



Tavistock Town Council

Working for the local community

TAVISTOCK TOWN COUNCIL STRATEGIC PLAN 2017-2023





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Introduction - Delivering the Business of the Council

Tavistock Town Council adopts a plan-led approach to the delivery of Council business and performance management. Higher level organisational goals and the principles underpinning the operation of the Council are set out in the Strategic Plan 2017-2021/23. These are then embedded in the organisation through annual Service Planning (integrating the operational with the strategic), regular reporting, monitoring and the staff appraisal system.

As such this document is distinct from a Neighbourhood Plan (relating substantially to land use/the built environment) or a Community Plan/Town Vision (setting out the wider needs and/or aspirations of the community). The primary purpose is to set out those higher level tasks or goals by which the success of the Council can be judged year on year in the context of the Council priorities, and with regard to how we conduct Council business on behalf of our community.

The Strategic Plan originally covered a four-year period, since extended to six following the unprecedented impact of the Coronavirus pandemic to enable the upcoming new Council to identify its own priorities informed by the position post pandemic in 2023. For completeness it should be read in conjunction with the annual Corporate and Community Services Plans which together form the basis from which operational activities and goals are agreed, identified, prioritised, resourced and delivered by the Council.



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The Strategic Plan 2017-2023

1. Council Vision – the Vision of the Council: -

1.1 *Tavistock Town Council aims to improve the social and economic wellbeing of the community, and to protect the built environment of the town. It aims to work with other organisations and the community to provide efficient and high quality services.*

1.2 Tavistock Town Council has a central role to play in developing and participating in all aspects of life in the town. It is a community leader, advocate and representative body comprised of residents elected to represent the community.

2. Council Priorities – the priorities of the Council are: -

2.1 Democracy (D)

the Town Council consists of an elected body of local people to provide a strong

voice on decisions and services that affect the everyday life of local people including:

D1 Representation -

The Council will act as democratically elected leader of, and advocate for, the interests of the community with particular regard to service provision, infrastructure, wellbeing and community assets - working with the community and in partnership. Councillors will receive support in their roles as representatives, leaders and the delivery of participation and engagement in public life.

D2 General Power of Competence (GPC) -

The Council will seek to maintain the GPC in order that it has the fullest opportunity to act for, and in the interests of, the residents of the town.

D3 Consultation -

The Council will seek to consult with electors before making changes that affect the populace or relevant stakeholder groups.

D4 Civic/Ceremonial -

The Council will seek to sustain civic and ceremonial traditions.

D5 Compliance -

The Council will meet the regulatory and compliance obligations placed upon it.



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2.2 Community (C)

The Town Council seeks to always be at the heart of the community and its activities. It will work closely with the many local voluntary, business, community groups and third/public sector partners within Tavistock that are key to vibrant and successful community life:

C1 Working together –

The Council will work with the Borough and County Councils and other representative bodies, partners and public authorities to promote a vibrant and healthy community life and wellbeing.

C2 Communications –

The Council will develop communications (including website, newsletter, social networking options) to meet statutory and other requirements, to communicate key messages.

C3 Financial Assistance –

The Council will maintain a Grants Scheme to support eligible organisations providing benefits to the local community.

C. 4 Outside Bodies –

The Council will appoint representatives to, and work with, community and other groups supporting residents of the town.

C5 Community Assets –

The Council will manage the community assets in its ownership to support the development and delivery of community services, benefits and community wellbeing.

C6 Allotments/burial grounds –

The Council will maintain allotments and burial grounds to serve the Parish, including making provision for replacement/additional burial facilities, as necessary.

C7 Events –

The Council will seek to deliver events which engage, entertain and/or inform the community and visitors whether on an annual or occasional basis.

C8 Banking Services –

The Council is committed to ensuring ongoing access to cash for the community, together with a banking hub for the Town should the need arise, as part of a universal, accessible and resilient financial system serving the whole community.



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2.3 Environment (En)

Tavistock has a strong identity and character due to its rich natural and built heritage. The Town Council will work to ensure this heritage is protected and enhanced for present and future generations, including especially those buildings and areas of land for which it is custodian:

En1 Environment (general) –

The Council will actively contribute to and promote policies and initiatives that support, protect and sensitively and sustainably develop the unique historic, built and natural environments of the town.

En2 Environment (Council ownership) -

The Council will maintain and protect the built heritage and natural assets in its ownership including through the maintenance of appropriate records, maintenance plans, inspections and works.

En3 Whitchurch Down –

The Council will manage Whitchurch Down for users with due regard to the maintenance of biodiversity and the conservation of areas of environmental significance.

En4 Trees –

The Council will manage and maintain shrubs and trees on Council land including the maintenance of inspection, arboriculture and planting schemes.

En5 Recreation –

The Council will maintain existing play areas and, where appropriate, provide new areas for recreation as new developments and associated funding come forward.

En6 New development –

The Council will seek to inform and shape new development in the town to ensure sustainable and managed growth supported by appropriate infrastructure including through the development and delivery, in collaboration with the community, of a Neighbourhood Development Plan for the Town.

En7 Sustainability and the environment –

The Council will collaborate with the community, stakeholders and statutory bodies to increase community resilience and/or sustainability and the mitigation of adverse impacts on biodiversity and climate caused by human activity.



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2.4 Economy (Ec)

The Town Council will work actively with the business community and other stakeholders to support the local economy and promote footfall as well as embedding good practice in its roles as a significant employer, landlord, steward of community assets and service provider:

Ec1 Economic Development –

The Council will seek to support and/or deliver economic development initiatives to promote, develop and maintain a healthy local economy and commercial sector.

Ec2 Working together –

The Council will work with the Chamber of Commerce, Business Improvement District Ltd and other representative bodies, partners and public authorities to promote a vibrant and healthy local Economy recognising a shared commitment to the special nature of the settlement as a traditional market (with livestock, pannier, open air, arts and ad hoc markets) and Stannary town, centre of an independent/artisan retail offer, World Heritage Site and Gateway to both Dartmoor and the Tamar Valley.

Ec3 Gateway Centre –

The Council will support the delivery of a Guildhall WHS Gateway Centre and associated uses as a basis for the sustainable public use of this historic complex and development toward Tavistock becoming a WHS 'Key Centre'.

Ec4 Best Value –

The Council will work to minimise Council costs and provide value for money services which are relevant, efficient, economic and effective. In doing so it will reflect good employment and business practices.

Ec5 Income generation –

The Council will manage its commercial assets to provide income streams on a commercial basis to support the development and delivery of community services and benefits. The Council will also seek to develop new income streams which contribute to the local economy such as the bringing into use of the Butchers' Hall, securing of contracts to external bodies for services etc.

Ec6 Prudent Financial Management –

The Council will prepare a balanced budget and maintain appropriate levels of reserves (both general) (equivalent to not less than nine months' income) and capital (not less than £500,000 in view of its ownership of significant historical buildings in the town). It will maintain sufficient measures of financial assurance and control, and conduct due diligence on all projects and initiatives to ensure that they are affordable, deliverable, sustainable and appropriate