

TAVISTOCK TOWN COUNCIL

“Working for the Local Community”

Our Mission Statement:

The Town Council will work continuously to improve the social and economic well-being of the community, striving to enhance and protect the natural and built heritage for all the people of Tavistock and to realise accountable, economic and efficient quality services through consultation with the community and in partnership with independent and public sectors.

The Town Council wants to know your views on the contents of this plan, and receive your comments, queries and complaints regarding the services provided by the Council.

A summary of this plan was distributed with every Council tax statement in April. The full plan will be distributed to local organisations and is available on the Council web site. Copies are available free of charge from the Council Offices:

Drake Road
Tavistock
Devon
PL19 0AU

Details of how to contact your Councillor or the Council Officers are contained in Part 2 of this plan (pages 3 to 5).

The General Office telephone number is 01822 613529, fax 01822 618300
E-Mail to “tavistocktc@aol.com”, and find our web site at “www.tavistock.gov.uk”

INDEX

<u>Part</u>	<u>Subject</u>	<u>Page</u>
	Mayor's Introduction, review of the past year and objectives for the future	iii
1.	General Information	
1.1	Background	1
1.2	Council Responsibilities	1
2.	Tavistock Town Council	
2.1	History	3
2.2	Members and Committees	3
2.3	Staff	5
	Calendar of Meetings	6
3.	Aims and Objectives	
3.1	Democratic Processes	7
3.2	Employment and Economic Growth	8
3.3	Community and Social Facilities	9
3.4	Local Services	11
3.5	Partnerships	12
3.6	Built Environment and Development	13
3.7	Countryside and Open Spaces	14
4.	Services	
4.1	What the Town Council does <i>not</i> do	16
4.2	What the Town Council <i>does</i> do	16
5.	Expenditure Summary and Costs of Services	23
5.1	Explanatory Notes	25
6.	Programme of Best Value Reviews	
6.1	Programme	26
6.2	Future Reviews	26
6.3	Review Methodology	26
6.4	The Audit Report	27
6.5	Current Reviews	
	Town Hall and Markets	28
	Summary of Previous Review Recommendations	
	Play Parks	29
	Town Hall	29
	Cemeteries	30
	Pannier Market	30
	Democratic Processes	31
	Council Management and Administration	31
	Commercial Properties	31
	Goose Fair	32
	Open Spaces	33
	Street Furniture	34
	Historic Monuments	34
7.	Performance Indicators and Comparisons	36

INTRODUCTION BY THE MAYOR

REVIEW OF THE PAST YEAR AND OBJECTIVES FOR THE FUTURE

This has been another exciting year for Tavistock and a busy one for the Town Council. The old iron bridge in the Meadows has been replaced with one of a modern and bright design allowing the continuation of the footpath across the river Tavy. The Town Hall ceiling has been repaired removing the 'temporary green netting' and replacing it with a splendid new ceiling befitting the magnificent Town Hall. A Teen shelter has been erected in Benson Meadow adjacent to the Skate Park after Town Councillors worked with students at Tavistock College to choose the design and location of the shelter. Improvements have been made to the Plymouth Road Cemetery, and the Chapel has had an extensive facelift, a waiting room has been created in the Old Gate House and the toilet facilities have been improved. An open day enabled members of the public to visit the cemetery and see the improved facilities.

In April the Town Council honoured three of its citizens who have provided distinguished service to the town. Gill Gorbitt, Gerry Woodcock and Russell Woolcock were installed as Honoured Burgess in a packed ceremony held in the Town Hall.

A Best Value review was conducted looking at the Town Hall and Pannier Market. Cllr Philip Sanders chaired the group which thoroughly reviewed these two council facilities. He was assisted by Councillors and three critical friends; Philip Burgess, Mrs Hilary Johnson and Mrs Rosie Primmer.

The precept for the coming year has been kept in line with inflation. Even so, careful financial planning has enabled us to plan to undertake the following projects:

- The Town Council will continue to work in partnership with West Devon Borough Council to deliver refurbished toilets in The Guildhall Square.
- Work will begin resurfacing the Cemetery Road and it is envisaged this project will be carried out over three financial years. The project will need to remove the existing road surfacing which has a high arsenic content; this will require specialist removal and has added extra costs to the project.
- As recommended by the Best Value review of Play Parks the Town Council will continue to allocate funds towards keeping play park equipment in good order and updating it. £40,000 will be made available to update and improve facilities particularly in the Courtlands Road Play Park.
- Recognising the issue of car parking in the Town the Council will progress the plans to provide a car park in Pixon Lane and work with other authorities to improve and increase the car parking in the Town.

This will be the eighth and, we believe, the last Best Value Performance Plan. The Council will continue with the ethos of Best Value and undertake annual scrutinies of services to ensure we provide the best service we can to the Town and people of Tavistock. We will produce an annual report to publicise our activities.

Cllr Anne Johnson
Town Mayor
June 2007

TAVISTOCK TOWN COUNCIL
BEST VALUE PERFORMANCE PLAN
(2007/2008)
THE EIGHTH YEAR OF BEST VALUE

PART 1. GENERAL INFORMATION

1.1 Tavistock is a historic market and stannary town, frequently referred to as the “Western Gateway to Dartmoor”. Its history dates from around 800 AD when a Saxon settlement was recorded as “Tavystoc”. In the 10th Century a Benedictine abbey was founded there, and on its dissolution by Henry VIII the lands went to the Russell family, who as the Dukes of Bedford have maintained a close interest in the town ever since. The town has a population of some 11,330 (with 8,626 electors). This is 22% of the total population of the Borough of West Devon.

