

# **Great Waltham Parish Council**

## **Strategic Plan May 2025 – April 2030**

### **Introduction**

Great Waltham Parish Council's ("Council") Strategic Plan presents its residents with a clear understanding of its priorities and objectives over a five-year period. It provides a framework within which long-term projects, medium-term activities and day-to-day tasks can be considered and managed in ways which give coherent and consistent focus for their successful delivery.

As its name implies, the Plan provides a broad strategic backcloth of principles and guidelines, rather than specific actions – these are more within the scope of separate, but complementary, annual action (business) plans. By guiding the business plans, the Plan helps to ensure individual decisions at council meetings are suitably focussed and consistent.

While neither the Plan nor business plans are permanently set in stone (they should be reconsidered and adapted when special circumstances and/or internal or external shocks arise), changes should be carefully considered and based on evidence and information which make the case for change. Generally once they are in place, the intention is for individual tactical and operational decisions made by the Council to follow the agreed principles and approaches, rather than these having to be renegotiated on a case-by-case basis.

### **The Parish of Great Waltham**

At 25.04 km<sup>2</sup> Great Waltham is the eighth largest civil parish in Essex. In the 2021 census it had a population of 2,331; that is, 93.09 persons per km<sup>2</sup>. However, residences are concentrated in three villages: Great Waltham, Ford End and Howe Street; and six hamlets: Breeds, Broads Green, Fanners Green, Little Green, North End and Minnow Mead.

'The River Chelmer flows southward through the Parish along the Chelmer valley, which is recognised as an important and special landscape. Walthamby Brook, a tributary to the River Chelmer, flows eastward across the southern part of the Parish. The predominant landscape consists of an undulating countryside with mostly arable fields, bounded by hedgerows and intersected by narrow lanes. There are many footpaths, some linking the villages and farms and some connecting destinations further afield'<sup>1</sup>.

The Parish has no A-roads, but does have a number of B-roads and others of lower classifications. The busiest road by far is the B1008, of which part is designated a Priority 1 route by Essex Highways and is used by c.10,000 vehicles each day.

'There are churches in Great Waltham and Ford End and a chapel in North End. The village halls and schools in both Great Waltham and Ford End are strongly supported. Great Waltham also has an active British Legion Hall'<sup>2</sup>. Preschool groups are held at Great Waltham and Ford End village halls. The Great Waltham primary school is attended by 167 children (October 2022)<sup>3</sup> and Ford End primary school by 68 pupils (November 2023)<sup>4</sup>. The Council manages

---

<sup>1</sup> Great Waltham Parish Plan (2010). Available at <https://e-voice.org.uk/greatwalthamparish/copy-of-parish-directory/vds-and-parish-plan/> (accessed 06/01/2025).

<sup>2</sup> Great Waltham Village Design Statement (2002). Available at: <https://e-voice.org.uk/greatwalthamparish/copy-of-parish-directory/vds-and-parish-plan/> (accessed 06/01/2024).

<sup>3</sup> Ofsted (2022) *Inspection of a good school: Great Waltham Church of England Voluntary Controlled Primary School*. Available at: <https://reports.ofsted.gov.uk/provider/21/115114> (accessed 14/03/2025).

<sup>4</sup> Ofsted (2023) *Inspection of Ford End Church of England Primary School*. Available at: <https://reports.ofsted.gov.uk/provider/21/148210> (accessed 14/03/2025).

recreation grounds in Great Waltham, Ford End and Howe Street 'and on the road leading north from [Great Waltham] village is the cricket field'<sup>5</sup>

'Warden assisted accommodation and housing for the elderly are provided in several locations. A general shop and post office and a café [operate in Great Waltham] and [there is] also a hairdresser in Great Waltham. There are public houses in Great Waltham, Minnow End, Broads Green, Howe Street, Little Green and North End. [...]. The majority of residents in employment work outside the parish and tend to commute as, for example, the City of London and Stansted Airport can both be reached within 45 minutes'.

'There is now little farming employment, and some of the farm buildings have been converted for light industrial use. Local industry is largely small-scale and based on redundant farm buildings [including at Old Park Business Centre, Warner's Farm, Walthambury Farm and Hill Farm]. Some residents run their own businesses from home. A trend to fewer larger agricultural contractors has increased usage of and damage to the local narrow country lanes, verges and hedgerows by heavy lorries and large modern agricultural equipment in recent years'<sup>6</sup>. The Old Park Natural Burial Ground is located at North End.

### Great Waltham Parish Council

'The Parish Council was formed in 1894. The Parish Council is drawn from 11 electors of the Parish - every 4 years. 8 of the Councillors are in Church End Ward (Great Waltham, Broads Green and Howe Street). 3 of the Councillors are from [Ford] End Ward (North End, Ford End and Little Green)'<sup>7</sup>.

'Although parish councils tend to have broadly similar ranges of responsibilities, there can be differences from even their most immediate neighbours. These can be for historical reasons, others by choice (either of the parishioners or the Council itself). For instance, unlike many other councils, [the Council] does not have a village hall to maintain and administer (the halls at Great Waltham and Ford End happen to be managed by separate entities). Conversely, [the Council] has chosen to maintain extensive play facilities at its recreation grounds when there is no legal imperative to do so. [In the parish civic] responsibilities lie between [the Council], Chelmsford City Council and Essex County Council [...]. Some duties are the sole responsibility of one council or another, others are shared'.

