, this too is the subject of change as we go through the process of recruiting a new commercial partner. Nonetheless, the Council will in future, provided it identifies the right partner, be able to capitalise on catering success and key corporate events and weddings. The Town Hall also requires more imaginative and better marketing and promotion, which is currently being undertaken in order to attract more corporate customers.

Policies

The Council has an Equalities Policy which sets out its commitment to equal treatment of both clients and staff irrespective of ethnic origin, gender, religion, disability, age, marital status, or sexual orientation. It contains a section "Positive about Disability" which makes a firm commitment about adaptation of premises now and in the future. A full disabled audit of all premises has been undertaken some time ago and substantial compliance works were carried out to the Town Hall in 2009-10. The Policy was reviewed in 2011 and strengthened in the areas of its Gender Equality Scheme and Age Discrimination Statement.

The Safety Policy, which was endorsed by full Council, states a firm commitment to health, safety and welfare. It clearly allocates responsibilities and states how hazards will be tackled. A

risk assessment has been undertaken of all premises and services and a programme of improvement is currently being implemented with the assistance of our Health and Safety Advisor, Wirehouse.

Personnel Policies have been approved by the Personnel Committee and an Employee Handbook issued to all staff, which will need to be reviewed from time to time because of legislative changes and as a consequence of amendments initiated by Wirehouse. A comprehensive set of operating procedures have been developed as part of the Integrated Management System which has also been reviewed and amended in conjunction with Wirehouse. During this review, the relevant employees were consulted and fully involved in the process.

The Council's Community & Social Policy is a commitment to strengthening the Town's communities and to recognising their diversity and development. The Customer Care policy makes a commitment that the Authority will treat all members of the public in a courteous and professional manner whilst recognising their needs as an individual or as part of a local community.

The Quality Policy confirms the Council's belief that its commitment to continuous improvement will guarantee the success of the Council by fulfilling its strategic objectives. The Environmental Policy is linked to the Council's Quality Policy, and is intended to ensure environmental considerations are central to the ethos of the organisation.

The Council adopted both a Child and Vulnerable Adult Policy and Marketing & Communications Strategy in 2008 and adopted a Volunteers Policy for the first time in 2009.

Stakeholders and Clients

The main stake holders in the activities of the Council are the electors, residents and businesses of the Town, all of which benefit from an improved town environment and protected heritage, better services and an improved civic centre at the Town Hall. Other stakeholders are our partners such as the Cheshire East Council, voluntary and community groups, local trusts and other public and private organisations who work for the good of the Town.

Our clients are the individuals, organisations, visitors, tourists and users of the Council's facilities and services or who benefit from its financial support. Of particular importance will be to identify and attract new users to the Town Hall, as well as considering service standards when evaluating taking over additional local services.

Capability Analysis

Appendix 1 sets out the SWOT analysis which examines the strengths and weaknesses within the organisation and the opportunities and threats which it faces. The Business Plan has built

on the strengths and opportunities and developed a response to the identified weaknesses and threats. This appendix also includes a summary of the Pest Analysis which uses the four headings of Political, Economic, Social and Technological factors to assess the wider environment in which the Organisation operates.

Appendix 2 sets out a SWOT analysis specifically related to the Town Hall, as it currently remains the Council's single largest service and a significant risk.

Appendix 3 summarises the key business risks which have been taken from a more in depth exercise using a new model developed in house, as the former LCRS system had become less relevant as the Council's services become more complex. A number of risks have been lowered over the last year, particularly around staff training/ continuity, the Town Hall, Paddling Pool and IT. Many of the more significant risks now revolve around the Streetscape Services devolved from Cheshire East Council and implementation of the soon to be completed Neighbourhood Plan, Town Centre Plan and Public Realm Strategy.

The self-assessment element of the "Chamber Assure" Integrated Quality Management System is on-going and it continues to be a considerable influence on the development of this Business Plan.

It is clear from these analyses; the Council has a number of experienced and active Councillors many of whom also play other key roles in their communities. Together they muster an array of skills, and show a passion for the Town. The Council has a well established Member Training and Development programme to ensure councillors are well prepared for the challenges ahead.

The officer establishment remains relatively small, but capacity has been built up considerably during the last five years. There is a full time Chief Officer and the Support Manager is appointed as RFO and acts as Deputy Chief Officer. Employee conditions are regularly reviewed with the intention of further helping staff become more fully engaged. A staff training plan is implemented each year based on priorities identified during the employee development reviews. Consultancy support has continued to be used during 2015-16 via a low cost vehicle, Wirehouse, who provide a range of services, including health and safety and HR. This consultancy has provided to be invaluable once again this year as there have been a range of personnel issues to deal with emanating from Streetscape.

The Council are determined to maintain operational efficiency and will welcome the regulation of both auditors and other accreditation bodies. The Council have "quality town status" and in 2012 were re-assessed and gained reaccreditation. This accreditation though has now expired and a new scheme is in place, and the Council has determined to seek accreditation at the Gold level of the Local Council Award Scheme.

The Council has built on its governance arrangements which include adopting a Constitution and revising its controlling policies and regulations. It will review its Information Policy to ensure that as much information as possible is available publically but that sensitive and

confidential information is properly protected. The Volunteers Policy will ensure that the maximum advantage is gained from volunteers and that in turn they benefit from the experience and are treated fairly.

