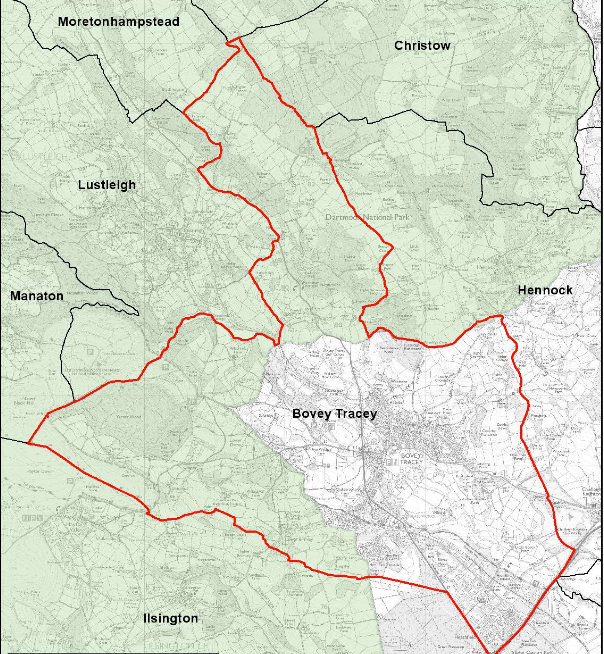
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**Bovey Tracey Town Council**

**Strategic Plan**

**2023 - 2027**

**Bovey Tracey Town Council Strategic Plan 2023/27**

**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 (2023/24)

| **Bovey Tracey Town Council**  **Full Council -14 Councillors** | | |
| --- | --- | --- |
| Planning & Environment  7 Councillors | Recreation Parks & Property  7 Councillors | Finance, Resources & General Purposes  7 Councillors |
| U Arnold | H Mills-Brown | T Allen |
| S Brooke (Ex Officio) | S Brooke (Ex Officio) | S Brooke (Ex Officio) |
| M Evans | U Arnold | C Burton |
| E Kelly | L Robillard Webb | M Evans |
| G Kennedy | E Kelly | D Fletcher |
| S Simmons | S Oldrieve | G Kennedy |
| C West | S Simmons | S Oldrieve |

| Committee | Lead Councillor | Sub Committees/ Steering Groups | Sub Committee/Steering Group Lead Councillor |
| --- | --- | --- | --- |
| Finance, Resources & General Purposes | C Burton | Appeals Sub-Committee  Personnel Sub-Committee | S Brooke  E Kelly |
| Recreation Parks and Property | E Kelly | Friends of Mill Marsh Park | S Brooke |
| Planning & Environment | C West |  |  |

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 | Progress |
| To be a modern and responsive council through promoting Bovey Tracey and Heathfield. Represent local interests, considering the possible impact of council decisions on future residents. Work in a supportive role with local community groups, organisations and businesses. | FC.1 - Ensure the Town Council follows this aim consistently | Regular review of the Strategic Plan | Town Clerk  Mayor  Council Members | Ongoing |  |
| FC.2 - To uphold the principles of the Council’s Climate & Ecology Emergency Declaration (July 2019). | Work with DCC, TDC, neighbouring town and parish councils, government departments to determine, implement and deliver actions to contribute to limiting global heating to less than 1.5 degrees Celsius above pre-industrial level. | All Council staff and members | Ongoing | Standing item on all council agendas. Carbon Baseline Monitoring Report completed for 2022/23. Work continues on gathering data for 2022/23. |
| FC.3 - Review Risk Register | Consider actions that need to be taken | Town Clerk  Mayor  Council members | Annually  Quarter 2 | Risk register reviewed 2023 |
| FC.4 - Decision making | Produce and implement a ‘scheme of delegation’ which ensures decisions are made efficiently and effectively and at the right level | Town Clerk | Annually  Quarter 3 | Scheme implemented in 2023. |
| Act within the Law | FC.5 - 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 | All decisions are made at open meetings which are publicised in accordance with the Local Government Act. |
| FC.6 - General Power of Competence (GPC) | The Town Council maintains 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 | May 2023 | May 2023 - Endorsed by Full Council following confirmation that the criteria had been met. |
| To effectively communicate the outcomes of each committee meeting | FC.7 - To effectively communicate the work of the Council in accordance with the Council’s Communications Policy. | The Town Clerk and Chair of Council will use the Council's website and social media as mechanisms for a prompt dissemination of decisions. | Town Clerk  Chair & Deputy Chair of Council | Ongoing | Currently, newsletter/short video clips are posted from the Chair after meetings. |

