FIVE-YEAR STRATEGIC PLAN 2027–2032

**Hollinswood & Randlay Parish Council**

# Five-Year Strategic Plan 2027–2032

**A clear framework for a safe, welcoming, sustainable and connected parish**

## Executive Summary

This Strategic Plan sets the direction for Hollinswood & Randlay Parish Council from 2027 to 2032. It translates the Council's vision into six priorities, defined five-year outcomes and a practical delivery roadmap. The plan focuses resources on the issues that matter most to residents while providing a transparent basis for decision-making, partnership working and public accountability.

Delivery will be phased. Year 1 will establish baselines, responsibilities and delivery standards; Years 2 and 3 will implement priority improvements; Year 4 will consolidate successful activity and address gaps; and Year 5 will evaluate impact and prepare the next strategy. Progress will be reviewed quarterly and reported publicly each year.

## Strategic Context

The plan reflects evidence considered at the Council's Strategy Day in September 2026, including community questionnaire responses and operational experience. It covers Hollinswood, Randlay and Stafford Park and recognises that delivery depends on available resources, effective partnerships and any changes arising from the Community Governance Review.

## Our Vision

**To enhance the quality of life for residents and visitors across Hollinswood, Randlay and Stafford Park, creating a safe, welcoming, sustainable and neighbourly place to live, work and visit.**

## How We Will Work

- **Community-led:** listen to residents and reflect different needs across the parish.
- **Evidence-based:** use baselines, service data and feedback to direct resources.
- **Collaborative:** work with public bodies, schools, businesses and community groups.
- **Inclusive and accessible:** remove barriers to participation, information and facilities.
- **Financially responsible:** test affordability, value for money and whole-life costs.
- **Sustainable:** consider climate, biodiversity and resilience in relevant decisions.

## Strategic Priorities and Five-Year Outcomes

| Priority | Outcome by 2032 | Headline measures | Lead and partners |
|---|---|---|---|
| **1. Community Safety and Security** | Residents know how to report concerns, priority locations are regularly assessed, and coordinated follow-up is visible. | Reporting guide reviewed annually; quarterly issue log; at least two multi-agency walkabouts each year; Year 1 lighting survey with tracked actions; annual resident confidence measure improved from baseline. | Clerk and Councillors, with Parish Warden, SNT, Telford & Wrekin Council and residents. |
| **2. Green Spaces and Local Environment** | Green spaces are well managed, accessible and resilient, with improved biodiversity and timely action on defects. | Management Plan adopted in Year 1; annual asset and condition audits; defects tracked quarterly; annual biodiversity programme; protection options progressed for key sites. | Parish Warden and Clerk, with Councillors, Telford & Wrekin Council, FOHARV and volunteers. |
| **3. Inclusive Community Events** | A balanced programme connects different ages, cultures and neighbourhoods and is supported by volunteers. | Annual calendar published in advance; attendance, cost and feedback recorded for every event; volunteer register reviewed annually; participation mix reviewed annually; sponsorship assessed for major events. | SNRC/SME Coordinator and Councillors, with staff, schools, community groups, volunteers and businesses. |

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| **4. Welcoming and Sustainable Community Buildings** | Buildings are accessible, well maintained, well used and increasingly cost-effective. | Year 1 usage, accessibility and cost baseline; improved opening and welcome information; five-year maintenance budget; annual utilisation and cost-recovery report; viable grants and energy projects progressed. | Clerk and Building Leads, with Caretaker, Councillors, user groups, contractors and funders. |
| **5. Effective Communication and Engagement** | Residents, partners and businesses receive timely, accessible information and can influence Council activity. | Year 1 channel audit and standards; monthly website and screen checks; annual communications survey; accessible formats for key information; annual reach and engagement report. | Clerk and Communications Lead, with staff, Councillors, community groups and approved providers. |
| **6. Climate Action and Zero 30** | Climate considerations inform decisions and affordable measures reduce energy use and carbon impacts. | Year 1 energy and thermal baseline; climate implications recorded in relevant reports; at least two public campaigns each year; annual cost, energy and carbon update; business cases include payback and funding. | Clerk and Councillors, with Building Leads, schools, partners, advisers and funding bodies. |

## Five-Year Delivery Roadmap

| Year | Delivery focus | Key milestones |
|---|---|---|
| **Year 1: 2027–28** Baseline and mobilisation | Confirm ownership, establish baselines and put consistent delivery systems in place. | Approve detailed annual delivery plan and budgets; publish safety reporting guide; adopt Green Space Management Plan; create events calendar and volunteer register; complete building, communications and energy baselines; establish the public performance dashboard. |
| **Year 2: 2028–29** Priority implementation | Deliver visible early improvements and strengthen partnerships. | Complete priority safety and lighting actions; begin drainage, seating, path and biodiversity works; improve centre signage and online information; expand community reach; progress viable building and energy grants. |
| **Year 3: 2029–30** Scale and embed | Extend successful approaches and embed routine monitoring. | Review mid-point outcomes; scale successful events and volunteer activity; advance protection of key green spaces; implement approved building and energy measures; refine communications using survey and engagement data. |
| **Year 4: 2030–31** Consolidate and improve | Close performance gaps, secure sustainability and prepare for final evaluation. | Target underperforming measures; refresh partnership commitments; update maintenance and capital priorities; demonstrate progress against safety, participation, access, communications and climate baselines. |
| **Year 5: 2031–32** Evaluate and renew | Assess impact, complete outstanding commitments and shape the next strategy. | Complete independent or member-led evaluation; publish a five-year outcomes report; consult residents and partners; identify unfinished priorities; agree the strategic framework for 2032 onward. |

## Performance and Accountability

For each priority, the responsible lead will maintain an annual delivery plan showing actions, milestones, budget implications, risks and current status. Measures will be reported using the Year 1 baseline wherever an existing reliable baseline is not available.

- **Quarterly:** Full Council reviews progress, risks, budget pressures and corrective action.
- **Annually:** the Council publishes a concise public progress report and refreshes the following year's delivery plan.
- **Mid-point:** a formal review in 2029–30 tests whether priorities, measures and resources remain appropriate.
- **End of plan:** a 2031–32 evaluation reports outcomes, lessons and recommendations for the next strategy.

## Key Delivery Risks

| Risk | Response |
|---|---|
| Insufficient funding or staff capacity | Prioritise annually, phase activity, seek grants and use partnerships and volunteers appropriately. |
| Dependence on external partners | Agree named contacts, responsibilities and escalation routes; record dependencies in delivery plans. |
| Low participation or unequal reach | Use multiple channels, targeted engagement and participation data to identify and address gaps. |
| Weak or inconsistent performance data | Set Year 1 baselines, define data owners and use consistent quarterly reporting templates. |
| Governance or boundary changes | Review the plan promptly following relevant Community Governance Review decisions. |

*Adopted: [insert date] | Next annual review: [insert date] | Strategy period: 2027–2032*