Seventeen percent of the population is under 16, and 21% over 65.

1.2 There are some 4,000 employee jobs in the town (30% of the total in West Devon). Just over 1% of the available population is unemployed, compared to the West Devon average of 1.3%. (2004 figures)

1.3 The Town Council has been required to produce a Best Value Performance Plan each year by 30th June. The 2006 White Paper is to end that requirement for town and parish councils, and this eighth plan is the last such Plan. In future it is intended that an annual report will be produced.

1.3 Other councils operate in Tavistock and their duties are:

Devon County Council

Education	Highways and Highway Lighting
Social Services	Heritage Services
Transportation	Waste Disposal (<i>Crowndale Tip</i>)
Strategic Planning	Libraries
Road Safety	Fire and Rescue (<i>through the Devon and Somerset Fire Authority</i>)
Trading Standards	Police (<i>through the Devon and Cornwall Police Authority</i>)
Registration/Coroners’ Services	

West Devon Borough Council

Social Housing	Elections
Environmental Health	Council Tax collection
Local Planning and Development	Housing Benefits (<i>through Capita</i>)
Tourism and the Tourist Information Centre	Refuse Collection (<i>through Focsa</i>)
Leisure Services – (Meadowlands Pool)	Building Regulations
Economic Development	Street Cleaning
Most Car Parks	Public Toilets

So what does the Town Council do?

The Council runs the Pannier Market, the Town Hall, most of the open spaces, the Guildhall Square car park, the allotments and cemeteries. The Council is the 'Lord of the Manor' for part of Whitchurch Down. It has in its care a large proportion of the old listed buildings in Tavistock. It provides "street furniture" and play parks. It also makes a major contribution to the cost of community organisations ranging from the Citizens Advice Bureau to the local band. One of its

most important functions, though, is to provide a democratic representational voice for the Tavistock community. This commonly involves making representations to the County and Borough Councils concerning matters relating to Tavistock such as highways, transport, planning and development control. The Town Council sends representatives to speak for Tavistock at meetings of the following organisations:

- Chamber of Commerce
- Council of Voluntary Services
- Crowndale Recreational Association
- Dartmoor Commoners Owners Association
- Devon Association of Parish Councils County Committee
- Devon Association of Parish Councils Larger Councils Sub-Committee
- Environment Agency Tavy Water Resources group
- Ford Street and Maynard Almshouse Charity
- Jessie Ann Alford Charity
- Kingdon House Community Association
- Police Liaison Committee
- ReFURNISH Steering Committee
- Tamar Valley Tourism Association
- Tamar Valley Heritage Steering Group
- Tavistock Access Group
- Tavistock Community Transport Association
- Tavistock and District Citizens Advice Bureau
- Tavistock and District Local Transport Partnership
- Tavistock Farmers Market Association
- Tavistock Forward
- Tavistock Museum Trustees
- Tavistock and Villages Initiative Steering Group
- Tavistock, Whitchurch and District Nursing Association Trust Fund
- Tavistock and District Credit Union
- Tavistock and District Youth Network
- Tavistock Tree Preservation Group
- Tavistock Parking Forum
- West Devon Borough Council Southern Parishes Link Committee
- West Devon Borough Council/Tavistock Consultative Liaison Committee
- West Devon Local Strategic Partnership – G10 Group
- West Devon Rural Transport Partnership
- West Devon Housing Strategy Sub-Group

PART 2.**TAVISTOCK TOWN COUNCIL**
WHO ARE WE?

2.1 The Council members were either elected in May 2007 for 4 years, or co-opted shortly after the election. If a vacancy for a councillor arises in the future then that vacancy will be advertised in the local press and on the Council notice boards. Any ten electors may request an election to fill such a vacancy, and if they do so then a bye-election is held in the normal way. If no such request is made then the Council may fill the vacancy by co-option, and in recent times the method used has been a press notice inviting people interested in becoming a councillor to submit *curriculum vitae* from which Councillors make a judgement and selection. Council members may receive a £200 payment

for expenses (though some decline to accept this), and have to act within the ethical framework laid down by Law. In November 2003 the Council was awarded the status of a 'Quality Town Council' having passed a strict appraisal by external auditors.

2.2 The Town Council has 17 elected Members, representing the three wards of North and South Tavistock and Tavistock South West. At the 2007 elections 44% of the electorate voted. Turnout for the national and county council election in 2005 was 72%. At a by-election held in May 2006 31% voted.