| **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 | Progress |
| To achieve Quality Status under the new framework by the National Association of Local Councils. | FR&GP.1 - To reach the ‘Quality’ Award standard of the Local Council Award Scheme. | Review criteria and prepare evidence to achieve compliance prior to submission of an application from Foundation Award to Quality Award. | Town Clerk | Quarter 4 2024 |  |
| Town Centre Traffic Management. To work in partnership with Devon County Council to improve pedestrian and road safety, parking convenience and footfall in the town centre. | FR&GP.2 - To lobby the County Council to trial local traffic enhancements/ improvements to improve traffic flow and maintain pedestrian safety, for example:  - the one-way traffic management proposal.  - pedestrianize the area outside the Cromwell Arms in Union Square.  - Improve pedestrian and vehicle road safety and crossing points (eg at the entrance to Co-op carpark and outside the bakery). | To monitor DCC’s responses to future major planning applications, seeking developer contributions towards any scheme implementation costs and to assist with prioritizing the schemes. | Chair FR&GP  Town Clerk | Ongoing | July 2019 - Draft Traffic Management Plan submitted to Devon County Council.  December 2020 – Draft scheme devised by the Town Council and Safety Audited and submitted to Devon County Council. |
| **BUSINESS AS USUAL OBJECTIVES** | | | | | |
| Communicate effectively with residents | FR&GP.3 - To effectively communicate the work of FR&GP in accordance with the Council’s Communications Policy | The Town Clerk and Chair of FR&GP will use the Council's website and social media as mechanisms for a prompt dissemination of decisions. | Town Clerk  Chair & Deputy of FR&GP | Ongoing | Currently, short video clips and/or reports are posted from the Chair after meetings. |
| To work within the set legal framework. To manage and where appropriate improve the Council’s Finance and Governance arrangements. | FR&GP.4 - To undertake statutory duties. | To comply with the legal requirements for local councils as laid out in the Joint Panel of Accountability and Governance (JPAG) and Financial Regulations. | Town Clerk | Ongoing |  |
| FR&GP.5 - To remain financially stable and maximise income generation where appropriate. | Responsibility to maintain and review Capital Expenditure Programme.  Proceed with quarterly financial checks and robust budget planning and setting proposals, including the annual review and precept setting requirements.  Effective management of investments and reserve levels.  Maximise income and consider income generation ideas. | Chair of FR&GP  Town Clerk  Chair of FR&GP  Town Clerk  FR&GP Members  Town Clerk  Chair of FR&GP | Ongoing  Ongoing  Ongoing  Q1 2024 | September 2023 - Budget process commences and concludes in January of the following year.  June 2023 – Latest review undertaken of council investments. |

