



KESWICK TOWN COUNCIL

BUSINESS PLAN

2013-2018



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Keswick Town Council would like to thank everyone who has contributed to the development of this Business Plan, and also to Action for Market Towns (www.towns.org.uk) who facilitated the project on their behalf.

Introduction

What is a Town Council Business Plan?

It is a statement of the Town Council's vision for the town, its **purpose, values, objectives** and **key priorities**.

It is not intended to be a traditional 'Town Plan' which sets out aims and ambitions that are delivered by the community and partners as a whole. Rather it is a document that sets out what Keswick Town Council itself can achieve, either directly or by trying to increase its influence on the relevant delivery body, such as the Borough or County Council.

The aim of the Business Plan is to give Keswick's residents a clear understanding of what the Town Council is trying to achieve and how it intends to deliver this. It details what the Town Council intends to focus on over the next five years. The Business Plan will be used each year to plan activities and set the budget for the coming year.

Why has the Town Council decided to produce a Business Plan?

Having an agreed strategy will provide a framework for the Town Council to work within, enabling it to operate in a more consistent and co-ordinated way. Since the development of the Business Plan has been based on community engagement and involvement, the Town Council will become more confident and proactive in its decision-making.

At the same time, the Business Plan will help the local community to have a better understanding of what the Town Council does and also to clarify what it doesn't do; in other words to explain what issues fall under the responsibility of other delivery bodies such as Allerdale Borough Council, Cumbria County Council or the Lake District National Park Authority.

It is a 'live' document which the Town Council will update regularly, enabling it to track and monitor its progress against the key priorities. Because the Business Plan will be publicly available, Keswick's residents will also be able to monitor progress.

Community Involvement in the Business Plan process

To ensure that the Business Plan truly represents Keswick's best interests, the Town Council invited the local community to participate in its development. While there has been similar consultation in Keswick in the past this was felt to be inadequate for the purpose of developing a Town Council Business Plan:

- The 'Keswick Masterplan' consultation was held seven years ago – it dealt mainly with housing and business development and green space and was not intended as a Town Council delivery plan.
- The previous 'Keswick Town Plan' consultation is now twelve years old and although the Town Council was heavily involved in the consultation it was intended as a plan for the delivery of the Market Town Initiative scheme, not for Town Council delivery.

The Council therefore agreed to undertake new consultation, focused on Town Council delivery. Their commitment to the project was recognised by the Big Lottery Fund which covered the costs of the consultation process and the resulting development of the Business Plan.

The community consultation was launched at the Annual Town Meeting in April 2013 and was publicised via the local press, schools, Keswick Tourism Association, in the library, supermarkets, the drop-in centre, local churches and via twitter. Questionnaires were made available at several distribution points throughout the town and three 'drop in' information sessions were held during the day, evening and weekend to enable as many people as possible to

participate. A bespoke webpage was also set up to give people the opportunity both to view the information and complete the questionnaire online, if they were unable to attend the drop-in days. St Herbert's Primary School sent information home to parents and a special assembly was given at Keswick Secondary School, following which students completed a shortened version of the questionnaire as part of their 'citizenship' classes.

467 completed surveys were submitted, covering a good mix of age groups. As part of the consultation process more than 50 people indicated they would be interested in being involved in the next stage of the Business Plan project, namely in working with the Town Councillors to identify priorities from the consultation data and develop activities for the Business Plan.

Twenty data reports were produced on the key issues covered through the consultation and publicised on the consultation webpage (See Appendix 2). Throughout June and July there were eight focus group meetings, each attended by a mix of representatives of the Town Council and the community members who had offered to get involved. The groups were tasked with identifying the key priorities from the consultation feedback and asked to consider what the Town Council could do to address these priorities. Where the responsibility for services lay with other delivery bodies, representatives from those organisations were also invited to the focus group meetings to discuss potential for increasing Town Council influence. A final meeting of the Town Council in August considered how Town Council communications could be improved to facilitate the proposed activities.

Monitoring the Business Plan

Evaluating progress against the list of activities which make up the 'Action Plan' (Appendix 1) will take place at monthly Town Council meetings. Each meeting will consider one of the six Business Plan themes and will seek to understand the progress made, where further work is needed and if there are any blockages to progress. The whole Business Plan will be reviewed annually and updated to keep the document relevant and up-to-date.

The Business Plan will be available on the Town Council website, with hard copies available to view in the Town Council Office and Library.

Our Business Plan will continue to be the main way of telling you what we are doing to meet the needs of the community. It's a two-way conversation. Please tell us what you think about it. We welcome your comments. If you require any further information that would help you understand what we are trying to achieve, please let us know. We can also provide additional information on the issues raised in the Plan.

It is our intention to review the Business Plan regularly, publish progress and make any changes considered necessary as a result.

Please respond to:

Lynda Walker, The Town Clerk
Keswick Town Council
50 Main Street
Keswick
CA12 5JS
lynda@keswicktowncouncil.co.uk

The Town Council

An overview of Keswick Town Council

There are three tiers of local government, each with different responsibilities. Keswick Town Council is the first and most local tier, with an important role to play in promoting the town, representing its interests and supporting the work of different groups in the community. Allerdale Borough Council is the second tier and is responsible for services including car parking, housing and street cleaning. Finally Cumbria County Council's responsibilities include highways (relating to both roads and pavements), education, health and social services, public rights of way and libraries.

Since Keswick is situated in the Lake District National Park, the Lake District National Park Authority provides the strategic planning policies for all development (including housing and employment sites) via its Core Strategy.

Keswick Town Council has twelve elected Councillors who are elected every four years. The Town Mayor and Deputy Town Mayor are elected annually at the Annual Town Council Meeting in May. Councillors are unpaid and commit their time to improving Keswick and maintaining it as an attractive and sustainable place in which to live, visit and to do business. Elections were last held in May 2011 and are scheduled to be held next in May 2015 and then again in 2019.

The Town Council is also the Trustee of Fitz and Hope Parks, with both parks held in trust for the "provision of a pleasure ground and garden for recreation and enjoyment for the inhabitants of and visitors to the town of Keswick and its neighbourhood". Hence all Keswick Town Councillors also act as Trustees of the parks.

The full Council meets monthly (3rd Thursday) in the Council Chamber. All meetings are open to the public with a period of time set aside for members of the public to address Council.

The Parks Trust meets every other month (2nd Thursday of January, March etc) in the Council Chamber. Again all meetings are open to the public.

Working groups are formed to deal with issues as they emerge and may include non-Councillors. There are currently working groups on Planning and on Housing. There is also a Christmas Lights Advisory Group which meets several times each year. The Town Council is now undertaking a review of its Governance in order to consider any changes that may help with the delivery of this Business Plan. Additional committees and working groups may be set up as a result of this review.

The Town Council holds "Quality Status" which was re-accredited in 2009 and is currently ongoing. In 2012, the Council qualified for the 'General Power of Competence (GPC)' which gives Town and Parish Councils more 'power to act' – this means that Councils have the power to do anything that individuals generally may do, such as trading or setting up a company to provide a service. This brings new opportunities for Keswick Town Council in terms of providing cost-effective services and facilities to meet the needs of local people. Such new activities could be one outcome of this business planning process.

The Town has an electorate of 3922 (as at March 2013).

Town Council Staff and Management

The Council currently employs a total of seven full time staff of which two work in administration and five in park maintenance.

The administration of the Town Council is carried out by a qualified Town Clerk (Lynda Walker) who is appointed by the Council and who is also the Council's Responsible Financial Officer (RFO). The Town Clerk must carry out all the functions required by law as the Town Council's Proper Officer and issue all statutory notifications.

She is supported by the Finance and Administration Officer (Catherine Howe), who is responsible for general and financial administration.



Corporate Vision and Objectives

The Town Council's vision for Keswick is:

A successful, vibrant, attractive town, where people want to live, work, study and visit.

