



# **MALVERN TOWN COUNCIL**

## **POLICY AND RESOURCES COMMITTEE**

### **REPORTS**

**For meeting on Tuesday 21 February 2023 at 6.00 pm  
Council Chamber, Belle Vue Terrace**

## MALVERN TOWN COUNCIL

Town Clerk  
28-30 Belle Vue Terrace  
Malvern  
Worcs  
WR14 4PZ  
Tel: 01684 566667



15 February 2023

[townclerk@malvern-tc.org.uk](mailto:townclerk@malvern-tc.org.uk)  
[www.malverntowncouncil.org](http://www.malverntowncouncil.org)

### MEETING OPEN TO MEMBERS OF THE PUBLIC

#### To Members of the Policy and Resources Committee (Quorum 3):

Councillors C Hooper (Ch), J Satterthwaite (V-Ch), C Fletcher, R McLaverty-Head, N Mills, A Stitt, J Wilkinson

#### All other Members of the Town Council for information only.

You are hereby invited to attend a meeting of the Policy and Resources Committee to be held in the Council Chamber, Belle Vue Terrace, Malvern on Tuesday 21 February 2023, commencing at 6.00 pm for the transaction of the business shown on the Agenda below.

A handwritten signature in black ink, appearing to read 'L. J. Blake'.

Linda Blake  
Town Clerk

No.	Agenda Item
1.	<b>Apologies for absence</b> To receive and note apologies for absence
2.	<b>Declarations of interest</b> To receive declarations of disclosable pecuniary interests and other disclosable interests
3.	<b>Minutes of previous meeting</b> To receive and confirm as a correct record the Minutes of the previous Policy and Resources Committee meeting: ➤ 17 January 2023 (previously circulated)
<b>Public Participation</b> <i>The Meeting will be adjourned for public participation when the Chairman will invite members of the public to present their questions, statements or petitions submitted under the Council's Public Participation Procedure.</i>	
4.	<b>Community Engagement Strategy</b> ➤ Report PR01/23 to follow
5.	<b>Policy Review Task and Finish Group – additional member</b> ➤ Report PR02/23 to follow
6.	<b>Review of Town Council objectives – short and long term</b> ➤ Report PR03/23 to follow

7.	<b>Quarterly Accounts – Third Quarter to 31 December 2022</b> <ul style="list-style-type: none"><li>➤ Report PR04/23 to follow</li><li>➤ Cash report Ref CR1 October, November, December 2022</li><li>➤ Internet Banking Schedules October, November, December 2022</li></ul>
8.	<b>Date and time of next meeting</b> <ul style="list-style-type: none"><li>➤ Wednesday 29 March 2023, 6.00 pm – to be reviewed</li></ul>

**MINUTES OF A MEETING OF  
THE POLICY AND RESOURCES COMMITTEE  
MALVERN TOWN COUNCIL**

**held in the Council Chamber, Belle Vue Terrace, Malvern  
on Tuesday 17 January 2023 at 6.00 pm**

**Councillors**

C Hooper (Chairman)  
R McLaverty-Head  
J Wilkinson

**In attendance**

Linda Blake - Town Clerk  
Louise Wall – Minute Clerk

**Absent**

A Stitt (apologies)  
C Fletcher (apologies)  
N Mills (apologies)  
J Satterthwaite

**36. APOLOGIES FOR ABSENCE**

Apologies for absence from Councillors Clive Fletcher, Neville Mills and Aidan Stitt were **NOTED**.

**37. DECLARATIONS OF INTEREST**

None.

**38. MINUTES OF PREVIOUS MEETING**

It was **RESOLVED** that the minutes of the following meeting be approved and adopted as a correct record of the proceedings, to be signed by the Chairman:

- Policy and Resources Committee meeting 14 December 2022.

**PUBLIC PARTICIPATION**

None.

**39. REVIEW OF TOWN COUNCIL OBJECTIVES – SHORT AND LONG TERM**

Report PR01/23 was received and accepted.

The review of the Town Council's objectives had been deferred from a meeting of the Policy and Resources Committee in November 2022, and in the intervening time five members had each reviewed a section of both short and long term aims and objectives.

Their comments, and those sent in by members not present at the meeting, were considered at the meeting and included in the short and long term objectives where appropriate.

