



# Tavistock Town Council

*Working for the local community*

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## TAVISTOCK TOWN COUNCIL STRATEGIC PLAN 2017-2021



V2 as amended 18.09.2018



## **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. 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 covers a four- year period and 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 identified, prioritised, resourced and delivered.



## The Strategic Plan 2017-2021

### 1.1 Council Vision - the Vision of the Council:-

*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.

## Council Priorities

### 1.3 The priorities of the Council are:-

**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.



**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

C4 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

**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, arboricultural 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

**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

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 and capital). 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,



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