| **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 | Progress |
| To manage the Council’s Parks and Recreation Facilities and services for the enjoyment & wellbeing of current and future generations.  Provide fit for purpose facilities. | RP&P.1 - Maintain to a high standard all the buildings, parks, cemetery, allotments, playgrounds, skatepark, car parks (St Johns Lane and Recreation Ground) and open spaces owned by the council. | Provide, maintain and replace Town Council Street Furniture as deemed appropriate.  Respond to community feedback. | Chair of RPPC  Town Clerk  Groundsmen  Chair of RPPC | Ongoing  Ongoing | October 2023 - Planned 6-week refurbishment of Mill Marsh Park Play. |
| RP&P.2 - Work with clubs and other agencies to improve recreational and leisure services available.  RP&P.3 - Support local sports and recreation facilities and clubs where appropriate.  RP&P.4 - Identify issues where facilities need updating/expanding etc. | Look for potential funding opportunities.  To respond to the needs of expanding clubs and requests to enhance their existing provision.  To support DCC in progressing a scheme to connect the Wray Valley cycle Trail and Stover Trail.  To assess the condition of the Recreation Ground Car Park and investigate potential solutions.  To undertake asset reviews.  Investigate the need for additional burial site(s).  To support the continuation of the Community Centre in Heathfield. | Town Clerk  Chair of RPPC  RPPC Committee  RPPC Committee  Town Clerk  Groundsmen  Town Clerk  Chair of RPPC  Heathfield members | Ongoing  Ongoing  Ongoing  Ongoing  Quarter 4  2024  Ongoing/ as required | August 2023 – Applications submitted to Teignbridge DC to ascertain future levels of S106 and spending criteria.  May 2023 - Financial support of £13,000 grant) provided to BT Swimming Pool Trust.  June 2023 – Committee approved plans (in principle) for an additional 4th Tennis Court and relocation of Cricket practice nets to existing overflow parking area.  DCC are yet to devise an appropriate scheme.  Regular patching works of existing car park undertaken.  August 2023 – Quotations being obtained from building surveyors.  April 2023 – Committee considered a report on cemetery capacity issues, approximately 8 – 10 years of capacity remaining. |
| RP&P.5 - Provide facilities that are modern, safe, and fit for purpose. | Refurbish the Recreation Ground Toilets/consider new facilities.  Provide a shelter for the youth in Mill Marsh Park.  Undertake further erosion repairs to the riverbank in Mill Marsh Park.  Replace non-repairable benches with memorial benches as appropriate.  Redevelop Mill Marsh Park Play Area.  Redevelop Childrens Play area and surrounding green space area, Prince Rupert Way, Heathfield.  Investigate demand for a jump park and potential site(s) to accommodate. | Town Clerk  Chair RPPC  Cllr Burton  Town Clerk  Town Clerk  Town Clerk Cllr Brooke  Heathfield Councillors  Councillors | Quarter 2 2024  Quarter 2 2023  Quarter 2 2024  Ongoing  Quarter 3 2023  2024  Ongoing | August 2023 – Funding secured by grants and installation taking place in August/September 2023.  July 2023 – Work completed by the bridge/noticeboard.  Two installed to date. Two further memorial benches are being replaced as part of Mill Marsh Park Refurbishment.  July 2023 - Successful tender and award issued with work to start on site in October 2023.  August 2023 - Discussions commenced with Teignbridge DC in relation to the possible upgrade/ enhancement of Prince Rupert Way Play Area, Heathfield. |
| To improve and support businesses to thrive. | RP&P.6 - Work in partnership with Business 4 Bovey to support a safe, thriving and sustainable economy. | To liaise with Teignbridge DC’s Economic Development Team to access UK Shared Prosperity Fund to support businesses and increase footfall.  To support the sustainability and growth of Business 4 Bovey.  To contribute towards a safe town centre by enhancing the existing CCTV system for the town and similar initiatives to alleviate anti-social behaviour. | Town Clerk  Chair of RPPC  Chair of RPPC  Town Clerk | Ongoing  Ongoing | Jan 2023 – Formal request made to Teignbridge DC to Express an Interest in a peripatetic role to be partially funded by levelling up communities funding. Consideration be giving to projects to submit an Expression of Interest to attract funding.  Currently fund the services of a secretary to help administer the association.  Jan 2023 – Due to budget constraints and the lack of reliability and constant failings of the current system, the service has been moth balled. |
| To encourage and support the local community. | RP&P.7 - Proactively support community events taking place within the parish in accordance with the Council’s Green Events Policy.  RP&P.8 - Work with local residents, groups and organisations to engage, encourage and support new activities and events.  RP&P.9 - To enter South West in Bloom awards and attract visitors to the town.  RP&P.10 - To enter Mill Marsh Park for Pride in Parks Award | To liaise closely with event organisers, providing support and promotion where resources allow to existing established events:   * Craft Festival * Bikes in the Park * Nourish * Carnival Activities * Green Man Festival * Garden Club Show   Examples of groups and organisations include: Friends of Mill Marsh Park, Devon Wildlife Trust etc  To promote and support recruitment of a Speed watch group.  To prepare and submit an annual application to the awards.  To prepare and submit an annual application to the awards. | Chair RPPC  Town Clerk  Cllr Brooke  Town Clerk  Councillors  Cllr Brooke  Cllr Brooke | On-going  On-going  On-going  Annually  Annually | Permission considered annually in February for use of Mill Marsh Park and other areas of land under council ownership.  Achieved to date: Tree planting, wildflower verge, wilding area and engagement into the play area refurbishment and basketball refurbishment.  Recruitment of sufficient numbers failed previously, to continue to seek recruitment of volunteers.  October 2022 - Awarded Gold Award in the Pennant (Town & City South) Category. Judging took place in July 2023.  October 2022 – Awarded 5-star Award. Judging taking place in Oct/Nov 2023. |
| To manage the Council’s asset portfolio effectively, ensuring it remains safe and identify opportunities for acquiring/disposing of assets as appropriate. | RP&P.11 - Voluntarily register assets with Land Registry where appropriate and where resources allow.  RP&P.12 - To evaluate the potential of any of the council’s asset portfolio, and any potential purchase of property or land to meet council’s future requirements.  RP&P.13 - To support the re-opening of the service and negotiate, agree and formalise arrangements for Heathfield Youth Service to secure the future of the service.  RP&P.14 - Carry out focused climate action work on council owned land where appropriate to enhance and better manage the ecology of assets. | Register bylaws, licences, leases and other agreements in relation to land within the remit of the council.  Commission site inspections, surveys and valuations as required.  To monitor the current Option Agreement with DCC to see if the provision of a replacement primary school is viable.  To market the current redundant football pavilion at the Recreation Ground and consider options for let.  Manage service and maintenance contracts concerning our assets, buildings, public toilets and open spaces.  To negotiate formal Lease terms with Sparkworld and Heathfield Youth Service.  Offer support to the Heathfield Community Centre so that it remains a vital asset to the local community.  Review and creation of wildflower meadows on assessed and appropriate areas.  Undertake annual review of verge cutting and the frequency of cutting to improve ecology.  Consider appropriate tree planting within Council owned parks and open spaces.  Undertake bi-annual review of condition of trees in parks and council-owned open spaces, taking follow-up action as appropriate.  To identify, maintain and remove evasive planting as appropriate.  Work with leaseholders on their management of green spaces to improve their ecology. | Town Clerk,  Town Clerk  Chair RPPC  Chair FRGP  Town Clerk  Chair RPPC  Town Mayor  Chair FR&GP  RPPC Committee  Town Clerk  Cllrs Robillard Webb and Mills Brown  Cllrs Robillard Webb and Mills Brown.  Cllr Brooke  Chair of RPPC Town Clerk  Chair of RPPC  Town Clerk  Town Clerk  Town Clerk/ Groundsmen/ Cllr Oldrieve  Town Clerk/ Committee members | On-going  As required.  Annually  Quarter 3 2023  Ongoing  Ongoing  Ongoing  Annually  December 2023  Ongoing  Bi-annual  Ongoing  Ongoing | Recreation Ground Leases have been registered to date.  Lease inspections to be commissioned during Q’s 2 and 3 of 2023.  July 2023 - Commercial Agent appointed.  Toilet cleaning contracts are reviewed annually. Grass cutting contracts are tendered every 3 years.  Heathfield Youth Service is not currently operational. Current Planning ‘Change of Use’ only granted until Spring 2024.  Assessment and creation of wildflower borders has progressed. Currently, there are 5 areas that have been focused upon and planted.  2023 - 500 whips planted along the driveway of the Recreation Ground.  Commemorative tree planted in Mill Marsh Park.  3 additional trees planted in Mill Marsh Park by FoMMP.  July 2023 – Independent Quantified Tree Risk Assessments (QTRA’s) commissioned and recommended tree works undertaken as a result. |
| **BUSINESS AS USUAL OBJECTIVES** | | | | | |