The Members are currently:

Mr D V Best (N) Also a Borough Councillor	Cons	Honeysuckle Cottage Madge Lane Tavistock PL19 0DY	01822 613902 cldr.david.best@westdevon.gov.uk
Mrs M V L Govier (S) Also a Borough Councillor	Cons	9A Duke Street Tavistock PL19 0BA	01822 617864 cldr.mandy.govier@westdevon.gov.uk
Mr M J Harper (SW)	Cons	27 Daleswood Road Tavistock PL19 8HE	01822 610980 mike@harperfinancial.co.uk
Mr C Jenkins (S) Also a Borough Councillor	Cons	Greystones 113 Whitchurch Road Tavistock PL19 9BQ	01822 615106 cldr.chris.jenkins@westdevon.gov.uk
Mr I C Jennings (SW)	Indep	225 Whitchurch Road Tavistock PL19 9DQ	01822 613330 No e mail facility
Mrs A Johnson (N)	Indep	18 Orchard Close Abbotsfield Tavistock PL19 8HA	01822 613807 annejohnson@msn.com
Mrs I McPhie-Janjanin Also a Borough Councillor	Cons	3 Alder Road Tavistock PL19 9LW	01822 615293 cldr.isla.mcphie@westdevon.gov.uk

Mrs J C Metcalf (S)	Indep	Middlefield Chollacott Lane Whitchurch Tavistock PL19 9DD	01822 615293 No e mail facility
Mr R T Pike (N) Also a Borough Councillor	Indep	25 Courtlands Road Tavistock PL19 0EF	01822 612456 cllr.robin.pike@westdevon.gov.uk
Mrs J A Ramsey (N)	Cons	Homefield 36 St David's Road Tavistock PL19 9BT	07957711348 jane.ramsey@virgin.net
Mr E D Sanders (N)	Indep	34 Grenville Drive Tavistock PL19 8DP	01822 614308 No e mail facility
Mr P R Sanders (S) Also a Borough Councillor	Cons	3 Peryn Road Tavistock PL19 8LP	01822 612265 cllr.philip.sanders@westdevon.gov.uk
Mrs D Sellis (S) Also a Borough Councillor	Cons	46 St David's Road Tavistock PL19 9BT	01822 612153 cllr.debo.sellis@westdevon.gov.uk
Mr. E H Sherrell (S) Also a Borough Councillor	Indep	Westborne 60 Whitchurch Road Tavistock PL19 9BD	01822 612939 No e mail facility
Mr H Smith (N)	Indep	5 Inswell Court Tavistock PL19 8LS	01822 613118 harry24@btinternet.com
Mr B A A Trew (S)	Indep	46 Chaucer Road Tavistock PL19 9AJ	01822 611320 environmentalsafety@hotmail.com
Mr D Whitcomb (N)	Cons	28 Fitzford Cottages Tavistock PL19 8DB	01822 617875 No e mail facility
(N) - Represents North Ward (Eight Councillors) (S) – Represents South Ward (Seven Councillors) (SW) Represents South West Ward (Two Councillors)			

In addition, there are three County or West Devon Borough Councillors who represent Tavistock Wards who are not also Town Councillors. They are:

Mr R A Connelly (N) Borough and County Councillor	Lib Dem	19 Manor Road Saxon Heights Tavistock PL19 0PL	01822 618063 roy.connelly@devon.gov.uk
Mrs A Clish-Green (SW) Borough Councillor	Lib Dem	Brackendale 7 Deer Park Crescent Tavistock PL19 9HQ	01822 614879 alisoncg@wdcouncillors.org.uk
Mr S I Watchorn (N) Borough Councillor	Cons	70A West Street Tavistock PL19 8AJ	07876222742 shaunwatchorn@wdcouncillors.org.uk

2.2.1 The full Council normally meets every first Tuesday in the month at 7.00 pm in the Council Chamber, Drake Road. There are three standing Committees that recommend policies to the full council. They are:

- **[Finance and General Purposes Committee](#)** – which meets monthly and deals with resources and policy.
- **[Properties Committee](#)** – which meets monthly and deals with the lands and properties owned by the Council
- **[Plans Committee](#)** – which meets fortnightly and considers planning applications and development policies affecting Tavistock Town.

Sub-Committees meet during the year as required to consider matters of detail concerning areas of Council work such as the Town Hall and Pannier Market, the Cemeteries, Whitchurch Down, staffing matters and budget setting.

2.2.2 All Council and standing Committee meetings are open to the public and press, and dates and timings are advertised on the Council notice boards. At the commencement of the full Council meeting members of the public have the opportunity to ask questions of the Council. A calendar of meetings is at Page 6.

2.2.3 Minutes of the meetings are made available in the Town Library, on the Notice Board in the Council Offices, and are posted on the Council web site.

2.3 To carry out the policy set by the Members, the Council employs sixteen full-time staff, ten part-time staff and temporary staff as required (normally in the Town Hall). They are headed by the Town Clerk, **[Col Roger Howard](#)**, and there are seven principal officers to assist him. They are:

- **[Mrs Rosemary Kehoe](#)**, Deputy Town Clerk, based in the General Office in Drake Road (01822 613529 or Fax 01822 618300. E Mail “TavistockDTC@aol.com”) for all general and financial matters, and contact with the councillors
- **[Mr Wayne Southall](#)**, Works Superintendent, based at the Works Depot in Pixon Lane (01822 618116. E mail “wayne.ttcdepot@tiscali.co.uk”) for all matters associated with the Meadows, Play Parks, Goose Fair and council owned property and lands.
- **[Mr Ken Sedgmen](#)**, Deputy Works Superintendent, also with responsibility for the Cemetery, contactable via the Plymouth Road Cemetery (01822 612799) for all matters associated with the cemeteries and burials.
- **[Mr Eddie Carruthers](#)**, Market Reeve, based in the Pannier Market (01822 611003) who heads the Pannier Market and Town Hall, and controls bookings for Bedford Square.
- **[Mr David Evans](#)**, Town Hall Manager, based in the Town Hall (01822 617232) for Town Hall bookings and associated matters. Web site ‘www.tavistocktownhall.co.uk’.
- **[Mr Michael Souttar](#)**, Deputy Market Reeve, based in the Pannier Market (01822 611003) for all matters concerning the Pannier Market. Web site ‘www.tavistockpanniermarket.co.uk’