The Town Council's Mission Statement:

The Town Council aims to improve the quality of life for the residents of Keswick by ensuring that Keswick is a desirable, thriving and sustainable place in which to live. It does this in a number of ways:

- It provides a democratic and representational voice for the community.
- Where services are provided directly they are managed to a good quality standard, in an efficient, effective and responsive way, at an affordable cost.
- Where services are provided by others, the Town Council endeavours to ensure that they are dealt with effectively, and in accordance with the wishes of the community.

It works with its residents, local authorities and other service providers, businesses and community organisations with the aim of achieving a safe, healthy, prosperous and sustainable community.

The Key Objectives of Keswick Town Council are:

- To serve those who live, study and work in Keswick and those who visit the town.
- To promote and represent the community's views and aspirations at local, county, regional and national level.
- To provide high standard, cost-effective services and amenities to help meet the needs and wishes of residents.
- To work in partnership, or otherwise, with other statutory and voluntary bodies, businesses and individuals to ensure an improving standard of services and facilities to meet the needs and expectations of Keswick's residents.
- To achieve a greater degree of influence over service delivery and development in the town to ensure that the best interests of Keswick are taken into account.
- To seek a fair share of investment in the town by local, county and regional authorities.
- To encourage the devolution of services to the Town Council where they can be delivered more effectively and efficiently, and ideally with no additional cost to the tax payer.
- To enhance and promote the historic and cultural heritage of Keswick and safeguard its unique identity and its natural and built environment.
- To encourage and promote the economic and commercial vitality of the town centre and to strive for a pleasant, clean and safe environment throughout the town.
- To promote and support local voluntary groups and clubs that seek to assist residents and visitors to Keswick.
- To be a professional, competent and caring Town Council.
- To help to create a socially inclusive and caring community which embraces all its residents, irrespective of age, culture, income, race, sexual orientation or religion, and which seeks to develop their well-being, knowledge, understanding and mutual co-operation.

Financial Information

Income

The Town Council is mainly funded by the residents of Keswick, through what is known as the 'precept'. This is the local tax levied by the Town Council which is collected on its behalf by Allerdale Borough Council as part of the Council Tax bill. On average, £98.32 per year (band D property) of Keswick residents' Council Tax (i.e. £1.90 per week) contributes to the Town Council precept. As an example, the budgeted expenditure for the Council in 2013/14 is £236,261. This is funded from

- **£194,710** from Keswick Council Tax Payers
- A grant of **£20,739** from Allerdale Borough Council towards the maintenance of Fitz Park
- **£12,100** from rental income from Walker Park, the allotment site and banner sites
- A **£8,712** Council Tax grant from Allerdale Borough Council

Expenditure

The main items of expenditure are:

- The upkeep and maintenance of Fitz Park (approx 42%)
- General Town Council administration and staff, office rent and service charges (approx 27%)
- Christmas lighting and switch-on event (approx 8.5%)
- Community Organisation grants (approx 7%)
- Town floral displays (approx 3%)
- Town events/festivals (approx 2.5%)

Rental income from the lease of the cafe and games facilities in Hope Park covers the costs of maintaining the park each year and provides a small surplus for re-investment in the facilities. Hope Park operates at no cost to the Town Council.

Except for a small contingency sum, the budget is fully allocated. Therefore, unless the Town Council is able to secure new grant funding, which is only available for certain activities, any new activities or facilities which require additional resources would either have to replace an existing activity, be funded from reserves, or be funded via an increase in the precept. Any un-used contingency or under spend can be allocated to a rolling capital fund and built up for specific purposes.

Reserves

Keswick Town Council adopts a risk-based approach to its levels of reserves which is reviewed annually. Currently the minimum level of General Reserves is set at approximately eight months gross operating costs, within Audit Commission guidelines of 3-12 months costs. Reserves can only be held above this for specific, earmarked purposes.

Allowances

Councillors are unpaid and receive no allowance for their duties. There is, however, an allowance given to the Mayor to meet any expenses involved in fulfilling the Mayoral duties. The agreed amount for 2013/14 is £2,000.

Keswick Town Council's Main Areas of Responsibility

The Town Council has responsibility for:

- the management, maintenance and development of Fitz Park.
- the management, maintenance and development of Hope Park.
- the provision of Christmas lighting.
- the provision and management of banner display sites in the town centre.
- the provision of allotments.
- the provision of town floral displays (in partnership with Keswick in Bloom).
- the upkeep of the War Memorial and Wivell Park (including the PUPS and bus shelters).
- the management and maintenance of the Townsfield site which is a registered Village Green.
- the funding and delivery of town events (and support and facilitation of groups providing town events).
- the provision of Community Organisation Grants.
- submitting comments on all planning applications and change of use applications in Keswick as a statutory consultee of the Planning Authority (Lake District National Park Authority).
- submitting comments on applications for A-Board (advertising boards) and street café licences issued by Cumbria County Council.
- working together with the Planning Authority (LDNPA) to seek suitable sites for affordable local housing.
- the allocation of busking badges.
- acting as accountable body for the Keswick Flood and Emergency Recovery Group.



The Council is also represented on a number of external organisations, including:

- Keswick Joint Action Group (a partnership group with Borough and County Councils, Local Planning Authority and Police)
- Keswick Ministries Town Liaison Group
- Derwent Seven (a meeting of the 7 local Parish Councils)

There is currently a Town Council representative on 12 local organisations and charities and Councillors also attend liaison meetings facilitated by Cumbria Association of Local Councils and the Lake District National Park Authority.

Who else has Responsibility for Service Delivery in Keswick

- **Allerdale Borough Council** is responsible for environmental services (litter, refuse and recycling, including dog fouling), operating the majority of the town's car parks, the maintenance and upkeep of the Derwentwater Foreshore (along with the National Trust and Launch Company), managing Keswick's markets, public convenience provision, business support and the provision of housing services (along with Housing Associations).
- **Cumbria County Council** is responsible for on-street parking, highways issues, signage, lighting and coordinating public transport (along with service providers). The County Council is also responsible for health and social care, library services and education.
- **The Lake District National Park Authority** is responsible for development control and strategic planning in terms of both business and housing development in Keswick. It also has a key role in terms of sustainable food and farming, biodiversity, climate change and tourism.
- **Cumbria Police** is responsible for addressing crime and anti-social behaviour in Keswick.

Where services are provided by others, the Town Council endeavours to ensure that they are dealt with effectively and in accordance with the wishes of the community.



Themes and Activities

TOWN COUNCIL GOVERNANCE

Good Governance Objectives

Keswick Town Council aims to be a professional, competent and caring Town Council, to be open and accountable in all it does and to ensure the sound financial management of Town Council resources. The Town Council aims to:

- be well-informed about the needs and opinions of the town's residents and businesses by consulting them on major issues
- improve services to the public by encouraging members and staff to develop their skills, by undertaking appropriate training.
- ensure Councillors are given the opportunity to keep abreast of new opportunities and policy.
- be a good and fair employer by providing fulfilling work opportunities and conditions for its staff.
- continuously promote public participation in all Town Council meetings and initiatives.
- maintain accreditation as a 'Quality Council' (or alternative 'Standards' scheme).
- deal with enquiries and fault reports from members of the public speedily and efficiently.
- be an effective custodian of the Council's property and documents.

The Town Council recognises the role of 'good communications' in building positive relationships with the public and with organisations that provide services in the town and as such will continue to seek to improve established channels of communication.

Governance Activities:

To achieve the objectives detailed above, the Council will:

- develop a new Town Council website providing information about the Town Council and also signposting people to other service providers.
- post regular news of Town Council initiatives on the new website.
- review and improve other methods of distribution for Town Council news.
- provide an opportunity at each Town Council meeting for public questions and comments.
- make updated versions of the Town Council Business Plan available on the Town Council website.
- share a report covering Town Council activities during the previous twelve months at the Annual Meeting.
- carry out a Governance Review with any recommendations for changes to be agreed at the next annual Town Meeting in May 2014.
- conduct a review of training needs of both Councillors and staff following any Governance changes and then review annually.
- seek re-accreditation of 'Quality Council' Status (or alternative) once the national review is complete¹.
- continue to investigate the options for alternative, cost-effective office facilities for the Town Council, should the need arise.
- invite representatives of outside agencies to address the Council on key matters of interest (to Town Council Meetings but also to round table discussions with the Council).
- set up working groups with other statutory and voluntary bodies, businesses, residents and other stakeholders as appropriate, in order to facilitate coordinated effort.
- appoint representatives to appropriate external agencies and committees.
- attend relevant conferences and meetings.