'These responsibilities and activities often coincide with the use of physical assets owned, managed and maintained by [the Council]. These include:

- Land (its recreation grounds, Banbury Square (the site of the war memorial in Great Waltham village) and [designated village greens at Ford End and] Broads Green);
- Buildings (the pavilion at the Great Waltham Recreation Ground);
- War memorials (at Great Waltham and Ford End);
- Street furniture (such as bus shelters, seats, notice boards, parish signs and litter bins);
- Certain gates, fences and play equipment, and
- Various pieces of maintenance machinery'.

'In addition, under the provisions of the Smallholding and Allotments Act, 1908, [the Council] has certain obligations to make garden allotment facilities available to its parishioners. This requirement is fulfilled by renting and administering plots at Brook Mead and Bury Lane,' Great Waltham.

---

<sup>5</sup> Ibid., Great Waltham Village Design Statement (2002).

<sup>6</sup> Ibid., Great Waltham Village Design Statement (2002).

<sup>7</sup> Great Waltham Parish Council (2025). Available at: <https://e-voice.org.uk/greatwalthamparish/copy-of-parish-directory/> (accessed 06/01/2025).

'[The Council] also looks to organise or be involved in activities such as armistice day commemorations or litter picking events'<sup>8</sup>.

### Financial Planning

Each October/November the Council constructs its budget for the following financial year (May to April inclusive). The principal source of funding to which it has access is the parish precept which is included in every household's council tax bill. The Council also has income from renting its allotment sites and hiring out the Pavilion at Great Waltham Recreation Ground. Typically the precept represents c.95% of the Council's overall annual income.

### Annual Action Plan

To complement its Strategic Plan the Council has an annual action (or business) plan. In this the strategic goals are reflected in the objectives and actions for the particular 12-month (May to April inclusive) period. Performance against the objectives the Council sets itself are monitored and reported quarterly. Some objectives will be self-contained and achieved during the reporting year; others will be spread over more than one year or be elements of ongoing projects which may be ongoing or spread over several years.

---

<sup>8</sup> Great Waltham Parish Council (2023) *Information for New or Prospective Councillors*.

## **Strategic Plan Focus Areas**

Based on the framework described above, this section details the Council's strategic approach for the period May 2025 to April 2030 under the headings of:

- Community Engagement
- Facilities
- Environment
- Health and Wellbeing
- Planning
- Resources

Each heading is sub-divided into strategic objectives, and for every year of the plan the targeted success criteria for each is described. The success criteria do not attempt to detail the tactical or operational actions needed for their fulfilment – these are contained in the annual action plan for each year.

<b>COMMUNITY ENGAGEMENT</b>					
<b>Strategic Objectives</b>	<b>May 2025 – April 2026 inclusive</b>	<b>May 2026 – April 2027 inclusive</b>	<b>May 2027 – April 2028 inclusive</b>	<b>May 2028 – April 2029 inclusive</b>	<b>May 2029 – April 2030 inclusive</b>
<b>1. To raise the profile of GWPC and its councillors and staff in the community.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Creating and maintaining a cohesive and holistic community engagement strategy.	Introduction of documented strategy based on current practices and policies and informed by best practice elsewhere.	Completed review of strategy, with implementation of any agreed adaptations.	Completed review of strategy, with implementation of any agreed adaptations.	Completed review of strategy, with implementation of any agreed adaptations.	Completed review of strategy, with implementation of any agreed adaptations.
B. Increasing and strengthening connections to ECC, CCC and other partner organisations, including any new ones created by the Greater Essex Devolution programme.	Identification of all existing and potential organisations and areas in which joint working initiatives can be achieved, with active engagement with those organisations and processes.	Full engagement with existing partner organisations and evidence of seeking new partnerships.	Full engagement with existing partner organisations and evidence of seeking new partnerships.	Full engagement with existing partner organisations and evidence of seeking new partnerships.	Full engagement with existing partner organisations and evidence of seeking new partnerships.

C. Facilitating Parish Council surgeries (including with partners) to raise the profile of GWPC.	Completion of documented review of the usefulness of existing initiatives and identification of potential for new events, with evidence of arranging and attending organised events.	Completed assessment of success of previously arranged events, with evidence of continued attendance at existing and newly arranged events.	Completed assessment of success of previously arranged events, with evidence of continued attendance at existing and newly arranged events.	Completed assessment of success of previously arranged events, with evidence of continued attendance at existing and newly arranged events.	Completed assessment of success of previously arranged events, with evidence of continued attendance at existing and newly arranged events.
D. Promoting and encouraging greater public attendance at GWPC public meetings.	Implementation of approved strategy to increase public attendance (potentially including live streaming of meetings), with evidence that public attendance and participation has increased.	Completed assessment of strategy, with implementation of any recommended adaptations, with evidence that public attendance and participation has continued to increase.	Completed assessment of strategy, with implementation of any recommended adaptations, with evidence that public attendance and participation has continued to increase.	Completed assessment of strategy, with implementation of any recommended adaptations, with evidence that public attendance and participation has continued to increase.	Completed assessment of strategy, with implementation of any recommended adaptations, with evidence that public attendance and participation has continued to increase.
<b>2. To produce an Annual Report and ensure delivery to every household in the parish.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Issuing an annual report of GWPC work and achievements.	Completion of review of format and delivery mechanisms for the report.  Issue report in Q1.	Completion of monitored feedback on success of prior years' reports and adaption of format/delivery mechanisms as necessary.  Issue report in Q1.	Completion of monitored feedback on success of prior years' reports and adaption of format/delivery mechanisms as necessary.  Issue report in Q1.	Completion of monitored feedback on success of prior years' reports and adaption of format/delivery mechanisms as necessary.  Issue report in Q1.	Completion of monitored feedback on success of prior years' reports and adaption of format/delivery mechanisms as necessary.  Issue report in Q1.
<b>3. To seek views of Great Waltham parish residents and organisations.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Holding an Annual Assembly	Assembly held in accordance with statutory requirements. Identification of further methods to ensure all parish organisations have the opportunity to report on their activities at the Assembly	Assembly held in accordance with statutory requirements. Improvements made based on review of previous events.	Assembly held in accordance with statutory requirements. Improvements made based on review of previous events.	Assembly held in accordance with statutory requirements. Improvements made based on review of previous events.	Assembly held in accordance with statutory requirements. Improvements made based on review of previous events.