Like all local councils, Congleton Town Council is restrained by limited powers and the “ultra vires” doctrine with the power to spend up to £7.36 per elector in 2015-16 under Section 137 of the Local Government Act 1972, in the interests of all or some of the inhabitants of the local area. Looking ahead, the General Power of Competence which is now available and has been adopted by Council will provide greater flexibility to the Council in determining what areas to support in and around the locale. The Council will develop its services to the public gradually, allowing capacity and economies of scale to be achievable for the future. It has the financial robustness to deliver policies and aims and its Medium Term Financial Plan looks forward 5 years and is designed to resource its Corporate Strategy .

The detailed Risk Analysis has identified that Town Hall development and maintenance remains a significant, but, lower risk, and that the viability of the new commercial partner will need to be monitored. A considerable advantage is the enthusiasm, local appreciation and determination to succeed by town councillors, the Town Hall is seen as a “jewel in the crown” service.

Although the transfer of the freehold of the Town Hall came at a notional cost, there was no legacy from the Borough Council to help with community use, development or long term maintenance. (The Borough Council made a £360k interest free loan available over 10 years to enable the disabled access works to be completed). This together with a loan from the public Works Loan Board of a further £k360 to undertake improvements in the Town Hall including repairs to the roofs have now been exhausted.

The Town Council has had a long held ambition to take on more local services currently provided by the principal authority, where it can add value and it is these which may now present the highest risks. Whilst this has now become a reality it has always expected funding to follow functions, in the main this has happened, but, there was no provision for overheads. But, the Council has made budget provision over the last four years to raise standards and cover some of these costs which have been kept to a minimum. Indeed in this financial year despite losing a member of staff suffering from long term sickness problems and having to utilise one agency worker, the overall budget is set to be exceeded by just £k4 which is remarkable bearing in mind the sickness problem and other unknown variables when the budget was originally set.

CEBC has stated its intention to cease many non-statutory services, particularly where local councils have concurrent powers. These included Christmas trees, Christmas lights, hanging baskets which the Town Council financed in 2013. Functions such as public toilets were transferred to the Town Council in January 2014, but, without funding and we continue to have to finance the provision of such functions from our own resources. Indeed the current state of the public toilet in Market Street is a source of frustration both to the Council and residents

alike. Thus in 2016-17 the Council needs to determine a way forward with public toilet provision one way or another, be that by refurbishing the existing facility or introducing a Town scheme with other businesses.

Congleton Town Council is a willing and able partner to Cheshire East Council (CEC) and is a significant Town Council in terms of budget, population and functions, and has an excellent skills base and management structure. It was more able to take on these services than almost any other local council in Cheshire East, but, they are still significant services compared with those previously operated and will present a higher level of both business and safety risk. Nonetheless, in a relatively short time the Streetscape and Grounds Maintenance services have integrated well into the Town Council and we have continued to receive some very positive feedback from Councillors and public alike who have commented on the excellent service they have received from the team.

The other area of work is regeneration and economic development. Whilst CEC has the statutory duty and more resources, it is clear that unless the Town Council and Partnership drive local initiatives, Congleton will get squeezed out within the Borough. The Public Realm Strategy, Employment Site Review, Town Strategy and robust responses to the LDF consultations have helped to promote Congleton's strong case and such lobbying has resulted in the Link Road and economic development of Congleton becoming a key focus area and priority within Cheshire East. Indeed CEC has recently announced that Congleton is to get £1m to construct the first two priorities in the Public Realm Strategy and is to have the Leisure Centre refurbished. However there are a number of important matters over which the Town Council has no direct control. It will stretch its resources to encourage the Scarborough development proposals to finally result in the site being constructed, to gain support for the development of the Fairground site, ensuring a high value employment sites becomes a reality as set out in the Local Plan and that Section 106 and/or CIL money is directed to the Town Centre and completion of the whole range of Public Realm Projects.

Marketing & promotion

Congleton Town Council's main areas of promotion are:-

The Town - Promotion of the Town to attract day visitors, shoppers and tourists
Promotion to attract people looking to live in the Town
Promotion to businesses looking to invest in the Town

The Council- Statutory and other information to help residents and businesses to understand its decision making.
Marketing of its services to ensure accessibility for all and to maximise income.

The Council will promote the Town on its Web-site, by improving signage, by supporting local events, by supporting local tourism and business initiatives and by helping local organisations

with media articles and press releases. In fact a key initiative for 2016 will be the introduction of a new website to meet the needs of a variety of users and electronic devices

The Council will market its services and promote local governance through its website, by providing a newsletter and notice boards and by supporting promotions of other public bodies and the voluntary and community organisations.

ICT Plan

Congleton Town Council considers e-business as vital to its efficiency. It will ensure it keeps abreast with technology, and will adopt it where it delivers a proven benefit.

The Council's small but, networked facility had a central server and increased capacity renewed during 2013. It has an IT maintenance & support contract with a local company Prism and launched a new website in 2011. During 2014 some older PC based systems were replaced and this process of upgrading has continued in 2015.

Staff Development

Congleton Town Council has adopted the collective agreement known as the "Green Book" issued by the NJC for Local Government Services (comprising representatives of employers & employees). The Green book contains four parts. Part 1 is Principles and Part 4 joint advice. It divides terms and conditions into key national conditions (Part 2) and national provisions which may be modified locally (Part 3). The Council's Employee conditions of service as set out in the Employee Handbook, build on the Green Book. The handbook also sets out the Council's approved Personnel Policies and Rules of Employment and was revised in March 2009.

The Council sets out to reward the commitment of its staff, consistent with its financial resources and to provide a satisfying and flexible working environment in which all staff has the opportunity to develop.