Programme of Council meetings

5 th June 2007	Plans and Council Meeting
19 th June 2007	Plans
26 th June 2007	Properties and F&GP Committee Meetings
3 rd July 2007	Plans and Council Meeting
17 th July 2007	Plans
24 th July 2007	Properties and F&GP Committee Meetings
31 st July 2007	Plans and Council Meeting
14 th August 2007	Plans
28 th August 2007	Plans
4 th September 2007	Properties and F&GP Committee Meetings
11 th September 2007	Plans and Council Meeting
25 th September 2007	Plans, Properties and F&GP Committee Meetings
2 nd October 2007	Council Meeting
8 th October 2007	Plans
23 rd October 2007	Plans
30 th October 2007	Properties and F&GP Committee Meetings
6 th November 2007	Plans and Council Meeting
20 th November 2007	Plans
27 th November 2007	Properties and F&GP Committee Meetings
4 th December 2007	Plans and Council Meeting
18 th December 2007	Plans, Properties and F&GP Committee Meetings
8 th January 2008	Plans and Council Meeting
22 nd January 2008	Plans
29 th January 2008	Properties and F&GP Committee Meetings
30 th January 2008	Plans
5 th February 2008	Plans and Council Meeting
19 th February 2008	Plans
26 th February 2008	Properties and F&GP Committee Meetings
27 th February 2008	Plans
4 th March 2008	Council Meeting
11 th March 2008	Annual Town Meeting
18 th March 2008	Plans
26 th March 2008	Properties and F&GP Committee Meetings
27 th March 2008	Plans
1 st April 2008	Plans and Council Meeting
15 th April 2008	Plans
29 th April 2008	Plans, Properties and F&GP Committee Meetings
6 th May 2008	Council Meeting
14 th May 2008	Plans
20 th May 2008	Annual General Meeting
27 th May 2008	Plans, Properties and F&GP Committee Meetings

PART 3.

AIMS AND OBJECTIVES

WHAT DID WE DO?

WHAT ARE OUR HOPES FOR THE FUTURE?

All 37 objectives have been reviewed by the Council and endorsed as relevant, current and of equal priority. Councillors will consider making available adequate resources in each annual budget to implement all objectives.

3. 1. DEMOCRATIC PROCESSES

Aim - To provide a democratic and representational local voice.

The 17 Town Councillors represent 8,626 local electors (a ratio of 1 to every 507 electors). This compares to a ratio of 1 to 1,437 for the Borough Council and 1 to 8,626 for the County Council. Most Town Councillors live in the Wards they represent and are available to the populace at any time. This nearness to the local population allows Town Councillors to be immediately aware of local problems and needs.

Democratic Process Objective 1. The Town Council will actively encourage consultation with the electors of Tavistock, and endeavour to represent their views at all appropriate forums. Appropriate member training will take place to improve Council efficiency.

The public may ask questions at monthly Council meetings, and at the Annual Town Meeting. A quarterly newsletter is published, and distributed around the town. The Council will continue to organise ad-hoc public meetings as needed that are 'issue driven' to consult and inform electors in a particular area about issues that concern them.

Democratic Process Objective 2. The Town Council will work to try to ensure that implementation of legislation does not adversely affect the historic buildings of the Town. In conjunction with English Heritage and other Authorities they will continue to monitor the situation regarding the provision of reasonable disabled access to listed buildings.

Reacting to concerns about the possible sale of the Guildhall the Town Council is monitoring developments concerning the future use of the Guildhall. See also Partnership Objective 1.

Democratic Processes Objective 3. The Town Council will make every effort to be an equal opportunities employer, and will work to implement the requirements of the Race Relations Act 2000 and the Disability Discrimination Act 1996.

All Parish and Town Councils have been given a general duty to promote Race Equality, and a motion to this effect has been formally adopted by the Town Council. So far as disability access is concerned, a chair lift has been installed to allow better disabled access to the top floor of the Town Hall, and the Council Office building in Drake Road has been modernised to allow easy disabled access to the building and a

lift installed. Appropriate toilet facilities have also been provided in the Drake Road building, the Town Hall, the Pannier Market and the Cemetery.

Democratic Processes Objective 4. In accordance with the Local Government Act 1999 the Town Council will take proper account of staff matters in their contracting procedures. They will follow the requirements of the Code of Practice on Workforce Matters in Local Authority Service Contracts at all times.

During 2006 no individual contracts were awarded that involved a transfer of staff.

3.2. EMPLOYMENT AND ECONOMIC GROWTH

Aim - To support and contribute to the economic growth and prosperity of the Town.

The local unemployment rate is 1%, which compares favourably with the West Devon average of 1.3% and Plymouth average of 4%. Increased employment opportunities are most likely in tourism and service related industries, but notwithstanding this, it is essential that all initiatives to enhance employment in the Town are actively encouraged provided they are suitably located and appropriate to the Town. As a major property owner the Council will actively promote the retail activities of the Town Centre and the Pannier Market.

Employment Objective 1. The Town Council will actively encourage all initiatives to enhance employment in the Town provided they are appropriate and suitably located.