¹ The national Quality Council scheme is currently under review. Keswick was due to renew its accreditation in 2013, but its status is now ongoing pending completion of the review. Once complete KTC will seek re-accreditation in the resulting scheme.

LEISURE AND COMMUNITY

The Town Council is responsible for the delivery of a number of community services and amenities:

Fitz and Hope Parks

Hope Park: In 1925, Sir Percy Hope decided to dedicate the land which now forms Hope Park to the local community, opening initially as a golf course in 1927. It was the wish of Sir Percy that the inhabitants of Keswick and visitors to the town could continue to enjoy the park 'as a pleasure ground and garden for recreation and enjoyment' and so after his death in 1974, Keswick Town Council were conveyed the park 'on trust' for the people of Keswick and the Hope Park Trust was established.

The Trust's main purpose is "the provision of a pleasure ground and garden for recreation and enjoyment for the inhabitants of, and visitors to, the town of Keswick and neighbourhood."

Income is generated from the rental of the park's facilities and games, plus small donations. This income pays for the administration and maintenance of the park and provides a small fund for improvements. As such, Hope Park is currently operating at no cost to the Council budget (i.e. at no cost to Keswick's council tax payers).



In the 2013 Business Plan consultation, 95% of adult respondents were satisfied with the provision within Hope Park.

Fitz Park: Fitz Park was saved as open space for the people of Keswick in the 19th century by the efforts of the Jenkinson family and other local people. It has been maintained by Trustees for the last 130 years as a public park and recreation ground with the original Trust transferred to the current Trustee (i.e. Keswick Town Council) as a registered charity in 1995. In 1923, a local family, the Wivells, donated a triangle of land incorporating the War Memorial and a bridge to link it to the park.

The Trustees are dedicated to improving the quality of the park for both the local community and visitors to enjoy. They are responsible for the long-term strategic development of the park and encourage the support and involvement of the community and other stakeholders in their vision to improve the quality of the park's offer.

Fitz Park is currently not as financially sustainable as Hope Park. The Council generates a small rental income from the various clubs which use the park and receives a grant from Allerdale Borough Council (although this was halved in 2013/14). 42% of the Council's budget is spent on the management, upkeep and maintenance of Fitz Park (with a similar percentage of Council time being dedicated to this). **Feedback from the consultation carried out in 2013 gave Fitz Park the highest 'importance' rating of all Town Council activities, with 99% of respondents saying it was important to save Fitz Park for the town.**

The Town Council, in its role as Trustee of Hope and Fitz Parks, strives to maintain well-kept parks for Keswick's residents and visitors to enjoy, seeking to improve existing facilities in both parks where necessary. As such, the Parks Trust (Town Council) will:

- continue to lobby Allerdale Borough Council to improve dog fouling enforcement in Fitz Park.
- continue to lobby Allerdale Borough Council to provide ongoing financial support for Fitz Park.
- encourage and facilitate the use of Fitz Park as a site for events and festivals with a view to generating rental income for the park.
- review Fitz Park rental policy in light of the above.
- continue to investigate other options for making Fitz Park sustainable so that it can be saved for the town.
- review the policy on cycling in Fitz Park.
- continue to support initiatives for improving teenage/young adult provision in Fitz Park, in partnership with Fitz Park activity providers and members of the community.
- improve cross-marketing of the two parks – i.e. provide information about the facilities available in Fitz Park within Hope Park and vice versa.
- review development needs of Fitz Park following the re-development of Keswick Museum.
- investigate options for providing access to public toilets for people using Fitz Park. Review need following the re-development of Keswick Museum.
- pursue creative options for improving the management and development of both parks at no additional cost to tax payer.
- consider options for increasing community involvement in Parks Development, for example facilitating community interest groups to source funds for improvement projects such as the woodlands area in Hope Park and a sensory garden in Fitz Park (similar to the way the Council worked with the BMX group, where as Trustee of Fitz Park the Council offered a site and facilitated the project, with the local community raising funds).

Provision of Allotments

The Town Council leases land and then sub-lets this out to 10 allotment holders in Keswick, with the income generated through the rent covering the Council's financial input (although there are still costs in terms of management time). Other allotments in Keswick are privately owned.

The 2013 consultation gave only 46% support for additional allotments and many of those respondents said this would be only if there was no cost to the council. Based on this, there is no intention either to increase or decrease the Town Council's provision in the near future. However, the Town Council will:

- continue to lease out the 10 Town Council plots, maintaining regular inspections and taking any necessary remedial action if plots are found to be unused or not adhering to the rules of the lease.
- conduct a bi-annual review of the Town Council Allotment site waiting list.
- liaise with Suskes (Sustainable Keswick) about any new sites that become available and pass this information to people on the waiting list.
- include information on the Town Council website to clarify the allocation process and also to distinguish between the Town Council managed site and the other privately-owned sites.

Community Buildings/Assets

The Town Council wants to see important buildings and other assets in Keswick protected and preserved for the town. The Council Offices (Town Hall) and Moot Hall are both owned by Allerdale Borough Council. **The 2013 consultation clearly illustrated the importance of the Town Hall to Keswick with 82% of respondents stating that it is important that the Town Hall remains a community building.** In relation to the Council Offices the Town Council will:

- continue to lobby Allerdale Borough Council to consider 'asset transfer' of the Council Offices to the Town Council.
- prepare a Business Plan for Town Council management of the Council Offices in order to be prepared should such an opportunity arise.
- continue to investigate the options of any alternative, cost-effective office facilities for the Town Council.

In terms of other buildings and assets in the town, the Town Council will:



- draw up a list of 'community assets' in Keswick (key community buildings and land) to be submitted to Allerdale Borough Council for inclusion on a 'Community Asset list' which helps ensure that the Town Council will be informed in good time if any such asset is likely to be sold.
- preserve and maintain any assets which are managed by the Town Council (e.g. Fitz and Hope Parks, Townsfield, Wivell Park, Wivell and Knights Bridges, the PUPS and bus shelter and War Memorial) in a good condition.

Youth Activities

The Town Council is keen both to increase its own engagement with the youth of the town and also to encourage and facilitate improvements to services which meet their needs. To help achieve this it will:

- form and task a Town Council Working Group, to facilitate increased engagement with Keswick's Schools.
- encourage local activity providers to give discounts for local youth.
- work together with neighbouring parishes to facilitate access to leisure activities for local youth, particularly during the summer break.
- work with Keswick School to help improve access to information about leisure activities/clubs for their students.

(See also youth-related activities under the sections on Parks and Public Transport).

Town Events

The majority of the events and festivals held in Keswick are organised by other organisations. The Town Council retains a small budget to fund community celebrations/festivals, currently the Midsummer Festival, with smaller amounts of funding made available in occasional grants for those external events which are felt particularly to benefit Keswick's residents.

In the Business Plan consultation in 2013, 88% of respondents indicated they were satisfied with the number of events and festivals in Keswick and a number of people gave suggestions for new events which would be of interest to locals and offered to help with the delivery of events. As a result of the consultation the Town Council will:

- encourage and support the establishment of a Town Events Management Group to comprise Councillors, community volunteers and others, to manage the Midsummer Festival and any other community events as appropriate.
- continue to fund and support community events (currently the Midsummer Festival).
- consider outsourcing any events which the Town Council manages (if and when this becomes necessary).
- include information about local clubs and societies on the Town Council website and link through to other websites which promote events, for example the Keswick Tourism Association (KTA) website. (It is not the intention of the Council to duplicate the work or web content of the KTA).
- work with Allerdale Borough Council, the County Council and other stakeholders to influence the improved scheduling of any externally run events and to encourage better management of problems/issues.

Christmas Lighting

Christmas lighting is the third biggest expense for Keswick Town Council. The lights are leased, usually on a three - year contract.

