



# Bovey Tracey Town Council Strategic Plan 2020/23



# Bovey Tracey Town Council

## Strategic Plan

### 2020- 2023

#### Introduction

The Council has appointed 3 standing committees to oversee certain functions and responsibilities. The decisions made by these committees are ratified by Full Council at its bi-monthly meetings. Each committee will have a devolved budget which will be detailed in the Town Councils annual budget available each year in January/February.

The following charts detail which councillors serve on each committee (2020/21)

<b>Bovey Tracey Town Council Full Council -14 Councillors</b>		
<b>Planning &amp; Environment 7 Councillors</b>	<b>Recreation Parks &amp; Property 7 Councillors</b>	<b>Finance, Resources &amp; General Purposes 7 Councillors</b>
J Arnold	T Allen	T Allen
U Arnold	J Arnold	R Bradshaw
R Bradshaw	S Brooke (Ex Officio)	S Brooke (Ex Officio)
S Brooke (Ex Officio)	J Cole	D Elphick
E Kelly	D Elphick	D Fletcher
A Kerswell	A Kerswell	G Gribble
S Light	K Morgan-West	O Mills

Committee	Lead Councillor	Sub Committees/ Steering Groups	Sub Committee/Steering Group Lead Councillor
Finance, Resources & General Purposes	D Fletcher	Communications Sub-Committee Regeneration Sub -Committee Appeals Sub-Committee Personnel Sub-Committee	- U Arnold S Brooke E Kelly
Recreation Parks	T Allen	Community Centre Steering Group	E Kelly
Planning & Environment	E Kelly	Climate Emergency Bovey and Heathfield (CEBH)	O Mills/D Fletcher
		Neighbourhood Plan Steering Group	R Bradshaw

The following pages detail the aims and objectives in order of each committee.

## Full Council

**Full Council is the main policy making body of the Council and considers the broad social and economic needs of the Parish, including establishing the Key Objectives**

Aims	Objectives	Actions	Responsibility	Timescale
To be a modern and responsive council. Promote the town, representing its interests and supporting work of different community groups.	Ensure the Town Council follows this aim consistently	Regular review of the Strategic Plan	Town Clerk Mayor Council members	Ongoing
	To function in an efficient way that responds to the needs of residents.	Ensure Standing Orders, Committee structures and meeting structures and operations are fit for purpose (Also links to comms strategy dvt and better understanding whole community needs)	Town Clerk Mayor Council members	Annually Quarter 1
	Review Risk Register	Consider actions that need to be taken	Town Clerk Mayor Council members	Annually Quarter 2
	Decision making	Produce a 'scheme of delegation' which ensures decisions are made efficiently and effectively and at the right level	Town Clerk	2020 Quarter 3
Act within the Law	The Town Council will meet the regulatory and compliance obligations placed upon it.	To comply with legal requirements of the Town Council	Town Clerk Mayor Council members	Ongoing
	General Power of Competence (GPC)	The Town 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	Town Clerk Mayor Council members	2023

## Finance, Resources and General Purposes Committee

**The Finance, Resources and General Purposes Committee considers the financial, staffing and general policy aspects of the Council and Parish area.**

Aims	Objectives	Action	Responsibility	Timescale
To work within the set legal framework.	To undertake statutory duties	To comply with legal requirements of the Town Council	Town Clerk	To work within the set legal framework
To manage and where appropriate improve the Council's Finance and Governance arrangements.	Remain financially stable	Quarterly budget checks and robust budget planning and setting process, including the annual review and recommendation of level of precept required.	Town Clerk Chair of Finance Committee	Ongoing
	Increase Cyber Security for the Town Council	Develop/review the Town Council's Cyber Security Policy/budget on an annual basis as a minimum.	Town Clerk Chair of FRGP	Ongoing
To achieve Quality Status under the new framework by the National Association of Local Councils.	To reach the 'Quality' Award standard of the Local Council Award Scheme.	Review criteria and prepare evidence to achieving compliance prior to submission of an application from Foundation Award to Quality Award.	Town Clerk	Quarter 4 2020
Creating a safer Parish	Upgrade the Town's CCTV Equipment to improve coverage and accessibility by the Police.	Obtain/review offer Police Officers instant access to footage via PDA's and relocate/enable the system to operate from the new Community Centre.	Town Clerk Chair of FRGP	Quarter 1 2021