***Under Standing Order 3(x) it was agreed to extend the meeting by a further 15 minutes.***

A draft of the amended short and long term objectives will be presented to the next Policy and Resources Committee meeting for final review and ratification.

40. **DATE AND TIME OF NEXT MEETING**

It was **AGREED** that the date of the next meeting will be Wednesday 1 February 2023 at 6.00 pm.

The meeting finished at 8.15 pm.

.....(Chairman)

DRAFT

**A REPORT OF THE TOWN CLERK TO  
A MEETING OF THE POLICY AND RESOURCES COMMITTEE  
MALVERN TOWN COUNCIL**

**to be held on Tuesday 21 February 2023 at 6.00 pm  
in the Council Chamber, Belle Vue Terrace, Malvern**

**COMMUNITY ENGAGEMENT STRATEGY**

**1. Purpose of report**

- 1.1. For Committee discussion.

**2. Recommendation**

- 2.1. Policy and Resources Committee is asked to consider and discuss the following short term aim as agreed by Full Council:

*“To establish a Community Engagement Strategy setting out how Malvern Town Council can better engage with the local community to ensure issues of concern are communicated and addressed”*

and make recommendations to Full Council as appropriate.

**3. Background**

- 3.1. The Town Council is required to review and agree a set of long-term and short-term aims and objectives each year, which are then risk-assessed as part of the Council’s annual internal audit procedure.
- 3.2. Full Council has agreed that the establishment of a Community Engagement Strategy is a short-term aim for the Council, but it has not yet been discussed by committee ahead of a policy implementation.
- 3.3. Town Council officers regularly use methods of community engagement as part of their day-to-day roles, this being an important function of the Town Council in providing services to the residents of Malvern. A document attached at Appendix A to this report details the methods of community engagement currently employed by Officers.
- 3.4. If Council wishes to approve a policy as a “Community Engagement Strategy” methods of engagement to be used by Town Councillors need to be discussed and included.
- 3.5. A sample, as yet unaltered community engagement strategy as issued as part of the Clerk’s training toolkit has been included at Appendix B to this report. Committee is encouraged to review this and consider which sections are relevant and how they could be incorporated into any policy.
- 3.6. Following discussion, Policy and Resources Committee should make any recommendations for a formal policy to the next meeting of Full Council.

**4. Financial Implications**

- 4.1. None pertaining to this report.

**5. Legal Implications**

- 5.1. None pertaining to this report.

End

Linda Blake  
Town Clerk

## Town Council Officer - Methods of Community Engagement

### Council meetings

- Availability of agendas, minutes and reports
- Public participation sessions at the start of each council and committee meeting
- Annual Parish meeting to enable residents to raise matters of interest and concern

### Website

- Availability of up-to-date information and news on website
- 'Contact us' information including facility to submit questions or comments
- Contact email addresses for specific Town Council services
- Ability to book tickets for Town Council events
- Dates of meetings, agendas, reports and minutes readily available

### Social media

- Town Council presence on Facebook Twitter and Instagram
- Posting of up-to-date information
- Message inbox on Facebook

### Newsletters

- Regular distribution of 3-4 newsletters per year to majority of Malvern households
- Contact details for Town Council and Town Councillors

### Questionnaires

- Use of questionnaires to gain feedback on items such as Bands in the Park

### Partnerships/Ongoing communication

- Regular contact with other local councils/councillors and other groups to ensure sharing of information and joint working where possible

### Public consultation

- Public consultation events held on specific issues at local venues
- Questionnaires made available as part of public consultation

### Press releases

- Regular press releases to local media

### Working groups

- Steering committees to involve local residents on events such as Christmas and Malvern in Bloom

### General

- Council offices open to visitors Monday to Friday
- Administrative officers have email addresses available to the public
- Council officers available to answer telephone calls Monday to Friday
- Use of public noticeboards throughout the town
- Town Crier distribution of leaflets relating to events, consultations etc
- Advertisements in local press where appropriate e.g. grants scheme



## SAMPLE PARISH COUNCIL COMMUNITY ENGAGEMENT STRATEGY

### Aims and Objectives

To develop:

- A vibrant and engaged community that understands the value a parish council can offer.
- A community that uses the council to help develop the parish for the benefit of residents.
- A community that is proud of its parish and actively works to foster pride through involvement in parish development

We deliver our aims through:

- support for community facilities,
- two-way communication with residents,
- actively encouraging and supporting community involvement,
- partnership working,
- an engaged group of elected council members.