The Town Council continued to promote the traders in the Pannier Market and Town Hall, spending over £25,000 on advertising these two facilities. Some £4,000 was also spent on 'town' advertising. The Pannier Market is open from Tuesdays to Saturdays each week and additionally on certain Sundays and Mondays in the year to encourage visitors to the Town and to support the traders.

Employment Objective 2. The Town Council will actively encourage tourism and leisure related projects.

The Town Council contributes £4,305 annually to the running expenses of the Tourist Information Office, and over £13,300 to the Museum. National Cycle Route 27 is a major tourist initiative in West Devon, and the Town Council has made a key contribution to providing a route that passes through the centre of the Town by agreeing the route through the Meadows.

Employment Objective 3. The Town Council will oppose those policies and developments that it considers detrimental to Town Centre viability.

Comments on Planning Applications for "out of town" retail developments have reflected this policy on several occasions, and the Council welcomes any Government policy supporting brownfield and town centre development.

Employment Objective 4. The Town Council will seek to encourage all retail and leisure ventures that will enhance the Town Centre and increase its economic viability.

Closer links will be made with the Chamber of Commerce to ensure that the Town Hall and Market act in unison with other traders in the Town. Officers attend Chamber meetings.

3.3. COMMUNITY AND SOCIAL FACILITIES

Aim - To support and contribute to the social fabric of the Town, and to enhance community facilities when appropriate.

The Town Council in partnership with the Local History Society provides the accommodation in the central Court Gate buildings for the Museum. Trustees have been appointed. The Town Council is the named lessee of the building in the town centre which houses the Old Folks Rest Room, and it has close contacts with the local police, schools and community groups by having Members on external committees and in many cases by the giving of financial assistance. The Town Council recognises that rural populations have special transport needs, and will endeavour to support the provision of effective and good value public transport, the use of cycle ways and the adequate provision of car parking facilities within the Town.

Community Objective 1. The Town Council will continue to support and encourage all Youth organisations committed to Youth Development in the Town.

The Town Council supports the Youth Cafe, and has assisted with the funding and maintenance of the building. A skateboard park and youth shelter have been developed on land owned by the Council in the Meadows.

Community Objective 2. The Town Council will seek to encourage and support leisure and recreational facilities for the people of the Town.

The Town Council will seek to continue and develop existing partnerships with sporting and leisure clubs within the Town (Tennis Club, Bowls Club, Cricket Club, Amateur Football Club, Rugby Club, Golf Club and Crowndale Recreational Association). To this end the Town Council continued to provide some financial support to the Bowls Club (£383 for the last financial year). The Golf and Cricket Clubs continue to use Whitchurch Down at a peppercorn rental, and football clubs use the pitch on the Down free of charge. The Bowling Club and the Tennis Club continue to use the Council owned facilities in the Meadows.

Community Objective 3. The Town Council will continue to provide all year-round public tennis courts and other summer sports facilities in the Meadows, and will seek to develop these as a tourist attraction and benefit to local people.

The sports facilities were supervised during the tourist season, and controlled during the winter, all at no cost to the Council by the continued implementation of a franchise type agreement.

Community Objective 4. The Town Council will seek to retain and improve car-parking facilities within the Town.

The Town Council continues to provide short-term 'shoppers' car parking in the Guildhall Square car park. It is proposed that the Pixon Lane rough open space be

converted into a 110 bay formal pay and display long-term car park in the near future.

Community Objective 5. The Town Council will encourage all proposals to improve public transport into and out of the Town, including the ‘Drake’ railway line extension from Bere Alston and improvements to the traffic flow on the A386, both north and south. It will continue support for the Community Bus Service, and will press for improved public transport facilities in order to reduce the need for car traffic in the Town.

Grants were made to support the Local Transport Partnership “Ring and Ride” service to Tavistock. Public transport will be encouraged, especially between the residential estates into and around the Town in order to reduce the need for cars adding to traffic in the Town.

Community Objective 6. The Town Council will seek to ensure the continued presence of a Police Station in the Town. It will continue to provide free of charge eight car parking spaces for official police cars in the Guildhall Square car park.

The Town Council continued to provide free parking for official police cars to help to encourage their retention in the town.

Community Objective 7. The Town Council will continue its support for the Tavistock Hospital and its external outreach services.

During the year there has been no direct threat to close this facility, and the Town Council has continued to monitor the development of the regional primary care health trust.

Community Objective 8. The Town Council will continue to make provision for financial assistance for local voluntary groups and organisations in accordance with statutes.

In accordance with their policy to support local groups, grants or assistance in kind was given to:

- *Tavistock Stannary Band,*
- *Whitchurch Churchyard,*
- *Citizens Advice Bureau,*
- *Tavistock and District Local Transport Partnership,*
- *Tavistock Museum Charitable Trust,*
- *Tavistock Access Group*
- *Chamber of Commerce (Dickensian evening and Christmas lights)*
- *Tavistock Bowls Club,*
- *Tavistock Forward (for the Music Festival),*
- *Tavistock Lions Club (Tree of Light)*

A total of £29,421 was disbursed in grants, at a cost of £3.41 per elector. The sum of £80,130 has been budgeted for in the next financial year (to include a one third share of the new Guildhall Square toilets).

Community Objective 9. The Town Council will seek to encourage and work in co-operation with all local commercial voluntary groupings and organisations.

The Council assisted the Chamber of Commerce in various town centre activities such as the provision of Christmas Lights and the Dickensian Evening.

