



Mildenhall High Town Council

Strategic Plan 2019-23

Table of contents

1. Vision	pg.3
2. Mission Statement	pg.4
3. Background	pg.5
4. Organisational Structure	pg.9
5. Core Values	pg.10
6. Strategic Analysis	pg.11
7. Strategic Objectives	pg.12
8. Evaluation and monitoring	pg.14

Vision Statement

“By 2023 the community of Mildenhall will be stronger, cohesive, creative and forward-looking. More prosperous, sustainable and inclusive in its aspirations.”

Mission Statement

“Develop a democratic and representative voice for the community; where services are provided and managed to a good quality standard in an effective and responsible way, at an affordable cost.”

Background – The Town

Mildenhall is a small market town and civil town in Suffolk. The town is near the A11 and is located 37 miles north-west of Ipswich, the county town. The town centers on a market place with a 16th century hexagonal market cross and town pump. The Town's market is held here every Friday and originated as a weekly chartered market in the 15th century.

The former Parish was divided into hamlets with the larger populated Mildenhall High Town being the principal hamlet. To the south and west of the Town the landscape and fenland are flat and comprise of large fields. The historic centre of the town runs north to south along High Street and Mill Street with the former Manor House and gardens north-west of High Street with the market to the east and the church to the south.

The Town has lost two major Parishes in the last 20 years with Beck Row separating in 1999 and West Row very recently in 2019. This has led to Mildenhall officially adopting the name High Town to give it its own unique sense of identity with a nod to it's rich history.

The large Royal Air Force base, RAF Mildenhall, as well as RAF Lakenheath, are located north of the town. The former is used by the United States Air Force, as the headquarters of its 100th Air Refueling Wing and 352nd Special Operations Group.

The Bunbury family held the manor of Mildenhall until the estate was broken up in 1933. RAF Mildenhall was officially opened in 1934 and served as a base for RAF Bomber Command during the Second World War. In 1950, the US Air Force took over its operation.

The Town currently has the highest concentration of American residents in the country, as 18% of residents were born in the United States.

The River Lark runs through the town and is adjoined by the Jubilee Field.

The town has a bus station which was completed in 2005 with regular services to Brandon, Bury-St. Edmunds, Newmarket and Thetford. The rail station closed in 1962.

- Mildenhall has a number of small shops, a Sainsburys supermarket and a Co-op store, a number of chain stores and independent traders; also two major banks.
- There are three school sites; Mildenhall Academy, Great Heath Academy and St. Mary's Church of England Academy. In 2020 the Mildenhall Hub will open providing another site for education and community facilities in the area.

- Mildenhall has its own radio station, ZACK FM, broadcasting on 105.3 FM, the transmitter is located on top of St. Mary's Church.
- There are currently four public houses in the town, the Half Moon, Maids Head, Queens Arms and The Bell.
- Mildenhall has a non-league football club Mildenhall FC who play at the Recreation Ground.
- There is a leisure centre on Bury Road, but this will close when the Mildenhall Hub opens.
- Mildenhall contains a considerable amount of employment floorspace providing jobs and business opportunities for local residents at the Mildenhall Industrial Estate.
- There are also dozens of community organisations such as Women's Institute, Sea Cadets, Scouts, Guides and Rainbows, a variety of keep fit classes, historical societies and drama groups; with an active branch of the Royal British Legion.

Background – The Town Council

The Town Council develops and maintains:

The Jubilee Centre

The Jubilee Centre opened in 1982 and houses many community activities during the week that are open to the public. It is managed by the Town Council.

There is easy access for those with buggies or wheelchairs and plenty of parking. There are weekly groups and clubs for a range of ages and interests.

The venue can be used for a party or special function and there are several rooms to choose from. The main Hall has a well-equipped bar area and is suitable for a larger function, with dance floor and stage.

There is also the facility to have a moveable bar area in one of the other rooms if the main hall isn't suitable. The kitchen is also available to hire, so you can cater for functions on site.

Jubilee Field

Facilities:

- Play area for all ages of children
- A large kick about area
- MUGA
- Seating
- Car parking

Allotments

The Council manages two sites at Riverside and Lark Road, totalling sixty plots. Twenty at Lark Road and Forty at Riverside. There is a current waiting list.

The Town Council

With a budget of around £270,000 and a workforce currently consisting of 3 administrative staff, 2 custodians, 2 ground staff and 2 cleaners, Mildenhall High Town Council is one of the largest local councils in West Suffolk.

The administrative hub of the Town Council Staff is The Pavilion. Opened in 1982 and refurbished in 2015, this building is the home of Mildenhall Town Council and staff, and is based on the same site as the Jubilee Centre and Lark Children's Centre. It has two offices, toilets, a kitchenette and a two meeting rooms, which can be partitioned into two smaller rooms. The council makes it available for use by other groups.