### The community and its facilities

The parish of Sample comprises the large village of Sample which is unwarded surrounded by agricultural land and an area of natural beauty. There are around 3,500 residents.

Some demographic information is in the Appendix to this Statement.

Community facilities include:

- A village shopping precinct including a supermarket
- Other shops on the high street include a post office, pharmacy and independent dress shops, hair and beauty salons, barber, hardware, antiques, carpet, florist, travel agent, estate agents and charity shop.
- A doctor's surgery, two dental surgeries, two opticians, physiotherapist, podiatrist, acupuncturist
- Three places of worship which have community-use halls used by local organisations
- A First school (Church of England) for ages Reception – Year 4.
- Scout and Guide centre
- One large playing field with football goal posts and play area
- A small park in the centre of the village
- A social club, cricket club, sailing club and sports club
- Several countryside recreational paths
- A railway station and a regular bus service
- Two public houses, two cafes, several eat-in/take-out restaurants

At its widest the community comprises:

- all those living in, working in and visiting the parish or using its facilities
- businesses and employers in the parish
- voluntary organisations working for the benefit of the community.

### Provision of information to the community

Sample Parish Council provides information to the community in the following ways:

- The website ( [www.Sample-pc.gov.uk](http://www.Sample-pc.gov.uk) ) includes:

- A front page with news about the Parish Council (including forthcoming meetings) and other news of interest to the community
- Minutes and Agendas of all Council and committee meetings for the past two years, and supporting documents
- Information about payments over £500
- A copy of the latest Annual Report, including financial information
- Contact details for all councillors and the Clerk
- A calendar of meetings
- A copy of the Council' Standing Orders and Financial Regulations
- A copy of the Council's Complaints Procedure
- A copy of the Council's Freedom of Information Scheme
- Links to the district council and other sites of interest
- The Parish Council makes use of Twitter and the Clerk 'tweets' regularly with matters of interest.
- People can sign up to receive emails from the Parish Council on matters of interest.
- Agendas of forthcoming meetings are displayed on Council noticeboards
- A newsletter is published four times a year in the local Village magazine, available free to all residents.
- The Annual Report is published by the end of June and is made available in hard copy from the parish council office and other sites such as village halls, the railway station, schools and places of worship. The Annual Report includes an overview of activities as well as financial information taken from the published Annual Return.
- Hard copies of minutes and supporting documents are available on request.
- More detailed financial information is available on request.

### **Opportunities for community involvement**

Sample Parish Council encourages the involvement of residents and community organisations in its activities. In particular:

- A period during every Council and committee meeting is set aside for public participation, which enables residents and representatives of community organisations to comment and ask questions
- Councillors provide 'surgeries' every month at the parish council office.
- All residents have the opportunity to comment and ask questions at the Annual Parish Meeting.
- Community organisations which have received grants from the Parish Council have the opportunity to make a presentation at the Annual Parish Meeting.
- There is a 'Contact Us' page on the website
- Contact details for the Council and for individual councillors are prominently displayed on Parish Council noticeboards.

Sample Parish Council encourages active citizens that are engaged in delivering a vibrant community through:

- Financial support for organisations working for the benefit of this community
- Provision of sports and recreational facilities for all sections of the community: play areas, sports fields, open spaces and footpaths
- Financial support for sports clubs providing opportunities for young people in the community

## **Involvement in partnerships**

Sample Parish Council is represented on:

- Sample PACT (Partners & Communities Together)
- the Parish Plan Steering Group
- Local area rail users' group
- Sample First School governing body
- Campaign for the Protection of Rural England
- Sample Reservoir Waters Association

The Parish Council also works in close partnership with the County Council by taking part in the county Lengthsman scheme.

## **Role of Council members and officers**

Members of Sample Parish Council:

- Attend Council and committee meetings where there is opportunity for public participation
- Discuss all business at Council and committee meetings in public unless there is good reason to exclude the public by reason of the confidential nature of the business
- Attend monthly 'surgeries'
- Represent the Council on community organisations (above)
- Are available to be contacted by residents and community organisations.

The Clerk and other officers of Sample Parish Council:

- Are available to the public at least two days a week in the parish council office
- Receive letters, phone calls, emails and website comments and pass them on as appropriate
- Keep the website and noticeboards current, publicising matters of community interest
- Provide information to members of the public under the Freedom of Information Act.