B. Undertaking an annual survey to determine residents' demands and needs.	Completion of a survey so that its findings are available for 2026/27 precept discussions in late 2025.	Completion of a survey so that its findings are available for 2027/28 precept discussions in late 2026	Completion of a survey so that its findings are available for 2028/29 precept discussions in late 2027	Completion of a survey so that its findings are available for 2029/30 precept discussions in late 2028	Completion of a survey so that its findings are available for 2030/31 precept discussions in late 2029
C. Liaising with individuals in the parish and local groups/organisations.	Evidence of close working relationships with parishioners and local groups.	Evidence of close working relationships with parishioners and local groups.	Evidence of close working relationships with parishioners and local groups.	Evidence of close working relationships with parishioners and local groups.	Evidence of close working relationships with parishioners and local groups.
<b>4. To provide organised community events.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Organising events regarded as important by residents and local organisations (e.g. commemorative or seasonal events, consultation events).	Successful organisation of events as agreed, and consideration of those for inclusion in following year(s) itinerar(y/ies), taking account of any budgetary implications.	Successful organisation of events as agreed, and consideration of those for inclusion in following year(s) itinerar(y/ies), taking account of any budgetary implications.	Successful organisation of events as agreed, and consideration of those for inclusion in following year(s) itinerar(y/ies), taking account of any budgetary implications.	Successful organisation of events as agreed, and consideration of those for inclusion in following year(s) itinerar(y/ies), taking account of any budgetary implications.	Successful organisation of events as agreed, and consideration of those for inclusion in following year(s) itinerar(y/ies), taking account of any budgetary implications.
<b>5. To encourage and promote sustainability throughout the parish.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Promoting sustainability actions by residents.	<p>Completion of work with local organisations and higher authorities on engagement with residents on sustainable issues such as recycling and the provision of signposting to residents of relevant initiatives.</p> <p>Evidence to demonstrate that sustainability has been central to asset replacement and repair work.</p>	<p>Completion of continued engagement work including the ongoing review opportunities to facilitate sustainable initiatives, e.g. provision of EV charging points.</p> <p>Evidence to demonstrate that sustainability has been central to asset replacement and repair work.</p>	<p>Completion of continued engagement work including the ongoing review opportunities to facilitate sustainable initiatives, e.g. provision of EV charging points.</p> <p>Evidence to demonstrate that sustainability has been central to asset replacement and repair work.</p>	<p>Completion of continued engagement work including the ongoing review opportunities to facilitate sustainable initiatives, e.g. provision of EV charging points.</p> <p>Evidence to demonstrate that sustainability has been central to asset replacement and repair work.</p>	<p>Completion of continued engagement work including the ongoing review opportunities to facilitate sustainable initiatives, e.g. provision of EV charging points.</p> <p>Evidence to demonstrate that sustainability has been central to asset replacement and repair work.</p>

B. Promoting GWPC initiatives in relation to climate change.	Identification of new/existing initiatives which GWPC can join and actively promote.  Evidence to demonstrate that climate change considerations have informed all GWPC decision-making.	Identification of new/existing initiatives which GWPC can join and actively promote.  Evidence to demonstrate that climate change considerations have informed all GWPC decision-making.	Identification of new/existing initiatives which GWPC can join and actively promote.  Evidence to demonstrate that climate change considerations have informed all GWPC decision-making.	Identification of new/existing initiatives which GWPC can join and actively promote.  Evidence to demonstrate that climate change considerations have informed all GWPC decision-making.	Identification of new/existing initiatives which GWPC can join and actively promote.  Evidence to demonstrate that climate change considerations have informed all GWPC decision-making.
C. Promoting and working with schools on educational projects for children.	Evidence of how GWPC has considered and initiated engagement activities with parish schools/preschools, e.g. sponsorship opportunities for competitions, activities etc.	Evidence of how GWPC has continued to consider and initiate engagement activities with parish schools/preschools, e.g. sponsorship opportunities for competitions, activities etc.	Evidence of how GWPC has continued to consider and initiate engagement activities with parish schools/preschools, e.g. sponsorship opportunities for competitions, activities etc.	Evidence of how GWPC has continued to consider and initiate engagement activities with parish schools/preschools, e.g. sponsorship opportunities for competitions, activities etc.	Evidence of how GWPC has continued to consider and initiate engagement activities with parish schools/preschools, e.g. sponsorship opportunities for competitions, activities etc.
<b>6. To promote and advertise availability of GWPC grants.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria</b>				
A. Proactively identifying possible worthy causes/initiatives.	Raised awareness in the parish of access to GWPC's grants scheme.  Adequacy of GWPC's grant provision policy was considered in the annual budget process.	Raised awareness in the parish of access to GWPC's grants scheme.  Adequacy of GWPC's grant provision policy was considered in the annual budget process.	Raised awareness in the parish of access to GWPC's grants scheme.  Adequacy of GWPC's grant provision policy was considered in the annual budget process.	Raised awareness in the parish of access to GWPC's grants scheme.  Adequacy of GWPC's grant provision policy was considered in the annual budget process.	Raised awareness in the parish of access to GWPC's grants scheme.  Adequacy of GWPC's grant provision policy was considered in the annual budget process.