81% of respondents to the 2013 consultation said they were satisfied with the current provision of Christmas lights and a number of suggestions were made as to how they could be improved.

The last Christmas lights contract expired in 2012 and hence a new contract for displays from Christmas 2013 has already been agreed, before the publication of this Business Plan. The Town Council was able to take the consultation feedback into account when negotiating the new contract, although ultimately the provision of Christmas lights is restricted by the amount of budget the Town Council can allocate to this activity without having to cut another key activity or increase the precept.

Given that the Town Council cannot justify increasing the amount it spends on Christmas lighting (already its third biggest expense) the Town Council will continue to focus its own budget on lighting the Market Square and funding the switch-on event and will encourage local businesses to work together to sponsor additional lighting for the town (as some are already doing). As such the Council will

- work in partnership with local businesses to fund Christmas lighting for the town.
- lobby Allerdale Borough Council for funding to contribute to Keswick's Christmas lighting.

Community Organisation Grants

Through its grants programme the Town Council supports community groups to provide services which benefit the Keswick community. **In the 2013 consultation, 72% of respondents rated this Town Council activity as either 'very important' or 'important' to the town.** As such, the Town Council will continue this important service but take actions to increase the impact the grants achieve by:

- reviewing grant policy in terms of assessing the likely impact of the grant.
- increasing active promotion of the Community Organisation Grants scheme on the new Town Council website.
- working with neighbouring parishes to consider opportunities for and potential benefit of an additional joint parish community fund.

Other Community and Leisure services

Although the Town Council's own funds are limited, it will work in partnership with appropriate agencies and organisations in order to encourage and facilitate any opportunities to develop further the cultural, educational, sporting and social life of Keswick's residents.

TOWN APPEARANCE, ENVIRONMENTAL SERVICES AND PUBLIC SAFETY

The Town Council strives to ensure the town retains a pleasant, clean and safe environment. While the Town Council itself is not directly responsible for delivery of environmental or policing services, it works in partnership with the relevant delivery bodies to encourage a high standard of services that meets the needs and expectations of its residents, businesses and visitors to the town.

The Town Council works with the Keswick Joint Action Group which includes representation from Borough and County Council, Lake District National Park Authority, Cumbria Police, local Housing Associations and other bodies to address issues and complaints about the town's appearance, environment and safety.

Litter, Refuse and Recycling

Allerdale Borough Council is responsible for litter management and refuse and recycling in the town. It has employed a team of 'Street Scene' officers, including one responsible for Keswick, to help address problems associated with litter, dog fouling, fly tipping, graffiti etc. **While satisfaction levels with the management of litter and household refuse collections in the town were relatively high in the 2013 consultation (79%/89% satisfaction), repeated comments were made about the issue of dog fouling. Satisfaction with doorstep recycling varied across the town, while repeated requests were made to extend recycling facilities in the town. Dissatisfaction with A-boards was also evident in the consultation feedback, while a major concern is the uneven kerb in the Market Square (the latter is addressed under the 'Highways' section of the Business Plan).** To try to improve standards of cleanliness in both the Town Centre and wider town, Keswick Town Council will:

- continue to monitor the effectiveness of street cleaning and litter collection services in the town and raise any concerns with Allerdale Borough Council.
- work with Allerdale Borough Council to ensure local complaints are directed to 'Street Scene' and addressed in a satisfactory time and manner.
- promote and facilitate Allerdale's 'Town Tidy Up' days on the Town Council website and at Council Meetings.
- signpost interested community groups and individuals to Allerdale Borough Council for support with community litter picks.
- review the impact of 'Street Scene' and if appropriate investigate further the potential for employing a town 'handyman'.
- monitor the Borough Council's extension of door step recycling provision to more streets in Keswick and lobby accordingly. Lobby for expansion of the range of recycling services in Keswick, as and when budget allows.

In relation to other Town Centre appearance and safety issues, the Town Council will:

- continue to work with the Keswick Joint Action Group to monitor and control fly posting and A-boards.
- submit comments on applications for A-Board and street café licences issued by Cumbria County Council.
- provide and manage banner display sites in the town centre.
- allocate busking badges.
- continue to provide attractive floral displays in town and support others to do so as well.

Public Toilets

Allerdale Borough Council is responsible for the provision of public toilet facilities in Keswick. **In the 2013 Business Plan consultation, 70% of respondents indicated they were dissatisfied with the quality, cleanliness and opening hours of the town's public toilets.** While there is no statutory obligation for a Borough Council to provide public toilets, the Town Council wants to ensure that the service is continued and improved for both locals and for the significant number of visitors the town receives. To achieve this it will:

- continue to lobby Allerdale to uphold its 'moral obligation' to provide improved toilet facilities in Keswick.
- continue to investigate options and costs for the Town Council to take over the management of some of the public toilets.

Derwentwater Foreshore

The upkeep and maintenance of the Derwentwater Foreshore area and furniture is the responsibility of Allerdale Borough Council, with the beach/boating area managed by the Keswick Launch Company under the terms of its 'Grant of Rights and Privileges' contract with Allerdale.

While the 2013 consultation showed that general satisfaction with the foreshore area is relatively good (80% satisfaction levels), the accompanying comments revealed concerns that this important asset should be managed and maintained to the highest standard, with local interests represented.

As such, the Town Council wishes to increase its involvement and influence in the management of the Foreshore, but without incurring additional costs for the Town Council budget (unless related funding can be secured). It will therefore:

- lobby the various partners to the Foreshore Agreement to uphold all aspects of the Foreshore maintenance and management contract.
- lobby Allerdale Borough Council to enforce the terms of its contract with the Launch company.
- initiate discussions with Allerdale Borough Council (and if relevant other stakeholders) to consider the potential of increasing the involvement of the Town Council or, if dissatisfaction with performance continues, transfer of the management contract to the Town Council (with funding).



Local Safety and Policing

In general, feedback from the 2013 consultation shows good levels of satisfaction with public safety rated at 93% and local policing at 73%. The reason for the lower percentage of satisfaction with local policing was related specifically to the closure of the Keswick Police Station but even so satisfaction levels are still good.

The Town Council will continue to work with Cumbria Police to facilitate the provision of a good service. To do so it will:

- continue to work with Cumbria Police to share information on local crime and safety issues. This includes Keswick Police attending monthly Town Council meetings and the Town Council forwarding any enquiries and concerns submitted to them.
- continue to work together with Keswick Police and other Keswick Joint Action Group members to address Town Centre issues such as dog fouling, fly posting and highways issues.
- continue to monitor complaints about late night noise disruption and support the Police in addressing such problems.
- facilitate access to the Police, by including Police contact information on the Town Council's new website.

Emergency Planning

The Town Council is the accountable body for the Keswick Flood and Emergency Recovery Group. As such the Town Council will:

- continue to work with other members of the Flood and Emergency Recovery Group to build up community resilience and emergency preparedness.
- provide information on the new Town Council Website related to Community Emergency Planning.

TRANSPORT, ACCESS AND HIGHWAYS

The Town Council is not directly responsible for the delivery of highways, transport, access or parking services in the town, but strives to ensure that the relevant delivery bodies provide a good quality, affordable service which takes into account the needs and expectations of its residents and the town's employees and businesses.

Highways (including winter gritting)

Road and pavement repairs, traffic flow and winter gritting are the responsibility of Cumbria County Council. The Town Council wishes to ensure that the town's roads and pavements are safe and also that local interests are taken into consideration in the scheduling of any major road works.

In the 2013 Business Plan consultation just over 50% of respondents indicated they were dissatisfied with the condition of the pavements and the main roads, with 69% dissatisfied with the maintenance of side roads. The most common complaint related to the uneven kerb in the Market Square.