## **Specific areas for community involvement**

Sample Parish Council will consult fully on any major projects, in particular:

- The identification of sites for affordable housing
- The development of a pavilion at the playing field
- The provision of public toilets

## **Scope for Sample Parish Council to improve community engagement**

Sample Parish Council will seek to improve its engagement with all sectors of the community, including considering the use of other social media such as Facebook. The Parish Council will consider in particular how to engage more fully with hard-to-reach groups such as:

- Young people
- Older people
- Ethnic minorities
- Disabled people
- People with caring responsibilities

Sample Parish Council is keen to hear all suggestions for improvements in community engagement.

Adopted by Sample Parish Council [date]

Review date: [every 4 years]

Area of interest	Actions	Who	When
Minutes	Ensure copies of minutes are available in both hard copy and electronically for residents and community groups	Staff	Ongoing
Annual Report	Ensure Annual Report is available by both hard copy and electronically for residents and community organisations	Staff	Annually
Office Opening Hours	Publicise office opening hours in any Sample Parish council publications and on website & noticeboards	Staff	Ongoing
Annual Parish Meeting	Widely publicise the Annual Parish Meeting to enable residents to raise matters of interest or concern	Staff & members	Annually (prep in March for APM in April)
Public Forum	Encourage residents to raise any matters of interest or concern via the public forum part of Full Council or at Committee Meetings	Staff & members	Monthly
Noticeboards	Regularly update noticeboards with council & community activities	Staff	Ongoing
Website	Maintain website with info on council services & activities. Include link to Twitter account.	Staff & members	Ongoing
Social Media	Maintain presence on Twitter and consider use of other social media	Staff	Ongoing
Newsletter	Issue the parish council Bulletin quarterly and deliver to all households (via volunteers)	Staff & members	Ongoing
Area Partnerships	Nominate a Councillor to represent the interests of the Parish Council on the Local Strategic Partnership (via County Ass'n) Encourage all parish councillors to attend the bi-annual meetings with neighbour councils.	Members	Ongoing
Businesses	Engage with the businesses and business organisations	Staff & members	Ongoing
Residents Association	Encourage Councillors to attend Residents Association meetings	Members	Ongoing
Local Democracy	Encourage Residents to both vote at and stand for the Parish Council in Local Council elections	Staff & Members	Ongoing but high priority in 6 months prior to local elections
Press	Liaise regularly with the press sending details of council meetings and council activities	Staff	Ongoing
District and County Councillors	Maintain contact with the District Council and County Council members to ensure sharing of information: invite to all parish council meetings.	Staff & members	Ongoing

**A REPORT OF THE TOWN CLERK TO  
A MEETING OF THE POLICY AND RESOURCES COMMITTEE  
MALVERN TOWN COUNCIL**

**to be held on Tuesday 21 February 2023 at 6.00 pm  
in the Council Chamber, Belle Vue Terrace, Malvern**

**POLICY REVIEW TASK AND FINISH GROUP – ADDITIONAL MEMBER**

**1. Purpose of Report**

1.1. For decision.

**2. Recommendation**

2.1. Council is asked to appoint a new member to the Policy Review Task and Finish Group.

**3. Background**

3.1. At Full Council on 13 April, a Policy Review Task and Finish Group was set up to review the most overdue council policies; five members were selected to serve on this group.

3.2. Councillor Ashington-Carter subsequently resigned from the Council leaving only four members. Quorum for task and finish groups is set at three and holding a meeting has proved difficult with only four members, so an additional member should be appointed in order that this task can be completed.

3.3. The task and finish group is working through council policies to review and update them before forwarding them to Policy and Resources Committee for approval.

**4. Financial Implications**

4.1. None pertaining to this report.

**5. Legal Implications**

5.1. None pertaining to this report.

End

Linda Blake  
Town Clerk

**A REPORT OF THE TOWN CLERK TO  
A MEETING OF THE POLICY AND RESOURCES COMMITTEE  
MALVERN TOWN COUNCIL**

**to be held on Tuesday 21 February 2023 at 6.00 pm  
in the Council Chamber, Belle Vue Terrace, Malvern**

**REVIEW OF TOWN COUNCIL OBJECTIVES  
– SHORT AND LONG TERM**

**1. Purpose of report**

- 1.1. For review, amendment as necessary and recommendation to Full Council.