## Recreation, Parks & Property Committee

**The Recreation, Parks & Property Committee will manage the Council's asset portfolio and enhance the Parish's parks and recreation facilities and services for the enjoyment and wellbeing of current and future residents.**

Aims	Objectives	Action	Responsibility	Timescale
To work within the set legal framework	To undertake statutory duties	To comply with legal requirements of the Town Council	Town Clerk Recs and Parks Committee	Ongoing
To manage the council's asset portfolio & enhance the Parish's parks, recreation facilities and services for the enjoyment & wellbeing of current and future generations	Ensure the council follows this aim consistently	Accept & regularly review the related strategic objectives.	Town Clerk Chair of RPPC	Ongoing
	Maintain to a high standard all the buildings, parks, cemetery, allotments, playgrounds, skatepark, car parks and open spaces owned by the council.	Undertake regular inspections.  Respond to residents' feedback.	Chair of RPPC	On-going
To encourage greater physical activity for all ages by helping to facilitate and improve areas for walking, running and cycling.	Work with other agencies to improve recreational and leisure services available.  Support local sports facilities and clubs where appropriate.	Look for potential funding opportunities	Town Clerk Chair of RPPC	On-going
Provide fit for purpose facilities	Address issues where facilities need updating/ expanding.	Assess need for additional burial sites at the Cemetery for cremations.  Assess state of Recreation Ground carpark with tennis, cricket & bowls clubs and investigate potential solutions.	Town Clerk Chair RPPC	Quarter 1 2021
	Manage service and maintenance contracts concerning our assets, buildings, public toilets, open spaces	Seek funding for all above through FRGP committee.	Town Clerk Chair RPPC	On-going
	Provide facilities that are modern and fit for purpose	Refurbish the Recreation Ground Toilets	Town Clerk Chair RPPC	Quarter 2 2021

	Ensure maintenance of Health & Safety standards of all public activities on council land	Establish a rolling review programme. Provide, maintain and replace Town Council street furniture as deemed appropriate	Town Clerk	Quarter 2 2020/21
	Income generate where appropriate	Review fees & charges for the use of the council's facilities	Town Clerk Chair RPPC	Annually Quarter 1
To encourage and support Community Events.	Proactively support setting up of events on Council owned open spaces and in the parish	To liaise closely with event organisers, providing support and promotion where resources allow.	Chair RPPC	On-going
Reduce Anti-Social behaviour within the Parish.	Work with Police and other appropriate authorities in alleviating anti-social behavior in the parish	Continue use of CCTV system and identify funding to upgrade the system as appropriate.	Town Clerk Chair RPPC	On-going
Work towards voluntary registration of Council assets.	Voluntarily register assets with Land Registry where appropriate and where resources allow.	Register bylaws, licences, leases and other agreements in relation to land within the remit of the council	Town Clerk, Chair RPPC	On-going
Continue to set the highest standards and manage our parks, gardens and floral displays	To win Britain in Bloom awards and attract visitors to the town	Undertake bi-annual review of condition of trees in parks and council-owned open spaces, taking follow-up action as appropriate.	Town Clerk Chair RPPC	On-going
To manage the Council's asset portfolio and identify opportunities for acquiring/disposing of assets as appropriate.	To evaluate potential of any of the councils asset portfolio, and any potential purchase of property or land to meet councils future requirements.	Commission site inspections, surveys and valuations as required.	Town Clerk Chair RPPC Chair FRGP	As required
	Carry out focused climate action work on council owned land	Creation of wildflower meadows on verges Tree planting in parks	Co-Chairs CEBH Deputy Mayor Chair RPPC	Autumn 2020
Secure land for Heathfield Youth Service	Ensure RPPC's management of our parks and property portfolio is meeting town expectations	Community inclusive review	Town Clerk Chair RPPC Town Mayor	Bi-annually
	To negotiate, agree and formalise arrangements for Heathfield Youth Service	To negotiate Lease terms with Sparkworld and Heathfield Youth Service.	Town Clerk Chair RPPC	