3.4 LOCAL SERVICES

Aim - To provide effective and efficient local services, both statutory and discretionary, to a high quality.

Many local services are currently provided by the Town Council. We will seek to ensure that all services vital to the ambience of the Town are provided effectively, efficiently and with due economy. The Town Council was awarded the status of Quality Council in 2003, and will work with principal councils towards the adoption of a Charter, the concept of 'Wellbeing' and the devolution of appropriate services where this will be to the benefit of the Town.

Service Objective 1. The Town Council is committed to undertaking a review of all the Services provided by it for the people of Tavistock, and ensuring that action is taken where appropriate to maximise the Best Value concept.

Reviews of the Play Parks and the Town Hall were undertaken in 2000/01, Cemeteries, Council Management and Administration, the Democratic Process and the Pannier Market during 2001/02, Commercial Properties during 2002/03, Open Spaces and Goose Fair in 2004/05, Historic Monuments and Street Furniture in 2005/06 and Town Hall and the Pannier Market in 2006/07. This year the provision of play parks will undergo a second review. See Section 7 for details on future reviews.

Service Objective 2. The Town Council will continue with the project to allow Allotment Holders to manage the Butchers Park allotments with minimal management input from the Council.

The Allotment Holders Association successfully took over the management of the Butcher Park allotments on 1st April 2000. The Town Council continues to monitor the management of the area. The allotments are fully utilised, with a small waiting list.

Service Objective 3. The Town Council will continue to provide efficient and sympathetic burial facilities in the Cemetery, and will work to ensure that these are best value and a beacon to other similar facilities in the area.

The Gatehouse was converted into a public waiting room and Book of Remembrance display area during 2006. The public toilets have been re-fitted and facilities for the disabled provided.

Service Objective 4. The Town Council is committed to minimising the cost and maximising the efficiency of all its administrative procedures.

To this end it will ensure that its Standing Orders with regard to financial matters and employment procedures are regularly updated to reflect current legislation and thinking, and to provide for full, fair and equal support to employees and councillors. The payment of bills and invoices to the Council can now be undertaken using credit cards. Such modern methods will be adopted whenever applicable. A new internal auditor was engaged in 2006.

3.5 PARTNERSHIPS

Aim - To continue the long established tradition of partnership with other statutory and voluntary bodies, and to provide and enhance community facilities in Tavistock.

The Town Council has always sought to operate in partnership with others to improve the service given to the Town. In particular partnerships with the Borough Council and local voluntary organisations will be maintained and extended. The Partnership Objective 1 is shared with the Borough Council.

Partnership Objective 1. The Town Council and West Devon Borough Council will both work together to achieve an even more prosperous town and, in particular, to promote its attractiveness, both natural and historic.

The Town Council holds quarterly liaison meetings with the Borough Council. The further development of such strategic partnerships to efficiently deliver local services will be actively pursued. The Town Council is working closely with the Borough Council to replace the Guildhall Square public toilets.

Partnership Objective 2. The Town Council will maintain and extend the partnership with the Local History Society that results in the provision and operation of the Tavistock Museum.

The Town Council in partnership with the Local History Society has relocated the local museum to the historic Court Gate and Court Gate Cottage building complex. Trustees have been appointed, and the Town Council continues to provide this accommodation rent-free to the Museum, and pays all utility and maintenance charges.

Partnership Objective 3. The Town Council will continue to work in co-operation with the ‘local policing’ concept of the Devon and Cornwall Constabulary.

Close contact is kept with the local community policemen, and with the Tavistock police station. One Councillor represents the council on the Police Liaison Committee. Presentations have been made to the Council by police representatives.

Partnership Objective 4. The Town Council will work in co-operation with community groups to procure and erect signs in and around Tavistock.

Seven new ‘gateway’ town signs were procured and erected in partnership with the County Council in 2005. A project to affix blue ‘heritage’ plaques to some 50 historic buildings in the Town was commenced in 2005, partly financed by a Countryside Agency Quality Council grant.

Partnership Objective 5. The Town Council will continue to manage Bedford Square as agents of Devon County Council in accordance with the Terms of Reference; “to encourage and maximise the use of the paved area for the betterment of the town of Tavistock for commercial/charitable/social events”.

During 2005 seventy organisations used the facilities of the Square, and in 2006 one hundred and fourteen, all at no charge. The popular local Farmer’s Market uses the Square twice a month, on the second and fourth Saturdays. The Town Council will continue to act as the booking agents for the Square, and a Road Traffic Order now applies to the Square, to prevent inappropriate parking.

Partnership Objective 6. The Town Council will encourage the development of affordable housing through its influence on land use and development briefs.

The Council, through the Plans Committee, considered and approved the developments at Tiddybrook and the Manor.

3.6 BUILT ENVIRONMENT AND DEVELOPMENT

Aim - To manage, conserve and promote the unique built heritage of Tavistock, for the benefit of the Nation.

Tavistock is a traditional and historic Market Town with numerous scheduled buildings remaining from the original Benedictine Abbey, and listed buildings erected during the latter part of the 19th Century under the direction of the Duke of Bedford. Some of these buildings are vested in the Council, others are in private ownership. As a Third Tier Authority the Town Council has the right to be consulted and to comment on all local Planning matters. The Town Council will follow a policy of working with English Heritage in all matters concerning the listed buildings in Tavistock.