**2. Recommendation**

- 2.1. Committee is asked to note the Council's short-term aims and objectives, as amended at the last meeting of Policy and Resources Committee and make any further updates as necessary.
- 2.2. Committee is asked to note the Council's long-term aims and objectives, as amended at the last meeting of Policy and Resources Committee and make any further updates as necessary.

**3. Background**

- 3.1. Each year the Council reviews and agrees a set of long-term and short-term objectives, which are then risk-assessed as part of the Council's annual internal audit procedure.
- 3.2. It is good practice to review and update the Council's objectives on an annual basis as they must be risk assessed each year as part of the annual audit requirements.
- 3.3. Long-term objectives are set to reflect the Council's policy aims and objectives for a five-year period. Short-term objectives are set for a one-year period only and are more likely to change.
- 3.4. At the last meeting of Policy and Resources Committee members reviewed and amended both short-term and long-term aims and objectives as attached.
- 3.5. Officers have incorporated these amendments as well as adding additional information to this document as follows:
- Short-term aims and objectives – “Plans for future action to be taken”.  
This is to identify ways in which this aim/objective can be pursued in the next twelve months.
  - Long- term aims and objectives – “Identifiable ways of achieving the Council's aims and objectives”.  
These are additional notes to help identify ways in which these aims are achievable.
- 3.6. Recommendations from this committee, when finalised will be forwarded to the next meeting of Full Council.

**4. Financial Implications**

4.1. None pertaining to this report.

**5. Legal Implications**

5.1. None pertaining to this report.

End

Linda Blake  
Town Clerk

	<b>Short Term Aims and Objectives – 1 April 2023 until 31 March 2024</b>	<b>Plans for future action to be taken</b>
1.	<u>Performance of statutory powers and duties</u>	
a)	to enhance the current good working relationship with Malvern Hills District Council (MHDC), Worcestershire County Council (WCC and other appropriate bodies to provide efficient and effective services in Malvern.	Regular MHDC liaison meetings MHDC/WCC councillor invitations to Full Council meeting Joint working where possible
b)	to carry out benchmarking to ensure services provided under Council contracts are as efficient as possible.	Regular review of value achieved and securing of price comparisons
c)	to regularly review suppliers and expenditure by supplier to ensure that the Town Council continues to obtain the best value for money on its purchases, this to be carried out by the Policy and Resources Committee.	Report to be taken to P&R meeting, August 2023
2.	<u>Improvement of operational standards</u>	
a)	to encourage the improvement and better maintenance of pavements, highways, footpaths and Public Rights of Way (PROW) within the town through liaison with WCC and MHDC where appropriate and to encourage the public to report any issues to the Town Council so that these can be forwarded to the appropriate County or District Councillor for action to be taken.	Issues reported as appropriate
b)	to review the amenities at Victoria Park and take appropriate action to reduce anti-social behaviour.	New task and finish group has been set up to evaluate and review plans for a new facility at Victoria Park
c)	to ensure that all Town Council operations and practices are carried out in a manner consistent with the needs of Health and Safety, and in accordance with the government guidelines current at that time.	Health and safety policy in place and due to be reviewed Regular staff training
3.	<u>Promotion of Malvern and its events</u>	
a)	to continue to investigate ways of making certain events more cost-effective through increased involvement of volunteers and exploring sponsorship links.	Officers will seek to secure sponsorship for events where possible, particularly those linked to the Mayoral charity