FACILITIES					
Strategic Objectives	May 2025 – April 2026 inclusive	May 2026 – April 2027 inclusive	May 2027 – April 2028 inclusive	May 2028 – April 2029 inclusive	May 2029 – April 2030 inclusive
<b>7. To enhance recreational facilities in the parish.</b>					
Fulfilment Activity	Success Criteria & Evidence				
A. Completing the Great Waltham Recreation Ground play area project	Completion of the project.	Evidence of monitoring the use /condition of all equipment.  Reserves supplemented to ensure funds for future enhancements and maintenance costs.	Evidence of monitoring the use /condition of all equipment.  Reserves supplemented to ensure funds for future enhancements and maintenance costs.	Evidence of monitoring the use /condition of all equipment.  Reserves supplemented to ensure funds for future enhancements and maintenance costs.	Evidence of monitoring the use /condition of all equipment.  Reserves supplemented to ensure funds for future enhancements and maintenance costs.
B. Progressing the Ford End Recreation Ground Project.  Making Ford End & Howe Street Recreation Grounds' equipment updates.	Agreement of timetable for updating equipment at the sites.  Completion of necessary works.  Reserves supplemented to reflect likely future new equipment requirements.	Completion of agreed works.  Reserves supplemented to reflect likely future new equipment requirements.	Completion of agreed works.  Reserves supplemented to reflect likely future new equipment requirements.	Completion of agreed works.  Reserves supplemented to reflect likely future new equipment requirements.	Completion of agreed works.  Reserves supplemented to reflect likely future new equipment requirements.
C. Identifying and working on other projects (e.g. any indicated by residents' survey).	Review of output from survey.  Agreement of any initiatives to be included in timetable for works.	Review of output from survey.  Agreement of any initiatives to be included in timetable for works.	Review of output from survey.  Agreement of any initiatives to be included in timetable for works.	Review of output from survey.  Agreement of any initiatives to be included in timetable for works.	Review of output from survey.  Agreement of any initiatives to be included in timetable for works.
D. Promoting and facilitating use of the Pavilion for community focussed activities and hires.	Facilitation of all opportunities to maximise the use of the Pavilion.	Facilitation of all opportunities to maximise the use of the Pavilion.	Facilitation of all opportunities to maximise the use of the Pavilion.	Facilitation of all opportunities to maximise the use of the Pavilion.	Facilitation of all opportunities to maximise the use of the Pavilion.
E. Making improvement at the allotment sites.	Identified improvements attributable to activities of Allotments Inspector.  Completion of plotholder focus groups to identify possible improvements.	Identified improvements attributable to activities of Allotments Inspector.  Completion of plotholder focus groups to identify possible improvements.	Identified improvements attributable to activities of Allotments Inspector.  Completion of plotholder focus groups to identify possible improvements.	Identified improvements attributable to activities of Allotments Inspector.  Completion of plotholder focus groups to identify possible improvements.	Identified improvements attributable to activities of Allotments Inspector.  Completion of plotholder focus groups to identify possible improvements.



<b>8. To ensure statutory compliance of and in relation to GWPC property and assets.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Ensuring recreation ground byelaws are fit for purpose.	Completion of review byelaws and introduction of any agreed updates.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.
B. Introducing village green byelaws.	Completion of review to assess need to introduce village green byelaws based on current usages and risk assessment analyses.  Implementation of any agreed new byelaws.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.	Evidence to demonstrate agreed byelaws have remained fit for purpose and updated as necessary.
C. Ensuring full compliance as part of annual risk assessment programme.	Completion of full risk assessment programme based on playground, asset and allotment inspections.	Completion of full risk assessment programme based on playground, asset and allotment inspections.	Completion of full risk assessment programme based on playground, asset and allotment inspections.	Completion of full risk assessment programme based on playground, asset and allotment inspections.	Completion of full risk assessment programme based on playground, asset and allotment inspections.
<b>9. To maintain the standard of GWPC assets.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Undertaking annual asset review.	Annual asset review conducted with photographic register and updating digital database.  Risk monitoring facilities/tools used to their highest potential.	Annual asset review conducted with photographic register and updating digital database.  Risk monitoring facilities/tools used to their highest potential.	Annual asset review conducted with photographic register and updating digital database.  Risk monitoring facilities/tools used to their highest potential.	Annual asset review conducted with photographic register and updating digital database.  Risk monitoring facilities/tools used to their highest potential.	Annual asset review conducted with photographic register and updating digital database.  Risk monitoring facilities/tools used to their highest potential.
B. Initiating and progressing a 5-year facilities management strategy with schedule of works and agreed budget.	Completion of an asset repair and replacement 5-year timetable, including a rolling programme of replacement/repairs for different categories, e.g. seats, picnic benches, bus shelters, village green bollards, war memorials, noticeboards.	Completion of agreed works under the 5-year replacement/repair programme.  Addition of any new identified works to the programme.	Completion of agreed works under the 5-year replacement/repair programme.  Addition of any new identified works to the programme.	Completion of agreed works under the 5-year replacement/repair programme.  Addition of any new identified works to the programme.	Completion of agreed works under the 5-year replacement/repair programme.  Addition of any new identified works to the programme.