Development Objective 1. The Town Council will oppose planning applications and developments out of keeping with or detrimental to the special nature of the Town Centre and other sites within the Town’s boundaries. In accordance with Social Objective 3 they will normally oppose any development that removes car parking spaces from the Town (e.g., garage conversions) and will seek to ensure that all major developments provide adequate car parking facilities.

In 2006 the Town Council Plans Committee scrutinised 283 planning applications submitted to West Devon Borough Council and the Dartmoor National Park Authority. The Devon County Minerals and Waste Development Framework, draft Regional Spatial Strategy, West Devon Borough Council Sustainable Development Planning document, West Devon Borough Council Local Development Framework, DNPA Statement of Community Involvement and the ODPM Consultation Paper on sustainable homes were scrutinised and commented upon where relevant.

Development Objective 2. The Town Council has a 5-year planned maintenance programme for all the buildings vested in its care, but will manage scarce resources to give priority to those repairs urgently necessary.

Maintenance work will be undertaken as resources allow, following the setting of priorities and the maintenance schedule, and also in response to building failures as they occur.

Development Objective 3. The Town Council will act to protect the rights of allotment holders at Butchers Park allotments to have continued access to appropriate land for use as allotments should any development be proposed for that area.

There has been no movement on any planning and development proposal for this land. The Town Council continues to monitor the situation, and the Local Development Framework as it applies to that area.

Development Objective 4. The Town Council will ensure that any decisions regarding development of buildings and lands vested in the Council are made with regard to social objectives and not purely commercial aims.

The relevant committees of the Council continue to operate with this Objective in mind.

3.7. COUNTRYSIDE AND OPEN SPACES

Aim – To take all appropriate measures to conserve and enhance the quality, use and character of moorland and open spaces within the Town Council’s control.

The Town Council recognises the need to conserve the Countryside and Moorland, and all the open spaces within the Town Boundary. It will make every effort to restrict the use of this land to purposes compatible with the environment whilst maximising the recreational, leisure and tourist potential. The Town Council recognises the principles of Local Agenda 21, and will endeavour to manage all assets and properties in accord with these principles.

Open Spaces Objective 1. The Town Council will ensure that public enjoyment of all the Council owned open spaces in Tavistock is maximised by regularly reviewing the byelaws relating to them

The Town Council completed the updating (by Act of Parliament) of the old general byelaws for all Council owned open spaces in Tavistock to modern standards in July 2000.

Open Spaces Objective 2. The Council will maintain the stock of trees and shrubs on its lands to minimise the possible danger to the public from deteriorating trees and to maximise the public enjoyment of their natural beauty.

A thorough survey into the tree stock (over 1,500 mature trees) on Council owned land has been undertaken by a specialist, with a follow-up planned programme of prioritised tree maintenance. Council workers have been trained in tree husbandry and appropriate equipment provided, to allow in-house work when possible. Replacement planting is made where appropriate following any felling. The Council works in close co-operation with the local Tree Group.

Open Spaces Objective 3. The Town Council will implement a programme of planting open spaces with low maintenance but attractive vegetation wherever possible and appropriate.

The Bannawell Street open space has been totally revamped in line with this objective, using Community Service manpower. The Tavy Cut Gardens open space has been redesigned and refurbished, and the Rose Walk in the Meadows has been cleared and replanted, to the delight of local community groups. The council offered land at Bannawell Street for a green ‘sustainable’ garden project.

Open Spaces Objective 4. The Town Council will seek to provide new play facilities for children as resources allow, and to implement a planned programme to renew and replace existing play equipment within its ownership. Expenditure on Health and Safety requirements associated with Play Parks will continue to be a priority.

The Bishopsmead Play Park was totally refurbished in conjunction with a local Community Group whose fund raising was supplemented by Council work on site to improve facilities. The Best Value Scrutiny on Play Parks prompted councillors to begin a phased programme of equipment replacement and enhancement. Sums of between £15,000 and £20,000 have been included in recent budgets, with £40,000 in the 2007/2008 budget. It is intended that appropriate sums will be made available in future years.

Open Spaces Objective 5. As holders of Manorial Rights over most of Whitchurch Down the Town Council will seek to ensure that the Down area is managed in accord with Aim 3.7 by restricting the use of the land to purposes compatible with the environment whilst recognising traditional common rights and maximising the recreational, leisure and tourist potential. In accordance with the Countryside and Rights of Way Act 2000 we will seek to ensure that the SSSI is managed in accordance with the advice given by Natural England.

The Whitchurch Down Sub-Committee (including representatives of the Commoners, The Golf Club, Tavistock Town Football Club, Tavistock Cricket Club, Plasterdown Parish Council and the Dartmoor National Park Authority) met when necessary. The owners of the “Pimple” are always invited to join that consultative group.

Open Spaces Objective 6. The Town Council will take note of public lighting deficiencies throughout Tavistock, and as resources allow provide and maintain additional lighting to improve public safety and the ambience of the Town.

The existing lighting provided by the Town Council will be maintained, and new lighting installed whenever a need is seen. New lights are planned for Pearse’s Meadow in partnership with the Borough Council.

WHAT THE TOWN COUNCIL DOES NOT DO

4.1 The bigger local authorities undertake the more expensive services. For example:

- The Town Council does not collect household rubbish or sweep the streets -West Devon Borough Council does that through its contractors Focsa Services.
- The Town Council does not send out council tax bills or pay housing benefit – Capita (on behalf of West Devon Borough Council) does that.
- The Town Council does not run the larger car parks in Tavistock, clean the toilets (except for those in the Pannier Market) or determine planning applications – West Devon Borough Council does all that.
- The Town Council does not allocate social housing – West Devon Borough Council does that.
- The Town Council does not maintain roads or operate the Crowndale tip - Devon County Council does that.