The Council has a core team of 14 internally, supplemented now by 11 Streetscape Operatives including an apprentice and a Streetscape Supervisor. This is supplemented by casual Paddling Pool Attendants during the summer season and casual facilities officer. Within the internal Team, all are part-time with the exception of the Chief Officer, Facilities Manager and Handy Person who are full time. This enables the growing Council to retain a considerable body of skill and experience, and a range of professional disciplines without incurring excessive overhead costs.

Brian Hogan became Town Clerk on 1st December 2009 and brought considerable private sector senior executive experience and was formally Town Clerk at Poynton. Brian will retire in the early part of 2015 and will be replaced by David McGifford who will become Chief Officer. Jackie MacArthur took up the role of Town Centre and Marketing Manager in February 2008, having held both administrative and marketing posts previously. Chris Jones took up what was a

new post of Facilities Manager in April 2009 and is responsible for managing the Town Hall, Handy Person Service, Paddling Pool allotments. Chris has also assumed day to day responsibility for the street cleaning and grounds maintenance services of Cheshire East based at Brunswick Wharf. Chris joined the Authority in November 2006 and has held posts of Handy Person and Facilities Officer. Jacqui Potts took up her current role as Support Manager from April 2008, having previously held the position of Finance Officer. She is responsible for financial and support services and is the Responsible Financial Officer and holds the CiLCA qualification as does the Chief Officer.

Linda Minshull started her role of Civic Administration Officer in April 2008, leading on Mayoral support, Youth Committee, planning support and grants. Linda is the longest serving employee having been in administration since 2002. Linda also holds a CiLCA qualification. Andrea Morris-Wild joined the Administration Team in 2012 and amongst other things leads on getting the committee paperwork out on time. Sue Trow who started at the Council 3 years ago has amongst her duties the responsibility for keeping the award winning website up to date.

Martha Hayes joined the team in September 2014 as Junior Administration and Marketing Assistant with the Town Council. Melvyn Hulme, who transferred from the Borough Council in June 2008, became a Facilities Officer in the New Town Hall structure, where he has ten years' experience. He is joined by Tim Muston as Caretaker, Al Shaw as a Facilities Officer has just retired and is about to be replaced, whilst Pete Forster is another of our Facilities Officer. Chris Banks and Mark Worthington are the two Handy Persons; Chris Banks though is currently seconded to Streetscape duties. Mike Smith joined the staff in April 2010 as Communities Officer and is employed to provide support to Congleton Partnership. Mark Worthington has recently been promoted to Town Hall Supervisor, but, still retains his role as Handyman. Ruth Burgess is the Streetscape Supervisor who joined in January 2014; she has taken on many of the administrative tasks as well as managing the team and has made the transfer of the function seamless.

All of the Team work to personal and team targets, related to Business Plan objectives. An appraisal system is now well established and staff takes part in regular team meetings.

The Council have developed an annual training plan based on the needs identified from appraisals. All staff have undergone basic Health and Safety training and training on the Chamber Assure Quality Management System and has undergone training on the IT network along with a range of individual requirements.

Member Development

Members bring a vast range of skills and experience to the table, however both local government and the business world are fast changing. The Council in recognition of this introduced a formal Development Programme for Members in 2006, based on the following approach:

- Seminars & Workshops to raise general awareness of topical issues.

- Training or awareness raising prior to making a key decision or policy
- Skills development for individual members or groups of members.

Committee Structure

The Council has well defined terms of reference for and delegation to its Finance & Policy; Personnel; Town Hall; Planning; and Community, Environment & Services Committees, and has a Strategy Working Group to develop future ideas and direction.

Financial Appraisal

This Corporate Business Plan is intended to be read alongside the 2016-17 Budget and Medium Term Financial Strategy.

The 2016-17 Budget is obviously structured to deliver the Corporate Strategy, however its greatest pressure will come from the earlier decisions to re-vitalise the Town Hall, low interest rates for the Council's investments and a need to invest in the regeneration of the Town. Provision is again made to continue the build-up of capital reserves for future use and the General reserve in accordance with best practice. Over the last eight years the Council has set in place an ambitious programme of service enhancement and community leadership, which has necessitated its capacity, skill levels and inevitably its costs to be increased. Whilst continuing to make provision for the next stages, regeneration of the Town and building a sustainable agenda. The 2016-17 Budget has had to recognise the adverse effects of the recent recession on the Town, the pressure on family budgets, but, also to take into account general inflation running at about 1.0%.

2015-16 Outturn

The projected expenditure to March 2016 is anticipated to show a variance of approximately £k4 against income. Although there have been minor variations to both income and expenditure during the year, the main variations are summarised below, a number of which will affect the 2016-17 Budget.

- A negative variance on corporate management costs of £k8 primarily due to the overlap and handover of the Chief Officer to Chief Officer in the early part of 2016.
- A saving on HR& HS support costs of £k1.2.
- Interest received on income is less than expected by £k1 because of continued low interest rates and a reduction in reserves held.
- Increased costs of operating the website and hosting of £k3.3, which consisted primarily of the first payment of £k3 for the new website which is being constructed, this will be matched by the release of £k3.3 from an earmarked reserve to offset this cost.
- Overspend on maintenance for the paddling pool of £k2.9 due to repairs being carried out to monitoring of chlorine levels in the pump room system.