10. To encourage and promote sustainability throughout the parish.					
Fulfilment Activity	Success Criteria & Evidence				
A. Encouraging use of EVs by promoting installation of EV (public and private) charging points in the parish.	Evidence of installation of new EV charging points in the parish.	Evidence of installation of new EV charging points in the parish.	Evidence of installation of new EV charging points in the parish.	Evidence of installation of new EV charging points in the parish.	Evidence of installation of new EV charging points in the parish.
B. Minimising the use of electricity in GWPC buildings.	Evidence of actions to reduce electricity usage.  Year-on-year reduction of usage (on a like-for-like) basis.	Evidence of actions to reduce electricity usage.  Year-on-year reduction of usage (on a like-for-like) basis.	Evidence of actions to reduce electricity usage.  Year-on-year reduction of usage (on a like-for-like) basis.	Evidence of actions to reduce electricity usage.  Year-on-year reduction of usage (on a like-for-like) basis.	Evidence of actions to reduce electricity usage.  Year-on-year reduction of usage (on a like-for-like) basis.
C. Encouraging use of recycling whenever possible.	All GWPC waste recycled appropriately.  Evidence of activities to encourage use of recycling in the parish.	All GWPC waste recycled appropriately.  Evidence of activities to encourage use of recycling in the parish.	All GWPC waste recycled appropriately.  Evidence of activities to encourage use of recycling in the parish.	All GWPC waste recycled appropriately.  Evidence of activities to encourage use of recycling in the parish.	All GWPC waste recycled appropriately.  Evidence of activities to encourage use of recycling in the parish.

ENVIRONMENT					
Strategic Objectives	May 2025 – April 2026 inclusive	May 2026 – April 2027 inclusive	May 2027 – April 2028 inclusive	May 2028 – April 2029 inclusive	May 2029 – April 2030 inclusive
<b>11. To provide support for improving the highways infrastructure in the parish.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Creating a highways policy for responding to or acting on highway issues in the parish.	Implementation of agreed policy.  Evidence of interactions with relevant parties (e.g. highways agencies, users) and of material improvements for road users in the parish.	Update and amendment of policy, as required.  Evidence of interactions with relevant parties (e.g. highways agencies, users) and of material improvements for road users in the parish.	Update and amendment of policy, as required.  Evidence of interactions with relevant parties (e.g. highways agencies, users) and of material improvements for road users in the parish.	Update and amendment of policy, as required.  Evidence of interactions with relevant parties (e.g. highways agencies, users) and of material improvements for road users in the parish.	Update and amendment of policy, as required.  Evidence of interactions with relevant parties (e.g. highways agencies, users) and of material improvements for road users in the parish.
B. Consideration of schemes for works to improve highway issues.	Completion of agreed schemes.	Completion of agreed schemes.	Completion of agreed schemes.	Completion of agreed schemes.	Completion of agreed schemes.
<b>12. To manage GWPC land on a sustainable basis.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Planting hedges to replace/-complement wooden posts around village greens to prevent parking and other inappropriate uses.	Implementation of policy covering actions for sustainably managing improvements and desired usages on village green sites.  Evidence of agreed works carried out under the provisions of the new policy.	Completion of agreed works/schemes under the policy.	Completion of agreed works/schemes under the policy.	Completion of agreed works/schemes under the policy.	Completion of agreed works/schemes under the policy.
B. Enhancing existing (and designating additional) wildflower areas and planting pollinators.	Completion of works to demonstrate enhanced wildflower areas and plant pollinators in agreed locations.	Completion of works to demonstrate enhanced wildflower areas and plant pollinators in agreed locations.	Completion of works to demonstrate enhanced wildflower areas and plant pollinators in agreed locations.	Completion of works to demonstrate enhanced wildflower areas and plant pollinators in agreed locations.	Completion of works to demonstrate enhanced wildflower areas and plant pollinators in agreed locations.
C. Planting bulbs on GWPC land.	Completion of annual programme of bulb planting.	Completion of annual programme of bulb planting.	Completion of annual programme of bulb planting.	Completion of annual programme of bulb planting.	Completion of annual programme of bulb planting.