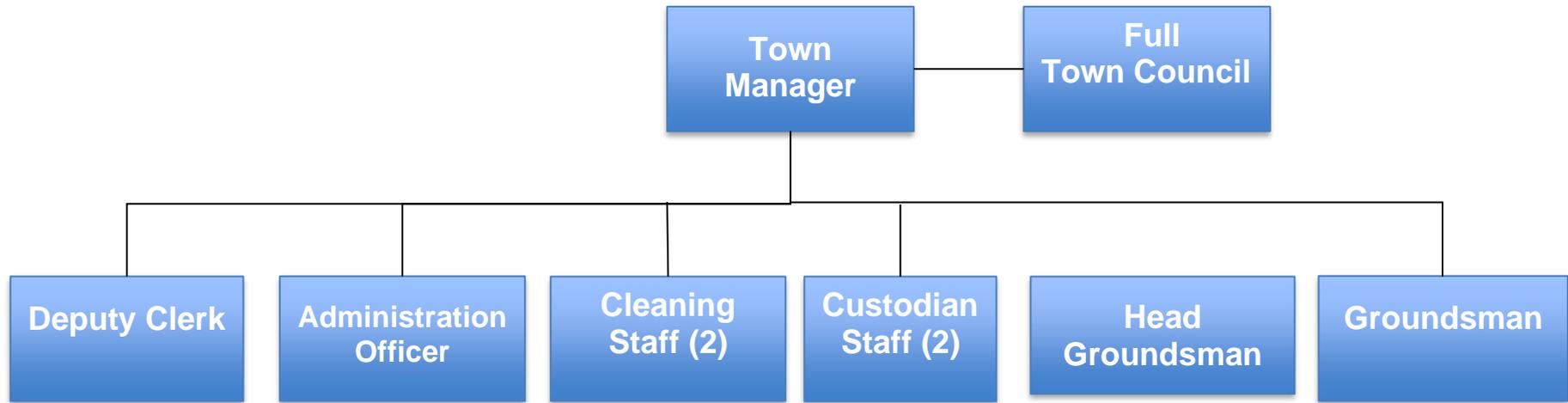
Mildenhall High Town Council has 15 elected members. Elections take place every four years, the last being in 2019. The Full Town Council ratifies the decisions made by the standing committees and makes decisions on the larger issues which affect the Council and the Town. The Council is non-political. The Annual Town Meeting is held in March/April and the Annual General Meeting of the Council is held in May.

The Standing Committees:

- Establishment and Policy
- Amenities and Operations
- Communications and Events
- Personnel
- Planning

The Working Groups:

- Facilities Review
- Cemetery Extension
- Cleaner, Greener, Safer
- Finance Strategy
- Disciplinary and Grievances Panels
- Appeals Panel



Mildenhall High Town Council

Organisational Chart
December 2020

Core Values

Taking Responsibility

Making things happen and achieving results

Customer Focus

Putting residents at the heart of everything we do

Communication

Sharing information effectively

Team Working

Working better together

Respect and Diversity

Valuing difference and being fair

Trust and Integrity

Conducting ourselves in a professional way

Value for Money

Being accountable for how we spend money

Commitment

Being proud of the service we provide

Motivation

Encouraging people to do their best

Decision Making

Feeling empowered to reach sound decisions

Strategic Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Experienced Staff • Positive team culture • Financially secure • General Power of Competence 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Staff and Councillor Training • Out of date staff appraisals • Lack of community engagement • Limited social media presence • Council branding and signage • Unclear business continuity plan • Governance structure
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Involved and positive Councillors • Development of the Jubilee Centre • Secure trust and respect between all members and staff • Developing existing policies and practices to become a recognised quality council • Healthy reserves for all projects • Rebranding after recent Parish separation 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Local competition for services • Legal and regulatory changes (Brexit, higher authority changes to services) • Non-contested elections • Deterioration of assets • Staff retirements • Local crime, with impact on budget

Strategic Objectives

Strategic Objective 1:

To continue to preserve and enhance the character of the Town and to support appropriate development: using the National Planning Policy Framework to safeguard its unique identity and environment.

Strategic Objective 2:

To work towards a cleaner, greener and safer Mildenhall.

Strategic Objective 3:

To maintain and enhance effective internal and external communication, and to be innovative in creating and developing new communication methods.

Strategic Objective 4:

To encourage the involvement of the community in the Town Council through active Community Engagement, and help establish it's aspirations for the future.

Strategic Objective 5:

To promote and engage in partnership working with principle authorities, US Air bases, voluntary, twinning and youth organisations for the improvement of Mildenhall and High Town Council services.

Strategic Objective 6:

To develop and enhance the Council's facilities and amenities for residents of all ages.

Strategic Objective 7:

To deliver the best possible services and events for the lowest possible costs.

Evaluation and Monitoring Methods

- When adopted, progress of this plan will be measured and reviewed at the Establishment and Policy Committee with recommendations being referred to the Full Council.
- The Establishment and Policy Committee will use the associated 2019-23 Action Plan to carry out this evaluation. This associated document will be produced for the January 2020 Full Council meeting, also upon adoption of this document.