APPENDIX A

		Volunteers secured through council/ charities/ local groups																											
b)	to continue to promote the Town Council's work through the production and distribution of at least three newsletters per year.	Three newsletters issued in 2022/23 Plans to achieve the same in 2023/24																											
c)	to continue the following annual events as agreed as part of the budget for 2023/24 <table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Health &amp; Wellbeing Fair/Mayor's Peaks Challenge</td> <td style="width: 20%; text-align: right;">29 April</td> <td style="width: 20%;"></td> </tr> <tr> <td>Bands in the Park programme</td> <td style="text-align: right;">7 May - 17 Sep</td> <td></td> </tr> <tr> <td>Armed Forces Day</td> <td style="text-align: right;">25 June</td> <td></td> </tr> <tr> <td>Heart of England in Bloom</td> <td style="text-align: right;">June/July</td> <td></td> </tr> <tr> <td>The Mayor's Bonanza</td> <td style="text-align: right;">27 August</td> <td></td> </tr> <tr> <td>Armistice Day</td> <td style="text-align: right;">11 November</td> <td></td> </tr> <tr> <td>Remembrance Sunday</td> <td style="text-align: right;">12 November</td> <td></td> </tr> <tr> <td>Christmas Festival</td> <td style="text-align: right;">25 November</td> <td></td> </tr> <tr> <td>Christmas Charity Concert</td> <td style="text-align: right;">15 December</td> <td></td> </tr> </table>	Health & Wellbeing Fair/Mayor's Peaks Challenge	29 April		Bands in the Park programme	7 May - 17 Sep		Armed Forces Day	25 June		Heart of England in Bloom	June/July		The Mayor's Bonanza	27 August		Armistice Day	11 November		Remembrance Sunday	12 November		Christmas Festival	25 November		Christmas Charity Concert	15 December		Officers are well into the planning stages of events for 2023/24. Reports will be issued to Operations and Planning Committee as required  Steering groups will assist in the organisation of Malvern in Bloom and Christmas
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Christmas Charity Concert	15 December																												
4.	<u>Consideration of planning and development matters</u>																												
a)	to set up a new Task and Finish Group to review the Neighbourhood Plan, following the SWDP review.	Due to the specialised nature and time constraints relating to this project, it would be beneficial to employ an outside consultant to assist with this project.																											
b)	To encourage all councillors to participate in training on planning matters to assist all in understanding planning policy and to signpost opportunities for them to undertake this.	Training to be made available for all councillors after the May 2023 elections.																											
c)	to work with MHDC and community groups to take the lead in establishing a community design group that can be involved in the planning process, engaging the wider community.	No progress on this, potential resource implications																											

APPENDIX A

d)	to strongly encourage MHDC to introduce a simplified process to ensure that properties can be placed on a local list to provide protection for appropriate buildings.	Continuation of lobbying of MHDC via liaison group meetings
e)	to assist in securing the future of Malvern Hills College as a continuing educational and community asset.	Continue to have a Town Council representative at the steering group
5.	<u>Training and accessibility</u>	
a)	to continue an annual appraisal process and allow opportunities for officers to speak to the Policy and Resources Committee as necessary.	This has lapsed since the covid pandemic but new timetable to be implemented after next elections
b)	to continue to update and develop the Member's Handbook, focusing on useful information for new members and a useful synopsis of all the main information points.	Review and update for handbooks to be issued after May 2023 elections
6.	<u>Environmental impact on Town Council operations</u>	
a)	to work to provide recycling bins in suitable locations throughout the town where practical and to encourage use of these recycling bins.	Work in partnership with MHDC to discuss and agree suitable sites for new recycling bins
b)	To purchase 'greener' (electric) vehicles to support the provision of service by Malvern Town Council.	Purchase of new electric vehicle scheduled for April 2023
c)	to consider, and use wherever possible, energy saving and efficient practices in the development of new Town Council buildings and the refurbishment of current buildings.	Annual review of the Town Council's environmental policy due in November 2023
7.	<u>Community Engagement</u>	
a)	to establish a Community Engagement Strategy setting out how Malvern Town Council can better engage with the local community to ensure issues of concern are communicated and addressed.	To be considered and agreed by Full Council

	<b>Long Term Aims and Objectives – 1 April 2022 until 31 March 2027</b>	<b>Identifiable ways of achieving the Council's aims and objectives</b>
1.	<u>Performance of statutory powers and duties</u>	
	The Town Council will:	
a)	maintain and aim to improve, year on year, the delivery of Town Council services.	
b)	commit to the Malvern council taxpayer to provide efficient, effective and best value services for Malvern.	Robust annual budgeting process
c)	continue working with other groups and agencies when determining the future roles and responsibilities of the Town Council within the Malvern area.	
d)	review each of the Town Council policies at least every four years.	Creation of timetable scheduling reviews
2.	<u>Improvement of operational standards</u>	
	The Town Council will:	
a)	ensure all Council-owned and leased land and property are maintained to the highest possible standard.	Management implementation of regular inspections and reports where necessary
b)	ensure the Council maintains its visible presence to the highest possible standard.	Ensure Town Council operatives wear identifiable uniform Management prioritisation of specific sites and areas
c)	work with appropriate local authorities and others to ensure, where possible, that the management of public realm <sup>1</sup> in Malvern remains in public ownership and is managed to the highest possible standard.	