In an effort to improve the management and maintenance of highways in the town, the Town Council will:

- work with the County Council on a long-term plan for road and pavement repairs in the town, including effective maintenance of roadside verges and appropriate and well-maintained signage.
 - continue to collate and forward any reports of falls caused by the dangerous kerbing in Market Square to the County Council.
 - demand that the County Council address the issue of the kerb in Market Square as soon as possible.
-
- liaise with the County Council to influence scheduling of major road works so that, as far as possible, disruption to residents is minimised and peak visitor periods are avoided.
 - include clear information on the Town Council website to signpost people to the appropriate contact in relation to highways issues and provide guidance about how they can raise issues.
 - forward any complaints the Town Council receives about road, pavement or kerb damage to County Council.
 - encourage the County Council to accelerate road and pavement repairs.
 - lobby the County Council to ensure that adequate budget is set aside for ongoing maintenance within any future capital works.
 - work with the County Council to supply and maintain an adequate number of winter gritting bins.
 - facilitate the County Council in the appropriate locating of winter gritting bins.
 - allocate Town Council budget for emergency gritting into earmarked reserves to be available to supplement gritting in case of a severe winter, for example, to improve the gritting of pavements.
 - monitor and promote the public rights of way in the town in conjunction with appropriate agencies.

Public Transport

Public transport is the responsibility of Cumbria County Council. **In the 2013 consultation, 62% of the adult respondents and 58% of youth respondents answered that they were satisfied with the provision of public transport in Keswick, but the comments included repeated complaints, in particular related to the high costs.**

The Town Council wants to secure a more effective and affordable public transport service which better meets the needs of Keswick's residents and workers. As such it will:

- lobby Locality Transport (a County Council service) both directly and jointly with neighbouring parishes to improve the quality of service, particularly in terms of cost and scheduling.
- lobby Locality Transport to provide bus passes for young people.
- encourage Locality Transport to improve access to information and traffic management at Keswick bus station.

Parking

Allerdale Borough Council acts as landlord for most of the 'off-street' car parking in the town (i.e. car parks). **The Town Council does not receive any of the parking income or the associated fines.**

Cumbria County Council is responsible for 'on-street' parking.

50% of respondents to the 2013 consultation stated they were dissatisfied with car parking in Keswick, with 45% dissatisfied with on-street parking.

In representing the interests of both residents and local workers, the Town Council strives to protect residents' needs for street parking and affordable car parking for residents, local workers and visitors. To do this the Town Council will:

- encourage Allerdale Borough Council to operate an affordable parking permit scheme for residents.
- provide information on the new Town Council website about off street parking permit scheme.
- monitor Allerdale Borough Council's car parking tariffs and lobby accordingly.
- lobby Allerdale Borough Council for a return of Keswick car parking income profits to benefit Keswick.
- work to maximise the use of the Crosthwaite Road (Fitz Park) Car Park.
- lobby the Lake District National Park Authority (LDNPA) to ensure planning for any future housing developments includes adequate provision for parking.
- encourage event providers and Cumbria County Council's event advisory group to consider parking provision when holding events, for example to consider the possibility of park and ride services (potentially utilising Fitz Park Car Park).

TOWN CENTRE ECONOMY AND DEVELOPMENT

Keswick Town Council wishes to encourage and promote the economic and commercial vitality of the town to ensure its future prosperity and sustainability.

Keswick Town Council Economic Development Objectives

In terms of economic development and planning, the Town Council is guided in its activities and decisions not only by its Corporate Objectives (listed on page six) but also by the following specific economic development objectives:

- To support a balanced approach to economic growth, ensuring the sustainability of the town while safeguarding Keswick from inappropriate development.
- To support the development of tourism, recognising that this is the main driver of the local economy, while at the same time encouraging wider economic development which safeguards the sustainability of Keswick as a service centre for its residents and the neighbouring parishes.
- To support and strengthen Keswick's 'independent' retail offer, but not at the total exclusion of larger multiples that meet the everyday needs of Keswick residents.
- To encourage a vibrant retail mix and in particular to do what it can to encourage and support new businesses which meet the needs of Keswick residents (while at the same time not pursuing such a restrictive policy that the number of empty retail units is increased).
- To support and promote the provision of a good quality Thursday and Saturday market in the town, and to work in partnership with stakeholders to ensure that the markets serve the best interests of Keswick.
- To support the provision of good quality, well-managed events and festivals in the town, with its own financial support focused on community celebrations/events (See section on Leisure and Community).
- To support the concept of a 'Town Team' or Business Association for Keswick, to facilitate coordination of town centre initiatives.

Although the Town Council's own funds are limited it works in partnership with appropriate agencies and organisations in order to encourage and facilitate any opportunities:

- to develop commerce and light industry for enhanced employment opportunities in the town.
- to promote and support entertainment and the arts.
- to promote the town and encourage tourism (including the promotion of Keswick as the 'Adventure Capital').

While Town Planning and Development is managed by the Lake District National Park Authority (LDNPA) and Allerdale Borough Council, the Town Council strives to represent the interests of its residents and businesses. To achieve this, the Town Council will:

- lobby Regional, County and District authorities to ensure Keswick benefits from a fair distribution of support/spend.
- continue to comment on all key strategic planning documents and consultations that affect Keswick, ensuring that the Council's knowledge and understanding of the local context is taken into account in planning decisions.
- review the way in which it currently considers and approves planning applications, ensuring that its recommendations are robust and clear.

- establish closer working relations with the LDNPA, in particular the Officers and Members on the Development Control Committee, in order to ensure that the needs and best interests of Keswick are taken into account in planning decisions.
- work to secure Keswick representation on the LDNPA Development Control Committee.
- encourage local residents to participate in any strategic planning consultations which impact upon Keswick.
- work with LDNPA to review retail mix in Keswick and to explore the potential for developing a 'Supplementary Planning Document' to help support retail mix.
- consider options for proactively targeting specific new businesses which meet the needs of local residents and support the economic sustainability of Keswick.
- explore the merits of the 'Purple Flag' accreditation scheme and other similar options in order to improve and maintain the quality of the evening and night time economy and its management.
- lobby local and national authorities for improved support and conditions for local businesses.
- work with Allerdale Borough Council to determine and ensure the best use of any retained business rate income (as a result of new National Business Rate policy in 2013).



- facilitate discussion between the various stakeholders interested in the development of the Pencil Mill site, with the aim of ensuring the site does not remain undeveloped and that any development is appropriate and supports the best interests of Keswick.
- work in partnership with Allerdale Borough Council, Geraud Markets, Local Business, KTA and other stakeholders to ensure that the Thursday and Saturday markets serve the best interests of Keswick.
- support applications for the occasional speciality market, such as a Christmas market, but not additional general markets.
- include information about the markets on the new Town Council website.
- reconsider options for taking over management of Keswick market.
- lobby Allerdale Borough Council for a larger return of Keswick Market profits to Keswick.
- improve liaison with local businesses and encourage and facilitate coordinated initiatives, such as the setting up of a Keswick Chamber or Town Team.

HOUSING AND HEALTH

Housing

As the Strategic Housing Authority, Allerdale Borough Council is responsible for working with Housing Associations, local developers and Community Land Trusts to provide affordable housing in Keswick. Allerdale works in partnership with the Lake District National Park Authority (LDNPA), who has responsibility through the 'planning' mechanism for development control in the National Park. The allocation of land for new residential accommodation is managed by the LDNPA, with housing targets and possible sites detailed in the Allocations of Land Plan of the Local Development Framework (LDF). The Town Council input into the original search for sites within the LDF.

In the 2013 Business Plan consultation 70% of respondents indicated they were dissatisfied with the provision of affordable housing in Keswick. Over 50% of respondents were also dissatisfied with the provision of social housing and rented housing. The Town Council wants to help improve this by:

- facilitating the LDNPA to encourage 'local occupancy' adherence by passing on local information.
- reviewing the remit of Town Council Housing Working Group as part of Governance Review
- establishing a closer working relationship between the Town Council Housing Working Group and the LDNPA and Allerdale Borough Council Housing Department in order to increase local influence and work together to improve satisfaction with housing provision in Keswick.
- working with the local Housing Associations to try to ensure that the targeting of future housing developments is informed by local need.
- improving local understanding of Housing Policy and Provision by including information on its new website.
- supporting the development of affordable homes on sites identified in the LDNPA Allocations of Land Plan and on appropriate new sites.
- continuing to look for and review possible sites for affordable housing.