- An overspend on public toilets of £k3.4 due to rates being higher than forecast and greater use of janitorial items.
- Streetscape staffing had saving of £k21 primarily due to less overtime working and the second apprentice not being recruited to date. This was offset by £k8.7 of unplanned expenditure on temporary staff to cover for the long term sickness of one member of the Streetscape team in the summer.
- Streetscape also showed a further negative variance of £k8.5 which was the cost of painting the bridge in Town over the River Dane, but, this was offset by a grant of £k15 from Cheshire East Council.
- There was also savings on fuel usage in Streetscape of £k6.5 partly arising because of lower fuel costs and efficiency savings derived from the use of the trackers to control vehicle movement and usage.
- Savings on gas and electricity of £k4.
- Expenditure of £k179 shown in Streetscape which was primarily for the ill health early retirement payment made to Cheshire Pension Fund for one of our employees, which was offset by a payment from our insurers of £k177.5 who refunded the cost.

Town Hall

Expenditure on the Town Hall is expected to be about £k3 less than budget, however, total income is £k7 below budget, but this is offset by savings on gas and electricity of £k4. This has meant that this year the deficit has increased by £k4.

Budget Format

The budget is divided into its main spending committees and within each cost centre and income/expenditure codes.

Reserves

The General Reserve at the yearend is anticipated to be £156k, General Capital contingency £169k, Public Toilets £k38, Capital Equipment £k31, Elections £15, Devolved Services £k6, Play Areas £k6, Legal Fees £k10, Public Realm £k12, Cenotaph £k10 and Neighbourhood Plan £k37

The Council is recommended to have a minimum of 3 months General reserve equal to net revenue expenditure, which equates to £170,741 whilst actual reserves for 2016-17 are projected to be £k161,722.

To enable reserves to return to the recommended level, they are being replenished over a two year period to at a rate of £4,600 p.a.

General Budget Assumptions

The Medium Term Financial Strategy had originally indicated an anticipated Precept increase of 3.0 % for 2016-17, mainly to accommodate some modest increase in costs of some devolved functions and some increases in office capacity. However the actual total increase is 6.7%, primarily because of additional costs emanating from Cheshire East Borough Council as a consequence of the continued reduction of the rate support grant which is assumed will reduce from £49,890 to zero, an additional cost of £49,890.

The increase though requires further explanation and understanding in terms of how it has been derived.

First of all, the funding emanating from Cheshire East Borough Council is now broken down into two elements, the precept and the Council Tax Support Grant. Prior to this change the precept was in 2013-14, £693,826, however, with the introduction of the support grant this reduced the precept to £618,472 thus changing the base on which any future increases are based.

Key Achievements in 2015-16

During the past year the Council has tackled an ambitious agenda, amongst its achievements:-

- High Street facing office facilities maintained
- Four Police Community Officers supported for the Town
- Continued operation of the Paddling Pool
- Maintained allotments at Hillary Avenue
- A quarterly Town Council and Community Newsletter (Bear Necessities)
- Maintained Town Handy Person Scheme and integrated into Streetscape Team
- Christmas Fayre and Christmas Lights
- Replaced many Xmas light decorations
- Town events including a Food Festival
- Young Council continued for all Junior Schools
- An Active Youth Committee for the Council
- Floral displays for the Town, winning RHS gold standard in North West in Bloom and entry into Britain in Bloom in 2016
- High Profile Congleton Partnership & liaison with businesses
- Town Centre Management
- Grants for the voluntary and community sector
- Completed Environmental Audit
- Link Road becoming a reality
- Secured £1m for Public Realm Strategy
- Set up Neighbourhood Planning Team to deliver plan in 2016

The Way Forward

The key actions for 2016-17 are set out below in Priorities and Targets. The direction set out in previous sections of this Business Plan, will largely continue. The Business Plan really is about ensuring the goals and actions set out in the Corporate Strategy “Backbone of the Community is delivered and properly resourced as we move forward.

The Town Council had up to 2005-6 concentrated on helping the Town’s development by giving financial support to organisations which contribute towards its aims. Its only major directly delivered service was the Paddling Pool, now we are providing Streetscape Services which have been well received by Councillors and the public. The Council is now providing strong community leadership, strengthening its local governance role in anticipation of increased powers and a working partnership with Cheshire East Council. It has also provided an increased number of services either directly or in partnership.

The Council has set itself another ambitious, but realistic agenda for 2016-17. The services offered in the building will continue to be developed and promoted in partnership with the new catering partner. All supply contracts have been identified, and re-let. These will be reviewed over time to ensure good value.

The Town Centre Plan, Town Strategy and Public Realm Strategy are on-going projects which will require considerable resource to bring about their complete implementation, but securing finance for the first two priority projects is a major step forward. Whilst the Town Council can lead a number of projects, in other areas they will need a partner or facilitator. The current economic uncertainty has made it essential to help local businesses and this will be undertaken in a number of ways including promotion of the Town via Town Centre Management, supporting the traders forum, supporting a Congleton enterprise centre, funding training and lobbying for adequate housing and employment land growth in the Local Plan.

Sustainability and energy reduction are also of growing importance both for the Council directly and for the Town as a whole. The Council will support the Congleton Partnership’s Sustainability Group in preparing to become a Transition Town.

The Council has adopted a keen performance management approach, and will continue to report on progress against the Business Plan and maintain both its status as a quality town council and its accreditation with Chamber Assure.