## Planning and Environment Committee

**The Planning and Environment Committee considers all planning and environmental related aspects in the Parish and immediate surrounding area.**

Aims	Objectives	Actions	Responsibility	Timescale
To work within the set legal framework	To undertake statutory duties	To comply with legal requirements of the Town Council	Planning and Environment Committee Town Clerk	Ongoing
To issue Planning related observations in support of issues raised within the parish	To influence Planning decisions where possible	Maintain positive relationships with other agencies related to planning including Planners and District and County Council Councillors	Town Clerk Committee members	Ongoing
	To act in an environmentally sustainable and responsible way	Ensure all decisions are taken in line with our climate emergency declaration e.g. divestment of fossil fuel funds, seek renewable energy tariffs, reduce purchasing of non-essential items, purchase items of quality that have long-term use etc	Town Clerk Chair of Planning	Ongoing
	To represent the needs and views of residents	Encourage the public to present their view in relation to planning applications by publicising the agenda and applications to be considered.	Chair of Planning Town Clerk	Ongoing
	Advocate for residents	Raise appropriate planning objections to Teignbridge	Town Clerk Planning Committee	Ongoing
	Compliance with the declared climate Emergency. Ensure environmental standards are met	Consider adverse, unintended, environmental consequences of planning decisions and advocate for their preservation	Planning Committee	Ongoing
	Public Consultation	Be open about decisions that need to be made and where appropriate consult with the public	Planning Committee	Ongoing
Utilise the Neighbourhood Development Plan (NDP)	Ensure observations issued are made in accordance according to the draft or adopted NDP.	Planning Committee	Ongoing	

To be carbon neutral by 2025	To adhere to the principals of the Council's Climate Emergency Declaration (July 2019)	Number of current workstreams incl. tree planting, energy switch, communications, climate friendly gardens. Add workstreams, assessing progress in terms of carbon reductions achieved Work with DCC, TDC, neighbouring town and parish councils, government departments to determine, implement and deliver actions to limit global heating to less than 1.5 degrees Celsius above pre-industrial level	Lead Councilor for CEBH Committee	On-going
	Engage with the public at every opportunity to increase awareness of climate change	Hold public meetings to inform of progress, increase engagement, helpful approaches at individual level	Chair of CEBH Committee	On-going
	Protect the natural environment	Challenge planning decisions where these will reduce rather than improve resilience to climate change	Town Clerk Planning Committee Full Council	Complete by 2023
To improve resilience to climate change	To identify people and places that face high social vulnerability to the consequences of climate change	Work with Teignbridge to understand who is most vulnerable and what support might be provided	Chair of sub Committee Chair of Planning Committee	Quarter 2 2021
Address inequities within the Parish	Deliver ways to demonstrate commitment to addressing climate emergency	Create policies to use during Council Events to recycle waste appropriately	CEBH Committee	Quarter 2 2020
	Improve the physical environment at Heathfield	Increase the litter collections Ensure litter picks include areas in Heathfield  Advocating for enhancement/improvement to areas outside of Town Council control.	Town Clerk  Chair of Planning Committee Heathfield Ward Members	Ongoing  Ongoing



## Communication Sub Committee

**The Communications Sub Committee is responsible for promoting better communication in the parish and between the council and the parish. The committee is also responsible for the Website and for ensuring the Council makes good use of communication methods available to it.**

Objectives	Action	Responsibility	Timescale
Effective community engagement	To create a Communications and Engagement Policy.	Comms Sub Committee	Quarter 2 2020
Appropriate use of all communication tools ensuring adherence to Data Protection requirements	Review current methods of communication	Comms Sub Committee	Quarter 2 2020
To enable residents to better engage and support the Council in achieving its aims.	To undertake a Community Skills Audit. Identify skills available within the community and record and retain these skills and expertise in order to utilise them when the time arises.	Comms Sub Committee	Quarter 3 2021
To work effectively and in partnership with other organisations.	Identify lead councilors to work with key organisations	Comms Sub Committee	Ongoing