While the Town Council recognises that second homes and holiday lets can and do contribute to the local economy, there needs to be a cap put on the number permitted, to ensure that Keswick's vibrancy and long-term sustainability are not threatened. As such the Town Council will:

- work with the LDNPA and Cumbria Rural Housing Trust (CRHT) to review the impact of second homes/holiday lets on Keswick.
- lobby central government through the local MP and any other means about getting a cap placed on the number of second homes and holiday lets in Keswick.

At the same time the Town Council will work to increase access to rented accommodation by:

- supporting change of use to rented accommodation (for locals/workers) when appropriate.
- working with 'Choice Based Lettings' to make sure that their policy works for Keswick and to improve access for local people to information about rental properties.
- lobbying for local market rent to be based on average prices in Allerdale Borough as a whole rather than solely Keswick.

Health

Health and social care falls under the remit of Cumbria County Council. The Town Council wants to maintain satisfaction with local health and social care provision in Keswick and meet the needs and expectations of its residents by:

- representing and promoting the community's views and aspirations in relation to health and social care provision at the local, county, regional and national levels.
- working in partnership with the County Council and other relevant statutory and voluntary bodies, groups and agencies to ensure local hospital services are retained and that health and social care services, including care for the elderly, meet residents' needs and expectations.

APPENDIX 1: ACTION PLAN

THEME 1: TOWN COUNCIL GOVERNANCE	LEAD/ PARTNERS		ACTIVITY	TIMESCALE Short term: up to March 2014; Medium term: April 2014 to March 2015; Long term: 2015 onwards.	BUDGET REQUIRED	COMMENTS
Objective						
Improved communication	Keswick Town Council (KTC)	1.1	Develop a new Town Council website	Short term	Yes	Providing information about Town Council and also signposting people to other service providers as detailed under sections below
	KTC	1.2	Produce a regular update of Town Council initiatives on new website	Short term and then ongoing	No	
	KTC	1.3	Review methods of distribution for Town Council news	Medium term	No/?	e.g. Better use of local media. May be a cost involved if decide to produce a hardcopy newsletter
	KTC	1.4	Provide opportunity at each Town Council meeting for public questions and comments	Ongoing - monthly	No	
	KTC	1.5	Provide updated versions of the Town Council Business Plan on the Town Council website	Ongoing - annual	No	Action Plan will be monitored and updated monthly but Business Plan as a whole updated annually
	KTC	1.6	Provide annual report at Town Meeting	Ongoing - annual	No	
Improved effectiveness of Council	KTC	1.7	Carry out a Governance Review	Short term	No	To include potential for increasing effectiveness/speed of decision-making by setting up new committees and increasing authority of existing committees
	KTC	1.8	Conduct a review of training needs of both Councillors and staff following Governance Review and annually	Short term and ongoing	Yes	Retain budget for training See 5.3 ref training related to planning application responses

	KTC	1.9	Seek re-accreditation of Quality Council Status (or alternative)	Medium term	yes	Depending on outcome of national review. There is a cost involved in the application
	KTC	1.10	Continue to investigate the options of alternative, cost-effective office facilities for the Town Council, should the need arise.	Ongoing	Yes	Meanwhile pursue option of asset transfer - see 2.17/2.18
Increased influence/coordination in matters that impact on Keswick	KTC (working with ABC, CCC, LDNPA, Cumbria Police and other service providers)	1.11	Invite representatives of outside agencies to address the Council on key matters of interest (to Town Council Meetings but also to round table discussions with KTC)	Short term and then ongoing	No	Encourage proactive round table discussions with key service providers, e.g. ABC (particularly on Parking, Toilets, Foreshore, Town Hall, new Business Rate Retention Scheme, Markets, Parks and Youth Activities; also increased involvement with Housing Group); With CCC (particularly on Market Square Kerb, long-term Highways Planning, Public Transport, Management of External Events); with LDNPA (increase coordination and proactive discussions ref Development Control and Housing)
	KTC	1.12	Set up new working groups in order to facilitate coordinated effort	Short term	No	e.g. Youth Working Group, Foreshore Working Group, Town Events Group, widen membership of Housing Group
	KTC	1.13	Appoint representatives to appropriate external agencies and committees	Ongoing	No	Encourage Keswick representation on LDNPA Development Control Committee
	KTC	1.14	Attend relevant conferences and meetings	Ongoing	Yes	

THEME 2: LEISURE & COMMUNITY	LEAD/ PARTNERS		ACTIVITY	TIMESCALE Short term: up to March 2014; Medium term: April 2014 to March 2015; Long term: 2015 onwards.	BUDGET REQUIRED	COMMENTS
Objective						
Improved quality and financial sustainability of Keswick's Parks	Lead - ABC (KTC/Fitz Park Trust (FPT) to lobby)	2.1	Lobby Allerdale Borough Council to improve dog fouling enforcement in Fitz Park	Short term	No	ABC Street Scene - See 3.1/3.2
	Lead - ABC (KTC/Fitz Park Trust (FPT) to lobby)	2.2	Lobby Allerdale Borough Council to provide ongoing financial support for Fitz Park	Short term	No	As per 1.11
	FPT	2.3	Encourage and facilitate the use of Fitz Park as a site for events and festivals with a view to generating rental income for the park	Ongoing	No	
	FPT	2.4	Review Fitz Park rental policy in light of the above	Medium term and then annual	No	
	FPT	2.5	Continue to investigate other options for making Fitz Park sustainable so that it can be saved for the town	Ongoing	No	
	FPT	2.6	Review the policy on cycling in Fitz Park	Short term	No	
	FPT - working with Carlisle Leisure, ABC, Cumbria Police and other park users and service providers	2.7	Support initiatives for improving teenage/young adult provision in Fitz Park, in partnership with Fitz Park activity providers and members of the community	Medium term	Yes	
	Keswick Parks Trust (KPT)	2.8	Improve cross-marketing of the two parks	Short term	No	e.g. Promote Fitz Park play area and MUGA facilities (and Museum) within Hope Park so that people using Hope Park know about it

	FPT	2.9	Review development needs of Fitz Park following the re-development of Keswick Museum	Long term	Yes	
	FPT	2.10	Investigate options for providing access to public toilets in Fitz Park	Long term	Yes	Review needed in 2015 after Museum redevelopment completed
	KPT	2.11	Pursue creative options for improving the management and development of the parks	Medium term	Yes	
	KPT	2.12	Consider options for increasing community involvement in Parks Development	Medium term	No	
Improved effectiveness of KTC allotments scheme (refers to the Town Council site (10 plots) only)	KTC	2.13	Continue to lease out the 10 Town Council plots, maintaining regular inspections and taking any necessary remedial action	Ongoing	Yes	
	KTC	2.14	Conduct a bi-annual review of Town Council allotment site waiting list	Short term and then bi-annual	No	
	KTC - Suskes	2.15	Liaise with Suskes (Sustainable Keswick) about any new sites that become available and pass this information to people on the waiting list	Ongoing	No	
	KTC	2.16	Include information on the Town Council website to clarify the allocation process	Short term	No	This will also help distinguish between the Town Council-managed sites and the other privately-owned sites.
Protection and improved management and maintenance of Keswick's assets	Lead - ABC (KTC to lobby)	2.17	Lobby Allerdale Borough Council to consider asset transfer of the Council Offices to the town/KTC	Short term	No	
	KTC	2.18	Prepare a Business Plan for Town Council management of the Council Offices in order to be prepared should such an opportunity arise	Medium term	Yes	Continue to investigate the options of alternative, cost-effective office facilities for the Town Council