Current Business Plan – Brian Hogan

Lead Officers: ChO= Chief Officer, SM=Support Manager, TCen&MM=Town Centre &Marketing Manager, FM=Facilities Manager
CO=Communities Officer, CAO=Civic Administration Officer, Administration Assistants

GOAL 1	AN ACTIVE AND ENGAGED COMMUNITY.		
	<u>Conceptual Indicators</u> A. No decrease in active community and voluntary organisations B. Improved play facilities during year C. Increased no. of affordable houses D. 10 young people engaged in a youth committee		
ACTIONS & OUTPUT TARGETS		LEAD OFFICER	DATE
<u>TO SUPPORT, DEVELOP & EMPOWER THE COMMUNITY & VOLUNTARY SECTOR</u> 1. Administer the Grant Scheme to forward the Council's strategic aims 2. Maintain essential support to Cheshire East CAB 3. Support Community Projects as a Key Partner 4. Encourage more Town Centre activities for the Town Centre 5. Encourage greater public participation in Congleton in Bloom 6. Support Congleton Partnership as a key partner		SM SM/ ChO /Cllrs ChO /Cllrs TCen&MM ChO /Cllrs ChO /Cllrs	On going On going On going On going On Going On Going
<u>TO PROMOTE COMMUNITY COHESION</u> 1. Produce 4 editions of the Council/Community Newsletter 3. Make the Town Hall available for community, social, leisure & educational pursuits 4. Produce regular media releases to share information about the Town Council 5. Lobby for increased housing including affordable and low cost houses in Cheshire East		TCen&MM ChO /FM TCen&MM ChO	On going On going On going On going
<u>TO PROMOTE HEALTH & FITNESS AMONGST OUR RESIDENTS AND WORKFORCE</u> 1. Support sport and leisure activities which promote healthy life style in particular promote the notion of improved facilities at Congleton Leisure Centre 3 Lobby for improved primary health care facilities in the Town to tackle high mortality rates 4. Maintain an Allotment Site & improved facilities 5. Have offered improved facilities at the Town Hall for organisations which will promote health & fitness		ChO / Cllrs/TCen ChO FM ChO /FM ChO	On going On going On going On going On going
<u>TO ENGAGE WITH THE TOWN'S PRESENT & FUTURE GENERATIONS</u>			

1. Support youth organisations and facilities both practically and financially	ChO	To March 17
2. Maintain a Youth Committee & hold replacement elections if necessary	CAO	To March 17
3. Work with businesses to develop the skills of young persons	ChO /CO	To March 17
4. Increase the use of the Town Hall by young people	TC/FM	To March 17
5. Support Cheshire East Youth Committee/Parliament	CAO	To March 17
6. Attempt to engage elder generations to apply their skills and knowledge within the local work-force and the voluntary sector	ChO	To March 17
7. Maintain the Mayor's Cadet Scheme	CAO	On going
8. Support Partnership Youth and Senior Forums	ChO /Cllrs	To March 17

GOAL 2	<p>A SUSTAINABLE ENVIRONMENT.</p> <p><u>Conceptual Indicators</u></p> <p>E. Tangible improvements in the public realm F. More alternative energy produced G. Reduced carbon emissions H. Reduced crime/ anti-social behaviour I. Increased urban green areas</p>		
ACTIONS & OUTPUT TARGETS		LEAD OFFICER	DATE

<p><u>TO PROTECT AND ENHANCE THE LOCAL ENVIRONMENT</u></p> <ol style="list-style-type: none"> 1. Maintain the Town Handy Person Scheme in conjunction with Streetscape Team 2. Support & develop the activity of the Clean Teams for the town and encourage more volunteers 3. Lead on the Town's Floral displays by provision of labour & plants 4. Update environmental audit on the Council's operation & revise action plan 5. Enhance or create at least one area of green open space 6. Support the quality maintenance of public footpaths, bridleways & cycle-ways 7. Continue to enhance the Town Hall energy improvements 8. Protect and enhance areas of our natural environmental assets, directly or through lobbying 9. Lower Carbon footprint by at least 5% 10. Enter "North West In Bloom" competition and Britain in Bloom 	<p>FM ChO /FM ChO /FM ChO ChO /CO ChO /CO FM/TC ChO ChO /FM ChO /TCen& MM/FM</p>	<p>To March 17 To March 17 August 17 February 16 April 17 On going To March 17 Local Plan March 17 August 16</p>
<p><u>TO TAKE STEPS TOWARDS BECOMING A TRANSITIONAL TOWN</u></p> <ol style="list-style-type: none"> 1. Support the Congleton Sustainability Group 2. Re-Measure the carbon foot print of the Town Council 	<p>ChO & CO ChO</p>	<p>To March 17 April 16</p>
<p><u>TO WORK TO MAKE THE TOWN SAFER</u></p> <ol style="list-style-type: none"> 1. Support anti-social behaviour initiatives such as "Archangel", with the Police & other partners 2. Support 4 Police Community Support Officers 3. Comment on, lobby for, or support road safety improvement schemes. Link Road 4. Support and add values to the safer community initiatives on the Town 5. Work with Cheshire East to support Emergency Planning & the Flood Plan for the Town 6. Support Shop and Pub watch. 7. Support Cheshire East with adverse weather gritting, via Streetscape Team 8. Fund CCTV in the Town 9. Support Street Pastors 	<p>ChO ChO ChO ChO ChO TCen&MM FM ChO ChO /Cllrs</p>	<p>On going To March 17 On going To March 17 To March 17 To March 17 To March 17 On going On going</p>