## Personnel Sub – Committee

**The Personnel Sub – Committee makes decisions about all staffing matters, subject to budget and expenditure limits set by council and to ensure that the Council manages its employees effectively and discharges its full obligations under employment law.**

Aims	Objectives	Actions	Responsibility	Timescale
To ensure Councillors and staff have the right skills and abilities to be able to deliver the strategic objectives.	To encourage all Council Members to undertake Formal training where appropriate	Invest in training Each newly elected Councillor to be inducted with standard training programme.	Town Clerk Chair of FRGP	2021 Quarter 1
	Develop skills of councillors and employed staff	Invest in training and development of staff	Chair of Personnel Sub-Committee Town Clerk	On-going
	Achieve better work performance from employees	Undertake performance reviews for all staff	Town Clerk	Annually
	Increase employed staff professional skills	Use outcome of performance review to inform this	Town Clerk	Annually (review)
	Maintain update relevant policies	Review and update relevant policies in a timely fashion ensuring they are up to date	Chair of Personnel Sub-Committee Town Clerk	Annually
	To agree the process (or committee) to review Council Policies etc.	Agree a process and responsibility for policy review	Chair of Personnel Sub-Committee Town Clerk	2020 Quarter 3
	Ensure all staff and members are treated fairly	Create a diverse environment and be an equal opportunities employer by working in accordance with the Equal Opportunity Policy.	Chair of Personnel Committee Town Clerk	Ongoing.

## Appeals Committee

**The Appeals Committee as set out in the Councils Grievance and Disciplinary Procedures, each set up ad hoc to hear a specific appeal**

Objectives	Action	Responsibility	Timescale
To hear any grievance or disciplinary matter	To consider any grievance as set out in the Councils Grievance and Disciplinary Procedures.	Town Mayor Town Clerk Chair of RP&P Chair of FR&GP Chair of Planning & Environment (at least 3 of the above)	As required
To consider any appeal against a grievance or disciplinary decision	To consider any appeal as set out in the Councils Grievance and Disciplinary Procedures.	Town Mayor Town Clerk Chair of RP&P Chair of FR&GP Chair of Planning & Environment (at least 3 of the above)	As required

## Regeneration Sub – Committee

**To provide a forum where the partners can work together to further the regeneration, enhancement and prosperity of Bovey Tracey Town Centre.**

Objectives	Action	Responsibility	Timescale
To provide a forum where the partners can work together to further the regeneration, enhancement and prosperity of Bovey Tracey town centre and Heathfield	To formalise Sub Committee Terms of Reference and frequency of meetings.	Chair of Regeneration	Quarter 2 2020
Establish and enhance Bovey and Heathfield as a good place to be in business	Create and support opportunities for local people to gain employment.	Chair of Regeneration	Ongoing
Enable discussion and collaboration between key stake holders to promote joined up approach to town centre regeneration.	Communicate effectively to enable consultation, discussion and collaboration between with traders, residents and Council	Chair of Regeneration	Ongoing
Assist with enhancements and regeneration of the town centre	To advise Council on the preferred and/or required allocation of available funding to schemes.	Chair of Regeneration	Ongoing
Support the High Street to thrive	To progress the Draft Traffic Management Plan and associated town enhancements as far as feasible	Chair of Regeneration	Quarter 4 2021

## Neighbourhood Plan Steering Group

Aims	Objectives	Actions	Responsibility	Timescale
To oversee the preparation of the Bovey Tracey Neighborhood Development Plan	To submit a plan to the relevant Local Planning Authorities, suitable for adoption	Steering Group to meet monthly. Produce, monitor and update a project timetable.	Chair of NDP Steering Group	Ongoing
To engage the local community ensuring the plan is representative of the ambitions of Bovey Tracey & Heathfield.	To ensure high levels of community engagement	Members of the public will be encouraged to participate in all stages of the process, which will be widely publicised, including targeted mail drops.	Chair of NDP Steering Group	Ongoing
	To establish working groups from community volunteers	Identify work group leads for each area including Housing, Land and Environment, Traffic and Transport, Community Services and Facilities and Business and Employment	Chair of NDP Steering Group	Partially complete.  Ongoing.
	All decisions shall be fully evidenced and supported by consultation with the local community	Records of meetings will be kept and made available to the public on the council web site. A consultation Statement will be prepared.	Town Clerk	On-going
	To ensure the Town Council is briefed	Report regularly to Town Council for endorsement of decisions taken	Chair of NDP Steering Group	Quarterly
To seek appropriate funding to finance the creation of a plan.	To identify sources of funding	All grants will be held and ring fenced by the Town Council	Treasurer of NDP Steering Group	On-going