	KTC - ABC	2.19	Draw up a list of key community assets in Keswick (key community buildings and land) to be submitted to Allerdale Borough Council for inclusion on a Community Asset list	Medium term	No	Prioritise Town Hall, Moot Hall, Library
	KTC	2.20	Keep in a good condition any assets which are managed by the Town Council (e.g. Fitz & Hope Parks, Townsfield, Wivell Park, Wivell and Knights Bridges, the PUPS and bus shelter and War Memorial)	Ongoing	Yes	
Increased youth engagement and support	KTC - working with Keswick Schools, activity providers, Locality Transport (CCC), Youth services etc	2.21	Form a Town Council Working Group on young people to facilitate increased engagement with Keswick Schools	Medium term	No	
	KTC Youth Working Group - Neighbouring Parishes/Derwent Seven	2.22	Work together with neighbouring parishes to facilitate access to leisure activities for young people, particularly during the summer break	Medium term	No	Encourage local activity providers to give discounts for local young people
	KTC Youth Working Group - Keswick Schools	2.23	Work with Keswick Schools to help improve access to information about leisure activities/clubs for their students	Medium term	Yes	
Improved quality of KTC events and improved management of external events	KTC	2.24	Encourage and support the establishment of an independent Town Events Management Group	Short term	No	
	KTC	2.25	Continue to fund and support community events (currently the Midsummer Festival)	Ongoing	Yes	KTC to provide funding. Management and delivery of event by Town Events Group. Consider outsourcing any events which the Town Council/Events Group manages (if and when this becomes necessary)

	KTC	2.26	Include information about local clubs and societies on the new Town Council website and link through to other websites which promote events	Short term	No	
	External events providers, County Council Events Group, ABC - KTC to lobby	2.27	Work with Allerdale Borough Council, the County Council and other stakeholders to influence the improved scheduling of general, externally-run events and to encourage better management of problems/issues such as parking	Ongoing	No	As per 1.11 See also 4.20
Improved provision of Christmas lighting	KTC - Keswick Businesses	2.28	Work in partnership with local businesses to fund Christmas lighting for the town	Short term and ongoing	Yes	
	ABC - KTC to lobby	2.29	Lobby Allerdale Borough Council for funding to contribute to Keswick's Christmas lighting	Short term and ongoing	No	As per 1.11
Increased impact of Community Grant Scheme	KTC	2.30	Continue to fund annual Community Grants Scheme	Ongoing	Yes	
	KTC	2.31	Review grant policy in terms of assessing the likely impact of the grant	Medium term	No	
	KTC	2.32	Increase active promotion of the Community Grants Scheme on the new Town Council website	Short term	No	
	KTC- Neighbouring parishes/Derwent Seven	2.33	Work with neighbouring parishes to consider opportunities for and potential benefit of additional joint parish community fund	Medium term	Yes	

THEME 3: TOWN APPEARANCE, ENVIRONMENTAL SERVICES AND PUBLIC SAFETY	LEAD/ PARTNERS		ACTIVITY	TIMESCALE Short term: up to March 2014; Medium term: April 2014 to March 2015; Long term: 2015 onwards.	BUDGET REQUIRED	COMMENTS
Objective						
Improved environmental services and appearance	Lead - ABC. KTC works with ABC and other providers via the Keswick Joint Action Group	3.1	Monitor the effectiveness of street cleaning (including dog fouling) and litter collection services in the town and raise any concerns with ABC	Ongoing	No	Including in parks - see 2.1
	Lead - ABC. KTC works with ABC and other providers via the Keswick Joint Action Group	3.2	Work with ABC to ensure local complaints are directed to the Street Scene department	Short term	No	Add info on contacting Street Scene to new KTC website
	ABC-KTC	3.3	Promote and facilitate ABC's 'Town Tidy Up' days on KTC website, at Council meetings etc	Ongoing	No	
	KTC	3.4	Signpost community groups and individuals to ABC for support with community litter picks	Ongoing	No	
	KTC	3.5	Review the impact of Street Scene and if appropriate investigate further the potential for employing a town handyman	Long term	Yes	
	Lead: ABC - KTC to lobby	3.6	Monitor extension of doorstep recycling provision to additional streets and lobby accordingly	Ongoing	No	ABC indicates lack of budget for extending options at central recycling points - but monitor and lobby accordingly
	KTC works with ABC, CCC and other providers via the Keswick Joint Action Group	3.7	Work with the Keswick Joint Action Group to continue to monitor and control fly posting and A-boards	Ongoing	No	

	KTC-CCC	3.8	Submit comments on applications for A-Board and street café licences issued by Cumbria County Council	Ongoing	No	
	KTC	3.9	Provide and manage banner display sites in the town centre	Ongoing	No	
	KTC	3.10	Allocate busking badges	Ongoing	No	
	KTC - Keswick in Bloom	3.11	Continue to provide attractive floral displays in town and support others to do so as well	Ongoing	Yes	
Improved public toilet provision in Keswick	Lead: ABC - KTC to lobby	3.12	Continue to lobby Allerdale to provide improved toilet facilities in Keswick	Short term	No	
	KTC	3.13	Continue to investigate options and costs for the Town Council to take over the management of some of the public toilets	Short term	Yes	
Improved management and maintenance of the Derwentwater Foreshore Area	Lead: ABC , CCC, Keswick Launch, NT - KTC to lobby	3.14	Lobby the various partners to the Foreshore Agreement to uphold all aspects of the Foreshore maintenance and management contract	Short term	No	
	Lead: ABC - KTC to lobby	3.15	Lobby Allerdale Borough Council to enforce the terms of its agreement with the Keswick Launch Company	Short term	No	
	Lead: ABC - KTC to lobby	3.16	Initiate discussions with Allerdale Borough Council (and if relevant other stakeholders) to consider the potential of increasing the involvement of the Town Council or, if dissatisfaction with performance continues, transfer of the management contract to the Town Council (with funding)	Short term	No	
Improved safety of Keswick's residents, workers, students and visitors	Cumbria Police - KTC	3.17	Continue to work with Cumbria Police to share information on local crime and safety issues. This includes Keswick Police attending monthly Town Council meetings and the Town Council forwarding any enquiries and concerns submitted to them	Ongoing	No	

	Keswick Joint Action Group	3.18	Continue to work together with the Keswick Joint Action Group members to address town centre issues such as dog fouling, fly posting and highways issues	Ongoing	No	
	Cumbria Police - KTC	3.19	Continue to monitor complaints about late night noise disruption and support the Police in addressing such problems	Ongoing	No	
	KTC	3.20	Facilitate access to the Police by including Police contact information on the Town Council's new website	Short term	No	
	Keswick Emergency Recovery Group	3.21	Continue to work with other members of the Flood and Emergency Recovery Group to build up community resilience and emergency preparedness	Ongoing	No	
	KTC	3.22	Provide information on the new Town Council website related to Community Emergency Planning	Short term	No	

THEME 4: TRANSPORT ACCESS AND HIGHWAYS	LEAD/ PARTNERS		ACTIVITY	TIMESCALE Short term: up to March 2014; Medium term: April 2014 to March 2015; Long term: 2015 onwards.	BUDGET REQUIRED	COMMENTS
Objective						
Improved standards in highways management and maintenance	Lead CCC KTC to lobby	4.1	Work with the County Council on a long-term plan for road and pavement repairs in the town, including effective maintenance of roadside verges and appropriate and well-maintained signage	Medium term	No	
	Lead CCC KTC to lobby	4.2	Continue to collate and forward any reports of falls caused by the kerbing in Market Square to the County Council	Ongoing	No	
	Lead CCC KTC to lobby	4.3	Demand County Council address issue of kerbing in Market Square as soon as possible	Short term	No	Priority
	Lead CCC KTC to lobby	4.4	Liaise with the County Council to influence scheduling of major road works so that, as far as possible, disruption to residents is minimised and peak visitor periods are avoided	Ongoing	No	
	KTC	4.5	Include clear information on the new KTC website to signpost people to the appropriate contact in relation to highways issues and provide guidance about how they can raise issues	Short term	No	
	KTC	4.6	Forward any complaints KTC receives about road, pavement or kerb damage to County Council	Ongoing	No	
	Lead CCC KTC to lobby	4.7	Lobby the County Council to ensure that adequate budget is set aside for ongoing maintenance within any future capital works	As required	No	
	CCC-KTC	4.8	Work with County Council to maintain an adequate number of winter gritting bins	Medium term	Yes	Consider purchase of additional bins if required. Facilitate the County Council in the appropriate locating of winter gritting bins