<p>GOAL 3</p>	<p>A CELEBRATED AND PROTECTED HERITAGE. <u>Conceptual Indicators</u></p> <p>J. Increase in number of people having access to Town Treasures & records K. Arts & Culture Centre for the Town. L. Architectural features of Town Hall restored M. Increased no. of people attend Museum</p>		
<p>ACTIONS & OUTPUT TARGETS</p>		<p>LEAD OFFICER</p>	<p>DATE</p>
<p><u>TO PROTECT OUR HERITAGE</u></p> <ol style="list-style-type: none"> 1. Actively support the conservation area management plan. 2. Support reviews and maintenance of both listed buildings and local list buildings. 3. Proactively support at least one local heritage scheme.(Cenotaph renovation) 4. Support the development of Congleton Park, with the aim of it being a future devolved service. 5. Proactively Support an Arts and Culture Centre. 6. Maintenance and refurbishment of the War Memorial & surrounding area. 7. To lobby CEBC for a Shop Front Design Supplementary Planning Document 8. Support Museum’s acquisition of Bradshaw House 		<p>ChO ChO ChO ChO ChO FM ChO ChO /TCen & MM</p>	<p>To March 17 To March 17 On going To March 17 To March 16 To Dec 16 To March 17 On going</p>
<p><u>TO PROMOTE OUR HERITAGE</u></p> <ol style="list-style-type: none"> 1. Make representations on regeneration projects and new development to ensure it reflects the heritage and traditional architecture of the Town including regeneration of Fairground site 2. Promote access to Town Treasures and Ancient Records 3. Promote our civic role through Mayoralty and Town Crier. 4. Be an active partner of Congleton Museum and support its development. 5. Hold an open day for Town Treasures and arrange 150th anniversary celebration of the Town Hall 		<p>ChO ChO ChO /CAO ChO ChO</p>	<p>To March 17 On going To March 17 To March 17 July 16</p>
<p>GOAL 4</p>	<p>A STRONG AND DIVERSE ECONOMY.</p>		

	<u>Conceptual Indicators</u> A. No increase in unemployment levels B. New development in Town Centre C. Increased tourism D. More people using leisure facilities E. Increased number of businesses F. Reduction in empty shops		
ACTIONS & OUTPUT TARGETS		LEAD OFFICER	DATE
<u>TO LEAD THE DEVELOPMENT OF A RE-VITALISED TOWN CENTRE</u> 1. Lobby Cheshire East to develop the whole of the Public Realm Strategy 2. Provide active Town Centre Management to support existing businesses and new business. 3. Work with partners to deliver the priorities from the Town Centre Plan and Town Strategy. 4. Lobby for the development of the Fairground site 5. Be an advocate for improved leisure facilities. 6. Lobby for use of Section 106 & CIL money for Town Centre Strategy & regeneration projects. 7. Actively support good quality, sympathetic and innovative redevelopment. 8. Work with retailers to maintain trade group(s). 9. Hold a Christmas Fayre event and Xmas Promotions 10. To maintain the Town Hall as the recognised civic hub of the Town. 11. To facilitate the Christmas lights & renew where appropriate 12. Lead the Congleton input into Big Data for Small Users Project 13. Complete the Neighbourhood Plan		ChO TCen&MM ChO /TCen&MM ChO ChO ChO ChO ChO TCen & MM TCen & MM ChO TCen & MM TCen&MM CHO	To March 17 To March 17 To March 17 On going To March 17 To March 17 On Going To March 16 To December 16 On-going To December 16 On going June 16
<u>TO IMPROVE ACCESS AND COMMUNICATIONS TO & WITHIN THE TOWN</u> 1. Support the development group for Congleton Station/rail services. 2. Continue to lobby for sustainable & fair parking facilities and enforcement with Cheshire East Council. 3. Help develop safe routes to Schools. 4. Lobby for more link ways for pedestrians and cycle movements from new developments through Public Realm Strategy 5. Support highway schemes which help disabled access.		ChO /CO ChO ChO ChO ChO	To March 17 March 17 March 17 January 17 March 17
<u>TO PROMOTE CONGLETON</u> 1. Launch and market the new responsive Council Website and keep Twitter Feed with up to date		TCen &MM/ST	To March 17

information. 2. Provide current information on the Town Council and community groups on notice boards. 3. Work with partners to promote the Congleton through the Bear Town Brand 4. To contribute to promote the Visitor Economy. 5. Support the Food Festival 6. Support the Music Festival (Jazz and Blues) 7. Support the TIC. 8. Support Congleton Carnival 9. Support Open Spaces Art Festival	SM/FM TCen & MM TCen & MM ChO /TCen & MM TCen & MM ChO CTC TCen/CO	To March 17 To March 17 To March 17 June 16 June 16 On going To March 17 To March 17
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GOAL 5	OPERATIONAL QUALITY.		
	<u>Conceptual Indicators</u> N. Excellent audit reports O. Maintenance of Quality Town Status P. Maintaining Accreditation of an integrated quality system Q. Reduced accidents R. Increased number of staff with key skills		
ACTIONS & OUTPUT TARGETS		LEAD OFFICER	DATE
<u>TO DEVELOP CAPACITY AND A DIVERSE SKILLS BASE WITHIN THE COUNCIL</u>			
1. Update the Member training & Development Programme with the introduction of the new Council in May 2015 and support ongoing training and support		ChO	March 17
2. Have completed Employee Development Reviews.		ChO	April 16
3. Have revised and implemented a Staff Training Plan.		ChO	June 16/Mar 17
4. Have undertaken a business risk assessment as part of Business Planning.		ChO	December 16
5. Have updated the safety risk assessments and action plan.		FM/TC	March 17
6. Have implemented H&S action plan.		FM/TC	On going
7. Have reviewed the Safety Policy against legislation		TC	On going
8. Have fully developed & commenced use of electronic files		TC/SM	To March 17
9. Have established Archive files & reviewed document retention policy		SM	October 16
<u>TO DELIVER EXCELLENT SERVICES ACCORDING TO BOTH NEED AND CONSUMER CHOICE</u>			