## Community Centre Steering Group

**To manage the design, procurement and construction process.**

Aims	Objectives	Actions	Responsibility	Timescale
Improve and enhance access to services (e.g. the Library, Information Centre, Council Offices, Public Toilets and Office space/meeting areas)	To deliver a new Community Centre	Plan, Fund and Commission the building	Town Clerk Full Council	Autumn 2020
	Engage with the community to communicate decisions and progress	Post regular updates and Contractor reports on Council web site.	Town Clerk	On going
		Update Full Council on a regular basis and issue regular updates in the Quality Update.		Quarterly
	Where possible ensure the build is environmentally sustainable	Consult with CEBH to receive advice	Town Clerk Full Council	Ongoing
	Seek funding to supplement the budget	Apply for funding	Town Clerk	Ongoing
	Manage budget effectively to mitigate any overspend	Report spend to Finance, Resources & General Purposes Committee/Full Council. Highlight any potential risks and monitor Variation Tracker.	Town Clerk Chair FRGP	Ongoing
Manage successful move to the new Community Building	Receive & consider initial applicants for using incubator units and room space for hire	Advertise availability when building complete and agree protocol/charging structure for letting of units.	Town Clerk Chair of FRGP Chair of RP&P	Quarter 3 2020
	To ensure building is used to full capacity for the community	Set up Stakeholder Management group with library and Info Centre  Appoint specialist consultants and contractors to assist where necessary	Town Clerk Chair RPPC Chair Community Centre Steering Group	Autumn 2020

## Town Council Policies

**Town Council Policy Documents are available via this link for public viewing (<https://www.boveytracey.gov.uk/Town-Council-Governance/Town-Council>). Policies regulate and assist the Council in dealing with business effectively and within the law. All Town Councillors are expected to be aware of them to have a general understanding of the contents. The Town Clerk will advise on the detail of correct procedure.**

Policy	Last Review Date	Responsibility for Review
Standing Orders	May 2020	Full Council
Asset Register	March 2019	Full Council
Financial & Non- Financial Internal Controls	Jan 2020	Full Council
Code of Conduct	Sept 2017	Full Council
The Management of Transferable Data Policy	April 2018	Full Council
Financial Regulations	Oct 2019	FRGP
Treasury & Investment Policy	March 2020	FRGP
Document Retention & Disposal Policy	May 2018	FRGP
Risk Management Strategy / Risk Register	March 2020	FRGP
Information & Data Protection Policy	May 2018	Comms Committee
Data Breach Policy	Jan 2019	Comms Committee
Subject Access Request Policy	May 2018	Comms Committee
Social Media and Electronic Communications Policy	May 2018	Comms Committee
Events Green Policy	June 2020	Planning & Environment Committee
Child Protection Policy	Nov 2017	Personnel
Safeguarding Adults Policy	Nov 2017	Personnel
Complaints Procedure	Sept 2017	Personnel
Road Risk Policy	April 2017	Personnel
Sickness Absence Management Policy	June 2015	Personnel
Disciplinary & Grievance Policy	June 2015	Personnel

## Town Council Policies

**Town Council Policy Documents are available via this link for public viewing (<https://www.boveytracey.gov.uk/Town-Council-Governance/Town-Council>). Policies regulate and assist the Council in dealing with business effectively and within the law. All Town Councillors are expected to be aware of them to have a general understanding of the contents. The Town Clerk will advise on the detail of correct procedure.**

<b>Policy</b>	<b>Last Review Date</b>	<b>Responsibility for Review</b>
Equality Policy	June 2015	Personnel
Scheme of Delegation	June 2020	Full Council