	KTC - CCC	4.9	Allocate Town Council budget for emergency gritting into earmarked reserves to be available to supplement gritting in case of a severe winter, for example to improve the gritting of pavements	Short term	Yes	
	CCC- National Trust - LDNPA - KTC	4.10	Monitor and promote the public rights of way in the town in conjunction with appropriate agencies	Ongoing	No	
Improved local transport provision	Lead - Locality Transport (CCC) KTC/Derwent Seven to lobby	4.11	Lobby Locality Transport (a County Council service) both directly and jointly with neighbouring parishes to improve the quality of service, particularly in terms of cost and scheduling	Short term and ongoing	No	Work with neighbouring parishes through Derwent Seven transport group
	Lead - Locality Transport (CCC) KTC/Derwent Seven to lobby	4.12	Lobby Locality Transport to provide bus passes for young people	Short term and ongoing	No	
	Lead - Locality Transport (CCC) KTC/Derwent Seven to lobby	4.13	Encourage Locality Transport to improve access to information and traffic management at Keswick bus station	Short term and ongoing	No	
Improved parking provision	Lead: ABC - KTC to lobby	4.14	Encourage ABC to operate an affordable (off-street) parking permit scheme for residents	Medium term	No	
	KTC	4.15	Provide information on the new Town Council website about parking permits	Short term	No	
	Lead: ABC - KTC to lobby	4.16	Monitor ABC car parking tariffs and lobby accordingly	Ongoing	No	As per 1.11
	Lead: ABC - KTC to lobby	4.17	Lobby ABC for a return of Keswick car parking income profits to benefit Keswick	Short term and ongoing	No	As per 1.11
	KTC-ABC	4.18	Work to maximise the use of the Crosthwaite Road (Fitz Park) Car Park	Short term and ongoing	Yes	Better signage, review management, Fitz Park Trust to review management
	Lead LDNPA - KTC to lobby	4.19	Lobby the Lake District National Park Authority (LDNPA) to ensure planning for any future housing developments includes adequate provision for parking	As required	No	

	External events providers, County Council Events Group, ABC-KTC to lobby	4.20	Encourage event providers and Cumbria County Council's Events Group to consider parking provision (including option of Park&Ride) when holding events	Ongoing	No	See 2.27
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THEME 5: TOWN CENTRE ECONOMY AND DEVELOPMENT	LEAD/ PARTNERS		ACTIVITY	TIMESCALE Short term: up to March 2014; Medium term: April 2014 to March 2015; Long term: 2015 onwards.	BUDGET REQUIRED	COMMENTS
Objective						
Increased local influence on planning decisions and development	LDNPA- CC - ABC KTC to lobby	5.1	Lobby Regional, County and District authorities to ensure Keswick benefits from a fair distribution of support/spend	Ongoing	No	
	KTC-LDNPA	5.2	Continue to comment on all key strategic planning documents and consultations that affect Keswick, ensuring that the Council's knowledge and understanding of the local context is taken into account in decisions	Ongoing	No	
	KTC	5.3	Review the way in which the Town Council currently considers and approves planning applications, ensuring that its recommendations are robust and clear	Medium term	No	Links with training - see 1.8
	Lead: LDNPA KTC to lobby	5.4	Establish closer working relations with the LDNPA, in particular with the Officers and Members on the Development Control Committee	Medium term	No	Invite representatives to attend a meeting with Town Council. Encourage Keswick representation on the LDNPA Development Control Committee
	KTC	5.5	Encourage local residents to participate in any strategic planning consultations which impact upon Keswick	Ongoing	No	
	Lead: LDNPA KTC to lobby	5.6	Work with LDNPA to review retail mix	Long term	No/?	Would entail a budget if KTC was to commission any study. Consider benefits of encouraging LDNPA to develop a Supplementary Planning Document to help support retail mix
	KTC	5.7	Consider options for proactively targeting specific new businesses which meet the needs of local residents and support the economic sustainability of Keswick	Medium term	No/?	Unless targeting was going to include developing a brochure in which case there would be printing costs

	KTC - ABC - Keswick businesses	5.8	Explore the merits of the Purple Flag accreditation scheme and other similar options in order to improve and maintain the quality of the evening and night time economy and its management	Long term	No/?	While there would not be costs involved in considering the scheme there would probably be costs involved in pursuing it
	Lead: ABC KTC to lobby	5.9	Work with Allerdale Borough Council to determine and ensure the best use of any retained business rate income	Short term	No	As per new policy on Business Rate retention from 2013
	KTC in partnership	5.10	Facilitate discussion between the various stakeholders interested in the development of the Pencil Mill site	Medium term	No	
Increased effectiveness of Keswick markets	Lead ABC with Geraud Markets	5.11	Work in partnership with Allerdale Borough Council, Geraud Markets, local business, KTA and other stakeholders to ensure that the Thursday and Saturday markets serve the best interests of Keswick	Ongoing	No	
	KTC	5.12	Support requests for the occasional speciality market, such as a Christmas market, but not additional general markets	Ongoing	No	
	KTC	5.13	Include information about the markets on the new Town Council website	Short term	No	
	KTC - ABC	5.14	Reconsider options for taking over management of Keswick market	Long term	Yes	
	Lead: ABC KTC to lobby	5.15	Lobby Allerdale Borough Council for a larger return of Keswick market profits to Keswick	Short term	No	As per 1.11
Improved coordination both between Keswick businesses and between businesses and the Town Council		5.16	Improve liaison with local businesses and encourage and facilitate coordinated initiatives, such as the setting up of a Keswick Chamber or Town Team	Medium term	Yes	Lobby local and national authorities for improved support and conditions for local businesses

THEME 6: HOUSING AND HEALTH	LEAD/ PARTNERS		ACTIVITY	TIMESCALE Short term: up to March 2014; Medium term: April 2014 to March 2015; Long term: 2015 onwards.	BUDGET REQUIRED	COMMENTS
Objective						
Improved local housing provision	KTC-LDNPA	6.1	Facilitate the LDNPA to encourage local occupancy adherence by passing on local information	Ongoing	No	
	KTC	6.2	Review remit of Housing Working Group	Short term	No	
	KTC Housing Working Group - LDNPA, ABC	6.3	Establish a closer working relationship with the LDNPA and Allerdale Borough Council Housing Department in order to increase local influence and work together to improve satisfaction with housing provision in Keswick	Medium term	No	Through expansion of working group
	KTC Housing Working Group - Housing Associations	6.4	Work with the local Housing Associations to try to ensure that the targeting of future housing developments is informed by local need	Medium term	No	Working group
	KTC	6.5	Include information about local Housing Policy and Provision on new Town Council website	Short term	No	
	KTC Housing Working Group	6.6	Work with Choice Based Lettings to make sure that their policy works for Keswick and to improve access for local people to information about rental properties	Medium term	No	Working group
	LDNPA - KTC	6.7	Support the development of affordable homes on sites identified in the LDNPA Allocations of Land Plan and on appropriate new sites	Ongoing	No/?	Budget could be required if KTC wanted to provide financial support to any Community Land Trusts or similar
	KTC Housing Working Group	6.8	Continue to look for and review possible sites for affordable housing	Medium term	No	Working group
	KTC Housing Working Group - LDNPA - CRHT	6.9	Work with the LDNPA and Cumbria Rural Housing Trust (CRHT) to review the impact of second homes/holiday lets on Keswick	Medium term	No	

	KTC Housing Working Group	6.10	Based on outcome of above, lobby central government through the local MP and any other means about getting a cap placed on the number of second homes and holiday lets in Keswick	Medium term	No	
	KTC Housing Working Group	6.11	Lobby for local market rent to be based on average prices in Allerdale Borough as a whole rather than solely Keswick	Medium term	No	
	KTC	6.12	Support change of use applications to rented accommodation (for locals/workers) when appropriate	Ongoing	No	
Retain quality health and social care services	KTC - CCC and other stakeholders	6.13	Work in partnership with the relevant statutory and voluntary bodies, groups and agencies to ensure health and social care services meet residents' needs and expectations	Ongoing	No	