<ol style="list-style-type: none"> 1. Maintain the Allotments and review its operation. 2. Continue operation of the Paddling Pool & enhance service. 3. To develop and enhance the Streetscape & Grounds Maintenance Service 4. Maintain the Handy Person Service. 5. Maintain and manage Propagation Unit Agreement 6. Refurbish and enhance public toilet provision in Market Street or provide alternative scheme 	<p>ChO FM FM ChO /SM/FM ChO /FM ChO /FM</p>	<p>October 16 On going To March 17 To March 17 On going June 16</p>
<u>TO ACHIEVE HIGH PERFORMANCE BY TAKING A MORE INTEGRATED APPROACH TO MANAGEMENT</u>		
<ol style="list-style-type: none"> 1. Make best use of the general power of competence and review operations accordingly 3. Have updated the Constitution 4. Have carried out the necessary audits for Chamber Assure & instigated corrective action. 5. To continue the continuous improvement element of Chamber Assure Integrated Quality System. 6. Have completed the Corporate Business Plan for 2017-18 7. Have maintained Performance Management System 8. Have completed all VAT & Internal Revenue returns 9. Produce monthly Management Accounts and associated reports 10. Have reduced the Town Hall Operating Deficit 11. To have reviewed Personnel Policy/ procedures under changing legislation 12. To have reviewed data protection compliance 13. Gain Gold accreditation for Local Council Award Scheme 	<p>ChO ChO ChO ChO ChO ChO ChO SM SM FM/ ChO ChO & all mgrs ChO CHO</p>	<p>On going On going March 17 On going To March 17 March 17 To March 17 To March 17 To March 17 On going On going July 16</p>

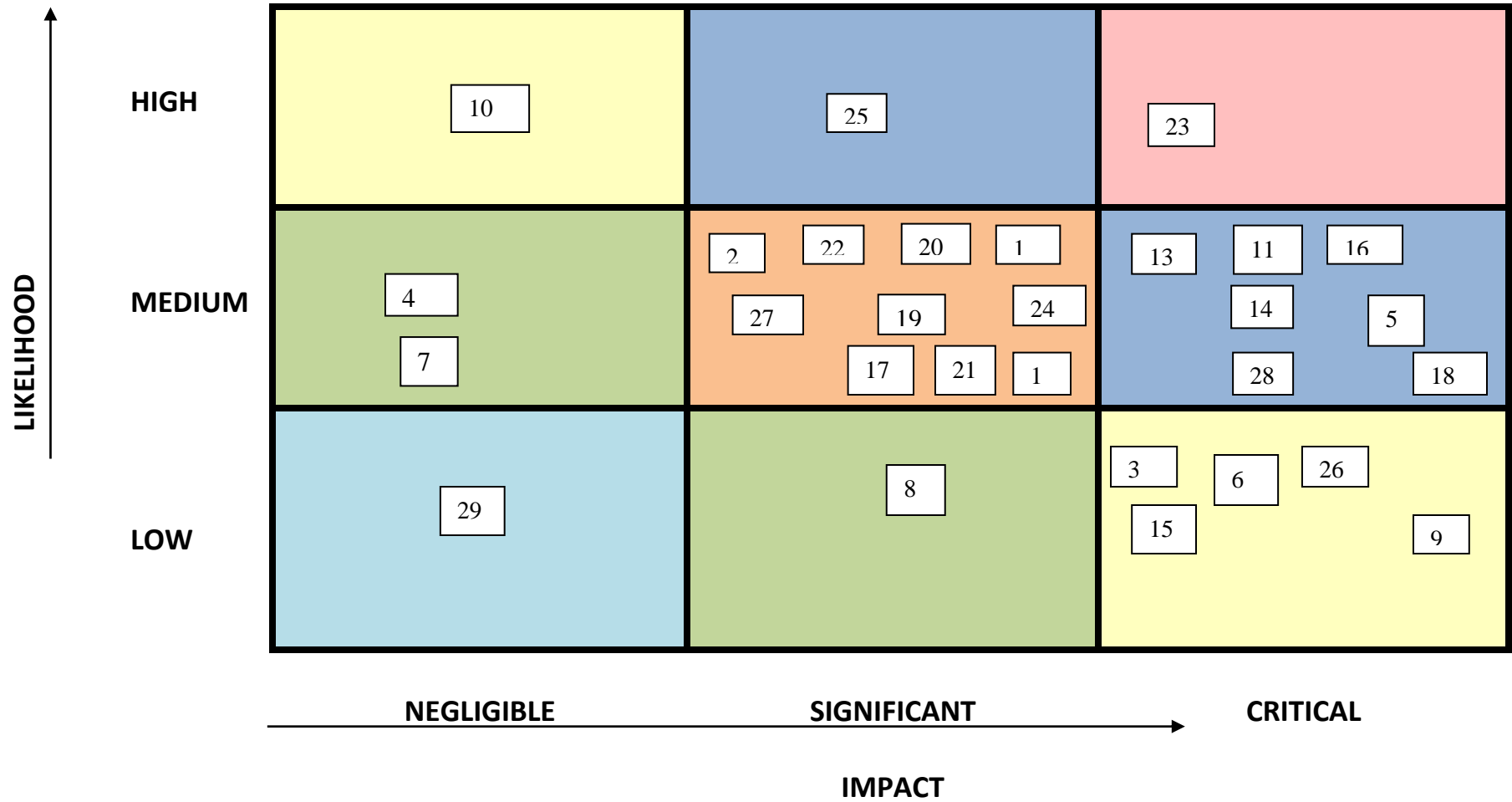
Appendix 1 SWOT Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> Committed Members with range of skills Support from key community & public partners Considerable skill & experience in staff & advisors Dedicated staff Addition of Streetscape Robust Vision & Strategy Achievable but challenging objectives Council prepared to make necessary financial commitment Adequate financial reserves & medium term financial plans Developed strong business like ethics Developed strong community links & empowered voluntary sector Continuously developing capacity to expand Centrally located offices Improving IT capability General Power of Competence enhances flexibility of decision making Strong partnership with Cheshire East 	<p>Weaknesses</p> <ul style="list-style-type: none"> Loss of experienced councillors at last election Limited financial capacity Limited but developing IT capacity Limited opportunity for grant funding Potential loss of skills & support during year Considerable number of initiatives, could outstrip capacity Uncertain partnership funding Uncertainty over Local Development Framework Current economic climate adversely affecting businesses & limiting development Delay in Town Centre redevelopment Lack of funding to continue to develop Public Realm Strategy Loss of income through change in tax base and uncertainty over Cheshire East funding Lack of Local Plan
<p>Opportunities</p> <ul style="list-style-type: none"> Increased local services to improve standards Possibility of Community Infrastructure Levy Devolution of powers from Cheshire East Council Build capacity of organisation Further improve marketing & promotion Long term regeneration of Town through Regeneration Strategy Implement Town Centre Plan Implement Public Realm Strategy Complete Neighbourhood Plan Further improve operating efficiency of Streetscape Develop Fairground site Develop Town Hall potential General power of competence Establish Link Road 	<p>Threats</p> <ul style="list-style-type: none"> Lack of match funding for projects Cost of transferred/Streetscape services Services expanding faster than capacity Loss of professional expertise Loss of Quality status or decline in Quality system Devolution to neighbourhoods not Council Public apathy Reduced Cheshire East funding High cost of Town Hall Managing expectations Upheaval following local government reorganisation and outsourcing of services Current economic climate adversely affecting funding
<p>Political</p> <ul style="list-style-type: none"> Government funding cuts to local government & communities Capping of precepts Uncertainty of approach of new government to local councils Cheshire East Council policies unclear Cheshire East Council cuts services Uncertainty over new LEP effectiveness 	<p>Economic</p> <ul style="list-style-type: none"> Continuing weak national economy Consumer spending is low Effects of global economy Demand for grants outstrips availability Reduction in public spending in some critical areas Local wage rates low in Town