D. Allowing leader trees in hedges to grow.	Annual tree survey has identified all leader trees, with detailed advice on their preservation and management.	Annual tree survey has identified all leader trees, with detailed advice on their preservation and management.	Annual tree survey has identified all leader trees, with detailed advice on their preservation and management.	Annual tree survey has identified all leader trees, with detailed advice on their preservation and management.	Annual tree survey has identified all leader trees, with detailed advice on their preservation and management.
E. Carrying out an ecological survey and introducing a bird box strategy.	Completion of any agreed ecological survey.  Implementation of bird box strategy.	Consideration of new or updated ecological survey.  Implementation of bird box strategy.	Consideration of new or updated ecological survey.  Implementation of bird box strategy.	Consideration of new or updated ecological survey.  Implementation of bird box strategy.	Consideration of new or updated ecological survey.  Implementation of bird box strategy.
F. Protecting green areas/buffers along parish boundaries.	Evidence to demonstrate that protection of green/buffer areas was a consideration in all relevant GWPC decision-making forums.	Evidence to demonstrate that protection of green/buffer areas was a consideration in all relevant GWPC decision-making forums.	Evidence to demonstrate that protection of green/buffer areas was a consideration in all relevant GWPC decision-making forums.	Evidence to demonstrate that protection of green/buffer areas was a consideration in all relevant GWPC decision-making forums.	Evidence to demonstrate that protection of green/buffer areas was a consideration in all relevant GWPC decision-making forums.
G. Engaging with residents and schools to promote the local natural environments and encouraging planting of trees and hedges.	Identification of opportunities to engage with residents and schools, with full implementation of all agreed actions and activities.	Identification of opportunities to engage with residents and schools, with full implementation of all agreed actions and activities.	Identification of opportunities to engage with residents and schools, with full implementation of all agreed actions and activities.	Identification of opportunities to engage with residents and schools, with full implementation of all agreed actions and activities.	Identification of opportunities to engage with residents and schools, with full implementation of all agreed actions and activities.
H. Rewilding.	Identification of locations where rewilding was appropriate and completion of agreed rewilding activities.	Identification of locations where rewilding was appropriate and completion of agreed rewilding activities.	Identification of locations where rewilding was appropriate and completion of agreed rewilding activities.	Identification of locations where rewilding was appropriate and completion of agreed rewilding activities.	Identification of locations where rewilding was appropriate and completion of agreed rewilding activities.
<b>13. To encourage and promote sustainability throughout the parish.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Reviewing environmental practices GWPC meetings and leading by example.	Evidence to demonstrate how environmental practices were reviewed at meetings.  Examples where, by leading by example, GWPC has enhanced sustainability in the parish.	Evidence to demonstrate how environmental practices were reviewed at meetings.  Examples where, by leading by example, GWPC has enhanced sustainability in the parish.	Evidence to demonstrate how environmental practices were reviewed at meetings.  Examples where, by leading by example, GWPC has enhanced sustainability in the parish.	Evidence to demonstrate how environmental practices were reviewed at meetings.  Examples where, by leading by example, GWPC has enhanced sustainability in the parish.	Evidence to demonstrate how environmental practices were reviewed at meetings.  Examples where, by leading by example, GWPC has enhanced sustainability in the parish.

B. Working with local organisations to share initiatives.	Completion of activities which have benefitted from GWPC sharing knowledge and information with parishioners and local organisations.	Completion of activities which have benefitted from GWPC sharing knowledge and information with parishioners and local organisations.	Completion of activities which have benefitted from GWPC sharing knowledge and information with parishioners and local organisations.	Completion of activities which have benefitted from GWPC sharing knowledge and information with parishioners and local organisations.	Completion of activities which have benefitted from GWPC sharing knowledge and information with parishioners and local organisations.
C. Improving Public Rights of Way.	Implementation of partnerships with other agencies.  Examples to demonstrate completed works of improvement.	Implementation of new and maintenance of existing partnerships with other agencies.  Examples to demonstrate completed works of improvement.	Implementation of new and maintenance of existing partnerships with other agencies.  Examples to demonstrate completed works of improvement.	Implementation of new and maintenance of existing partnerships with other agencies.  Examples to demonstrate completed works of improvement.	Implementation of new and maintenance of existing partnerships with other agencies.  Examples to demonstrate completed works of improvement.

HEALTH & WELLBEING					
Strategic Objectives	May 2025 – April 2026 inclusive	May 2026 – April 2027 inclusive	May 2027 – April 2028 inclusive	May 2028 – April 2029 inclusive	May 2029 – April 2030 inclusive
<b>14. To enhance the physical, mental and emotional wellbeing of residents.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Promoting initiatives in the parish, e.g. support groups.	Implementation of agreed initiatives, with evidence and examples of how aspects of health and wellbeing have been improved.	Implementation of agreed initiatives, with evidence and examples of how aspects of health and wellbeing have been improved.	Implementation of agreed initiatives, with evidence and examples of how aspects of health and wellbeing have been improved.	Implementation of agreed initiatives, with evidence and examples of how aspects of health and wellbeing have been improved.	Implementation of agreed initiatives, with evidence and examples of how aspects of health and wellbeing have been improved.
B. Identifying partner organisations.	Completion of process to identify all prospective partner organisations.  Examples of activities and events conducted with partners.	Completion of process to identify all new prospective partner organisations.  Examples of activities and events conducted with partners.	Completion of process to identify all new prospective partner organisations.  Examples of activities and events conducted with partners.	Completion of process to identify all new prospective partner organisations.  Examples of activities and events conducted with partners.	Completion of process to identify all new prospective partner organisations.  Examples of activities and events conducted with partners.
<b>15. To improve access to information, services and activities for residents.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Introducing a community hub.	Completion of the process to assess the viability of introducing a community hub (including its objectives and desired outcomes).  Based on the above creation and start-up of the hub.	Assuming creation of hub, evidence to demonstrate its success in implementing improvements and outcomes for residents.	Assuming creation of hub, evidence to demonstrate its success in implementing improvements and outcomes for residents.	Assuming creation of hub, evidence to demonstrate its success in implementing improvements and outcomes for residents.	Assuming creation of hub, evidence to demonstrate its success in implementing improvements and outcomes for residents.
B. Organise (with other groups/organisations) wellbeing events.	Identify the opportunities to arrange wellbeing events and arrange and fund as necessary.	Monitor success of previously events and arrange any new ones.	Monitor success of previously events and arrange any new ones.	Monitor success of previously events and arrange any new ones.	Monitor success of previously events and arrange any new ones.