<sup>1</sup> Public realm is any space in the built environment that is free and open to everyone, including streets, squares, forecourts, parks and open spaces, and space between and within buildings that is publicly accessible.

3.	<u>Promotion of Malvern and its events</u>	
	The Town Council will:	
a)	ensure that its role and achievements in Malvern are well promoted by utilising the full range of promotional media.	
b)	raise the profile of Malvern by the development of Malvern Town Council assets/services and other initiatives.	
4.	<u>Consideration of planning and development matters</u>	
	The Town Council will:	
a)	continue to assume a greater role in planning matters and consider and comment on both minor and major planning applications.	Planning consultations listed as a regular item on Operations and Planning Committee meetings agenda
b)	make relevant representations at all stages of the planning process where it is considered appropriate, especially at local planning authority meetings, in line with current council policies and priorities.	To include environmental considerations and policies where appropriate
c)	review the Neighbourhood Plan as required and in line with ongoing reviews of the South Worcestershire Development Plan Review (SWDPR).	Employment of neighbourhood plan consultant
d)	review developments in the South Worcestershire Development Plan Review (SWDPR) and other government proposals which may relate to planning, and respond as appropriate, in line with current council policies and priorities.	
e)	continue to contribute towards, and where appropriate engage and comment on, local transport policy and services in Malvern, through Worcestershire County Council (WCC).	
f)	utilise important contributions from residents as part of the Neighbourhood Plan and work with partner organisations to address important non land-based issues and develop and action plans accordingly.	

5.	<u>Training and accessibility</u>	
	The Town Council will:	
a)	seek to improve its accessibility and responsiveness to the public, as far as is reasonably practicable.	Improve accessibility to the Town Council offices
b)	provide an induction session for new councillors and deliver an ongoing programme of training – specifically in financial and planning matters - for all councillors to attend and to keep up to date with any changes in the law and to ensure good working practices are followed.	To include an induction tour of Town Council sites for councillors after elections
c)	provide appropriate training for any councillor taking on the role of Chairman or Vice Chairman of the Council or one of its Committees, and this must be undertaken as soon as is reasonable. This training should be refreshed at least once per term of office as applicable.	Officers to make councillors aware of training opportunities as soon as possible
d)	provide the opportunity for, and encourage, all councillors to undertake training on how the Council works (e.g. Standing Orders, Code of Conduct etc) as soon as is reasonable. This training is not mandatory.	Work with Worcestershire CALC for either Town Council specific training or enrolment onto scheduled courses
e)	provide continuing development of Town Council staff through a reasonable programme of training to ensure good working practices are followed.	
f)	deliver an ongoing commitment to ensure the welfare of staff.	
6.	<u>Environmental impact on Town Council operations</u>	
	The Town Council will:	
a)	uphold the Town Council's declaration of a climate emergency and consider the environmental impact of Town Council operations by taking action to reduce carbon emissions where practical.	Annual review of the Town Council's environmental policy
b)	respond positively to new laws or initiatives regarding combatting climate change and incorporate these into day to day operations where required or practical.	

c)	join with other groups and agencies if appropriate to maximise the effectiveness of current and new environmental initiatives.	
d)	aim to continue to provide recycling bins in suitable locations throughout the town and encourage the use of these.	
e)	continue to encourage green transportation by investigating the viability of and implementing greener transportation for council vehicles.	Annual review of vehicle/machinery and available funding as part of the budget process
f)	consider, and use wherever possible, energy saving and efficient practices in the development of new Town Council buildings and the refurbishment of current buildings.	Annual review of Town Council environmental policy
g)	continue to rewild suitable areas of Town Council-owned land with appropriate planting – including trees – and encourage other landowners to do the same.	
h)	use, wherever possible, green energy suppliers for Town Council contracts.	
7.	<u>Efficient working practices</u>	
	The Town Council will:	
a)	continue to investigate ways in which technology can be used to support and develop efficient working practices.	
b)	maintain and enhance its digital presence through its website and social media.	Calendar to schedule items/issues for publication
8.	<u>Community engagement</u>	
c)	To ensure that an active and robust community engagement strategy is established, continued and developed to work with as many community groups and other organisations.	