<p>Social</p> <p>Pockets of deprivation in a prosperous community Recession & public sector cuts biting residents & businesses Strong community spirit in Town Low interest in local government High mortality rates</p>	<p>Technological</p> <p>Fast developing e-technology More E-business as a method of trading IT soon becomes obsolete</p>
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<p>Appendix 2 SWOT Analysis of the Town Hall</p>	
<p>Strengths</p> <p>Architecturally valuable building High Street location Town Council presence Community Hub Acknowledged community asset Huge support from Town Councillors Public support for improvement Free asset Good disabled access Staff dedicated and now experienced Commercial partner gaining experience</p>	<p>Weaknesses</p> <p>High maintenance liability Will always be remaining maintenance & improvement works outstanding Still under utilised Not yet attractive to prestige business or as renown wedding venue Little client car parking Only limited marketing so far Limited market research Operational financial deficit</p>
<p>Opportunities</p> <p>Complete maintenance & improvements to facilities High standards of upkeep Involve & empower staff Improve marketing & promotion Develop further with new commercial partner Improve operating efficiency & management Continue to lower business & safety risks Attract grants More exciting events Further develop use of premises Long term extension Enhance public realm with new team Provision of more space when Museum moves</p>	<p>Threats</p> <p>Loss of income from Museum moving Lack of external funding for development Loss of experienced staff & untrained new staff Competition from other venues Risk of unforeseen maintenance costs Uncertain market Uncertain viability of commercial partner Antisocial behaviour Delays in capital works</p>

Appendix 3

Summary Map of Risks to Congleton Town Council



KEY

1	Computer –Crash of IT system & recovery	18	Regeneration & Economy
2	Loss & damage to ancient records	19	Town Centre Development delays
3	Employment-equality & succession	20	Highways-maintenance of street furniture
4	Risk of obligation for closed churchyard	21	Paddling Pool-Vetting & Barring rules
5	Cost of taking on Bus Shelters	22	Planning-cost of responding to LDF
6	Committee Services	23	Public Conveniences-Cost & service provision
7	IT-Data Protection	24	Town Hall Building security
8	New Members/ loss of experience	25	Play areas-transfer service
9	New ethical framework	26	Entertainment at Town Hall
10	Financial Banking Services	27	Allotments-Associations safety standards
11	Financial investment spread	28	Allotments-Financial provision if further demand
12	Increased demand for grants	29	Retaining quality Town status
13	Local delegated functions-Grounds Maintenance		
14	Local delegated functions-Street cleaning		
15	War memorial		
16	Town Hall-Maintenance		
17	Town Hall-Commercial risk		