16. To ensure the health and wellbeing of employees.					
Fulfilment Activity	Success Criteria & Evidence				
A. Ensuring health and wellbeing conversations are integral to update/review discussions with employees.	Completion of all catch-up and performance review meetings on a timely basis.  Evidence to demonstrate that health and wellbeing discussions took place in the above meetings.	Completion of all catch-up and performance review meetings on a timely basis.  Evidence to demonstrate that health and wellbeing discussions took place in the above meetings.	Completion of all catch-up and performance review meetings on a timely basis.  Evidence to demonstrate that health and wellbeing discussions took place in the above meetings.	Completion of all catch-up and performance review meetings on a timely basis.  Evidence to demonstrate that health and wellbeing discussions took place in the above meetings.	Completion of all catch-up and performance review meetings on a timely basis.  Evidence to demonstrate that health and wellbeing discussions took place in the above meetings.
B. Performance management and reviews.	Evidence to demonstrate the maintenance and completion of a robust, documented performance management process for employees.	Evidence to demonstrate the maintenance and completion of a robust, documented performance management process for employees.	Evidence to demonstrate the maintenance and completion of a robust, documented performance management process for employees.	Evidence to demonstrate the maintenance and completion of a robust, documented performance management process for employees.	Evidence to demonstrate the maintenance and completion of a robust, documented performance management process for employees.

PLANNING					
Strategic Objectives	May 2025 – April 2026 inclusive	May 2026 – April 2027 inclusive	May 2027 – April 2028 inclusive	May 2028 – April 2029 inclusive	May 2029 – April 2030 inclusive
<b>17. To maintain an annual action plan.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Maintenance of annual action plan.	Implementation of annual plan with quarterly monitoring of progress at GWPC meetings.	Implementation of annual plan with quarterly monitoring of progress at GWPC meetings.	Implementation of annual plan with quarterly monitoring of progress at GWPC meetings.	Implementation of annual plan with quarterly monitoring of progress at GWPC meetings.	Implementation of annual plan with quarterly monitoring of progress at GWPC meetings.
<b>18. To review and update of the parish's village design statements and parish plan.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Ensuring contents of existing (and any new) parish plan or village design statements are fit for purpose.	Completion of review contents of existing parish plan and village design statements (with a view to recommending changes).	Evidence to demonstrate that existing plans and statements have been updated as necessary and remain fit for purpose.	Evidence to demonstrate that existing plans and statements have been updated as necessary and remain fit for purpose.	Evidence to demonstrate that existing plans and statements have been updated as necessary and remain fit for purpose.	Evidence to demonstrate that existing plans and statements have been updated as necessary and remain fit for purpose.
	Identification of any new plans and preparation of wordings for consideration and approval.	Identification of any new plans and preparation of wordings for consideration and approval.	Identification of any new plans and preparation of wordings for consideration and approval.	Identification of any new plans and preparation of wordings for consideration and approval.	Identification of any new plans and preparation of wordings for consideration and approval.
<b>19. To support appropriate sustainable development within the parish.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Considering planning application as consultee.	All planning applications considered in line with all relevant national and local planning policies, neighbourhood plans and design guidances.	All planning applications considered in line with all relevant national and local planning policies, neighbourhood plans and design guidances.	All planning applications considered in line with all relevant national and local planning policies, neighbourhood plans and design guidances.	All planning applications considered in line with all relevant national and local planning policies, neighbourhood plans and design guidances.	All planning applications considered in line with all relevant national and local planning policies, neighbourhood plans and design guidances.
	Evidence to demonstrate planning applications discussed at public meetings and decisions posted online.	Evidence to demonstrate planning applications discussed at public meetings and decisions posted online.	Evidence to demonstrate planning applications discussed at public meetings and decisions posted online.	Evidence to demonstrate planning applications discussed at public meetings and decisions posted online.	Evidence to demonstrate planning applications discussed at public meetings and decisions posted online.