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| Communicate effectively with residents | RP&P.15 - To effectively communicate the work of RP&P in accordance with the Council’s Communications Policy | The Town Clerk and Chair of RP&P will use the Council's website and social media as mechanisms for a prompt dissemination of decisions. | Town Clerk  Chair and Deputy of RP&P | Ongoing |  |

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| To work within the set legal framework. | RP&P.16 - To undertake statutory duties. | To comply with legal requirements of the Town Council:  i) Risk assessment of assets  ii) Effective inspection regime of assets  iii) Verification of assets  iv) Adequate insurance of assets | Town Clerk  Committee members | Ongoing | See Internal Controls document. |
| Income generate where appropriate | RP&P.17 - To seek opportunities to increase income. | To review fees & charges for the use of the council’s facilities. | Town Clerk  Chair FR&GP Chair of RPPC | Annually Quarter 1 | Fees and Charges are reviewed annually in March. |

| **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 | Progress |
| To issue Planning related observations in support of issues raised within the parish | P&E.1 - To influence Planning decisions where possible, advocating and informing residents and businesses. | Maintain positive relationships with other agencies related to planning including Planners and District and County Councillors | Town Clerk  Committee members | Ongoing |  |
| P&E.2 - To act in an environmentally sustainable and responsible way in accordance with the declared Climate Emergency. | Ensure wherever possible, all decisions are taken in line with our climate emergency declaration  Working with Climate Action: Bovey & Heathfield and other community groups to encourage and support residents to reduce their carbon footprint in different ways and to support wildlife, for example:  - Reducing use of chemicals in gardens  - Encouraging wildlife in gardens  - Recycling and reusing  - Using public transport and active travel where possible  - Shopping locally  - Reducing food waste | Town Clerk  Committee members  Cllr Simmons  Committee members | Ongoing  Ongoing | Standing item on meeting agendas to remind Councillors to embed the climate and ecology emergency declaration across all Council services, activities, plans and other relevant work, considering the environmental impact of decisions. |
| P&E.3 - To represent the needs and views of residents | Publicise the agenda and applications to be considered.  Encourage the public to present their view in relation to planning applications. | Town Clerk Chair of Planning | Ongoing | All agendas are publicised a minimum of 3 clear days in advance of any meeting. |
| P&E.4 - Respond in accordance with the Neighbourhood Development Plan (NDP) policies:   * Housing * Land and Environment * Traffic & transport * Community services and facilities * Business and employment   P&E.5 - To undertake a review of the NDP. | Ensure observations issued are made in accordance with the adopted NDP.  To agree a process for the future review of the plan. | All members  All members | Ongoing  Annual light touch and 5 yearly in-depth review. | Observations are being issued with specific reference to NDP policies. |
| Communicate effectively with residents | P&E.6 - To effectively communicate the work of P&E in accordance with the Council’s Communications Policy. | The Town Clerk and Chair of P&E will use the Council's website and social media as mechanisms for a prompt dissemination of decisions. | Town Clerk  Chair and Deputy of P&E. | Ongoing | Currently, short video clips are posted from the Chair after meetings. |

| **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 it full obligations under employment law.** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Aims | Objectives | Actions | Responsibility | Timescale | Progress |
| To ensure Councillors and staff have the right skills and abilities to be able to deliver the strategic objectives. | P.1 - To encourage all Council Members to undertake formal training where appropriate | Each newly elected Councillor to be inducted with standard training programme. | Town Clerk  Chair of FRGP | Ongoing | May & June 2023 - Two Induction sessions undertaken. |
| P.2 - Develop skills of councilors and employed staff | Invest in training and development of staff | Chair of Personnel Sub-Committee  Town Clerk | On-going | Training undertaken to date:   * Equality & Diversity * Induction * Chairmanship * How to be a good Cllr * ILCA (Asst Town Clerk) * CILCA and Level 4 Community Governance (Town Clerk) |
| P.3 - Achieve better work performance from employees | Undertake performance reviews for all staff | Town Clerk | Annually | June & August 2023 – Staff appraisals undertaken. |
| P.4 - Increase employed staff professional skills | Use outcome of performance review to inform this | Town Clerk | Annually (review) |  |
| P.5 - Maintain/update relevant policies | Review and update relevant policies in a timely fashion ensuring they are current | Chair of Personnel Sub-Committee  Town Clerk | Annually |  |
| P.6 - To agree the process (or committee) to review Council Policies etc. | Process agreed. | Chair of Personnel Sub-Committee Town Clerk | Annually | Policies have been added to annual Programme of Meetings. |
| P.7 - 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. |  |
|  | P.8 – Business continuity | To ensure processes and sufficient resources are in place to ensure the organisation can operate continuously. | 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 | Progress |
| To hear any grievance or disciplinary matter | A.1 - 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 | A.2 - 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 |  |

| **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 |
| Asset Register | Sept 2023 | Full Council |
| Code of Conduct | Jan 2023 | Full Council |
| Committee Terms of Reference | May 2023 | Full Council |
| Financial & Non- Financial Internal Controls | Sept 2023 | Full Council |
| Financial Regulations | May 2023 | Full Council |
| Standing Orders | May 2023 | Full Council |
| Strategic Plan | Jan 2023 | Full Council |
| The Management of Transferable Data Policy | Nov 2022 | Full Council |
| Capital Programme | Mar 2023 | FRGP |
| Reserves Policy | Mar 2023 | FR&GP |
| Risk Management Strategy / Risk Register | Nov 2023 | Full Council |
| CiL Community Groups Policy | Sept 2023 | Full Council |
| Financial Regulations | May 2023 | Full Council |
| Data Protection Policy | May 2023 | Full Council |
| Data Breach Policy | May 2023 | Full Council |
| Social Media and Electronic Communications Policy | Apr 2023 | FRGP |
| Subject Access Request Policy | May 2023 | FR&GP |
| Treasury & Investment Policy | June 2023 | FR&GP |
| Retention and Disposal Policy | Oct 2023 | FR&GP |
| Emergency Plan Review | Dec 2022 | Planning & Environment Committee |
| Environment Policy | Sept 2023 | Full Council |
| Events Green Policy | June 2023 | Planning & Environment Committee |
| Safeguarding Adults and Children Policy | Sept 2023 | Personnel |
| Complaints Procedure | Sept 2022 | Personnel |
| Disciplinary & Grievance Policy | June 2022 | Personnel |
| Equality, Diversity, and Inclusion Policy | Awaiting new policy | Personnel |
| Road Risk Policy | Sept 2022 | Personnel |
| Sickness Absence Management Policy | June 2022 | Personnel |
| Volunteering Policy | June 2022 | Personnel |
| Whistleblowing Policy | March 2023 | Personnel |