20. To support the protection and development of the natural environment.					
Fulfilment Activity	Success Criteria & Evidence				
A. Strengthening green buffers between parishes.	Evidence to demonstrate that where applicable all decisions taken in consideration of promotion and protection of the rural nature of the parish.	Evidence to demonstrate that where applicable all decisions taken in consideration of promotion and protection of the rural nature of the parish.	Evidence to demonstrate that where applicable all decisions taken in consideration of promotion and protection of the rural nature of the parish.	Evidence to demonstrate that where applicable all decisions taken in consideration of promotion and protection of the rural nature of the parish.	Evidence to demonstrate that where applicable all decisions taken in consideration of promotion and protection of the rural nature of the parish.
B. Encouraging planting and retention of trees in responding to planning applications.	Evidence to demonstrate that when responding to individual applications tree management was a consideration..	Evidence to demonstrate that when responding to individual applications tree management was a consideration..	Evidence to demonstrate that when responding to individual applications tree management was a consideration..	Evidence to demonstrate that when responding to individual applications tree management was a consideration..	Evidence to demonstrate that when responding to individual applications tree management was a consideration..

RESOURCES					
Strategic Objectives	May 2025 – April 2026 inclusive	May 2026 – April 2027 inclusive	May 2027 – April 2028 inclusive	May 2028 – April 2029 inclusive	May 2029 – April 2030 inclusive
<b>21. To ensure GWPC delivers value for money.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Ensuring appropriate policies and procedures are in place to monitor GWPC financial probity and precept budgeting and spend.	Completion of review of all policies and procedures in accordance with agreed review schedule.  Evidence to demonstrate all full council and committee decisions and recommendations considered value for money.	Completion of review of all policies and procedures in accordance with agreed review schedule.  Evidence to demonstrate all full council and committee decisions and recommendations considered value for money.	Completion of review of all policies and procedures in accordance with agreed review schedule.  Evidence to demonstrate all full council and committee decisions and recommendations considered value for money.	Completion of review of all policies and procedures in accordance with agreed review schedule.  Evidence to demonstrate all full council and committee decisions and recommendations considered value for money.	Completion of review of all policies and procedures in accordance with agreed review schedule.  Evidence to demonstrate all full council and committee decisions and recommendations considered value for money.
<b>22. To ensure GWPC maintains financial probity including a minimum 3-year financial plan.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. GWPC policies and procedures.	Completion of review of all policies and procedures in accordance with agreed review schedule to ensure they remain fit for purpose.	Completion of review of all policies and procedures in accordance with agreed review schedule to ensure they remain fit for purpose.	Completion of review of all policies and procedures in accordance with agreed review schedule to ensure they remain fit for purpose.	Completion of review of all policies and procedures in accordance with agreed review schedule to ensure they remain fit for purpose.	Completion of review of all policies and procedures in accordance with agreed review schedule to ensure they remain fit for purpose.
<b>23. To encourage and promote sustainability throughout the parish.</b>					
<b>Fulfilment Activity</b>	<b>Success Criteria &amp; Evidence</b>				
A. Maintaining a sustainability mindset.	Evidence to demonstrate that all GWPC work reflects and has in mind long-term sustainability.	Evidence to demonstrate that all GWPC work reflects and has in mind long-term sustainability.	Evidence to demonstrate that all GWPC work reflects and has in mind long-term sustainability.	Evidence to demonstrate that all GWPC work reflects and has in mind long-term sustainability.	Evidence to demonstrate that all GWPC work reflects and has in mind long-term sustainability.
B. Maintaining opportunities for home working by employees.	Completion of periodic reviews to ensure that, if applicable and practicable, flexible working arrangements (including home working) are available to GWPC employees.	Completion of periodic reviews to ensure that, if applicable and practicable, flexible working arrangements (including home working) are available to GWPC employees.	Completion of periodic reviews to ensure that, if applicable and practicable, flexible working arrangements (including home working) are available to GWPC employees.	Completion of periodic reviews to ensure that, if applicable and practicable, flexible working arrangements (including home working) are available to GWPC employees.	Completion of periodic reviews to ensure that, if applicable and practicable, flexible working arrangements (including home working) are available to GWPC employees.

## **Summary of Strategic Objectives**

### **Community Engagement**

1. To raise the profile of GWPC and its councillors and staff in the community.
2. To produce an Annual Report and ensure delivery to every household in the parish.
3. To seek views of Great Waltham parish residents and organisations.
4. To provide organised community events.
5. To encourage and promote sustainability throughout the parish.
6. To promote and advertise availability of GWPC grants.

### **Facilities**

7. To enhance recreational facilities in the parish.
8. To ensure statutory compliance of and in relation to GWPC property and assets.
9. To maintain the standard of GWPC assets.
10. To encourage and promote sustainability throughout the parish.

### **Environment**

11. To provide support for improving the highways infrastructure in the parish.
12. To manage GWPC land on a sustainable basis.
13. To encourage and promote sustainability throughout the parish.

### **Health and Wellbeing**

14. To enhance the physical, mental and emotional wellbeing of residents.
15. To improve access to information, services and activities for residents.
16. To ensure the health and wellbeing of employees.

### **Planning**

17. To maintain an annual action plan.
18. To review and update of the parish's village design statements and parish plan.
19. To support appropriate sustainable development within the parish.
20. To support the protection and development of the natural environment.

### **Resources**

21. To ensure GWPC delivers value for money.
22. To ensure GWPC maintains financial probity including a minimum 3-year financial plan.
23. To encourage and promote sustainability throughout the parish.