WHAT THE TOWN COUNCIL DOES DO

4.2 The Town Council provides the following facilities in the Town:

4.2.1 Allotments. An area of land of 1.21 hectares at Butchers Park is owned by the Town Council, and is divided into 34 allotments. From 1st April 2000 an Allotment Association composed of elected tenants took over the day to day running of the allotments, including the setting and collecting of rents, allocation of vacant plots and the normal maintenance of the area. Councillors attend the AGM of the Association.

4.2.2 Cemeteries:

4.2.2.1 Dolvin Road. This is a closed burial ground. The area will be kept under care and maintenance for the foreseeable future by the Town Council.

4.2.2.2 Plymouth Road Cemetery. The main part of the Cemetery was given to the people of Tavistock by the 9th Duke of Bedford in 1882. A modern extension was gifted in 1946 by Mr Langsford and will provide burial space for Tavistock for a further 25 to 30 years. The Cemetery facilities include a Chapel with organ, a Garden of Remembrance, a ‘green’ burials site, and a Book of Remembrance. There is a handsome gateway to the Cemetery with an attached lodge originally designed to house the Cemetery Superintendent. A public waiting room and disabled toilets have recently been completed.

4.2.2.3. Tavistock Churchyard. Although it is owned by the church authorities, the Town Council has the task of maintaining the land under provisions of the Local Government Act 1972.

4.2.3 Pannier Market. A Market Charter was granted in 1105 to the Benedictine Abbey of St Rumon and Our Lady. The Town Council is the present custodian of this Charter which is still extant, and has the right to operate all markets within a measure of two leagues (6 2/3rd miles) of the Town. The present Pannier Market was built in 1864 by the 7th Duke of Bedford, the then holder of the Charter, and is a Grade II listed building. Markets are held every day except some Sundays and Mondays throughout the year, and up to 170 tables each day are available for rental to traders. Web site is www.tavistockpanniermarket.co.uk.

4.2.4. Town Hall. Built in 1864 the Town Hall is a Grade II listed building substantially renovated in the early 1990's. In Victorian Gothic style, faced in green Hurdwick stone, the Hall has a wood panelled Great Hall, a minstrels' gallery and bar facilities. It is available for a variety of purposes ranging through balls, wedding receptions, conferences, dances, exhibitions, stage shows and fairs. In January 2000 an embroidery depicting the history of Tavistock was presented to the Town by the local Embroiderers' Guild, and is displayed by the Mayor's Parlour. Also of note are some 19 oil paintings of notable persons from Tavistock's past hanging in the Great Hall. A painting by local artist Arthur Reed of the old Bedford Square and Abbey Bridge hangs in the Rundle Room. Web site is www.tavistocktownhall.co.uk.

4.2.5. Property Management:

4.2.5.1. Commercial. The Town Council manages some 32 properties and one area of farmland, most let at commercial rents. Some are listed buildings and one (Court Gate) is also scheduled as an ancient monument. The rental income of over £400,000 a year is used to defray that portion of the total Council Tax that would otherwise be payable by the inhabitants of Tavistock to fund the services provided by the Town Council.

4.2.5.2. Historic Heritage. A number of listed and scheduled buildings, statues and ruins are in the care of the Town Council. These are maintained at public expense as part of the built tradition of the Town, and attract numerous visitors each year. They include:

Abbey Chapel Tower	Court Gate
The Still House Tower	Betsy Grimbal's Tower
St John's Well	
Statue of the 7 th Duke of Bedford (1864)	
Statue of Francis Drake by Boehm (1883)	

4.2.6. Open Spaces:

4.2.6.1. Meadows. An area of 3.6 hectares on both sides of the River Tavy is in the care of the Town Council. Utilised as a 'Green Lung' of the Town for generations, the Meadows contains a children's play area, floral gardens, a bandstand, putting greens and grassy open spaces. There are tennis courts, some public and operated by the Council and some leased to Tavistock Tennis Club. Tavistock Bowling Club leases ground at a peppercorn rental, and there is a facility for the public to play bowls on the public green. A large area was leased in June 1987 to West Devon Borough Council for 999 years at a peppercorn rent, and is the location of the Wharf Arts Centre and

Meadowlands Swimming Pool complex with associated car and coach parks. The Town Council provides a bandstand, several picnic tables and park benches. A skateboard park is sited in Benson's Meadow and the footbridge over the River Tavy has recently been replaced.

4.2.6.2. [Whitchurch Down.](#) The Town Council is the holder of 'Manorial Rights' (essentially freehold and mineral rights, subject to old leases and commoners rights) over 188.34 hectares of Whitchurch Down both within and without the Dartmoor National Park boundary. These rights were purchased from the Bedford Estate in 1964 for the sum of £750 (£10,503 at today's values). In partnership with the following groups the Council seeks to manage the downland area in accord with Aim 3.7 by restricting the use of the land to purposes compatible with the environment and grazing rights whilst maximising the recreational, leisure and tourist potential.

- **[Golf Club.](#)** In occupation since 1890, in 1967 two thirds of the Down was formally leased to Tavistock Golf Club for 99 years at a peppercorn rental of £10 a year.
- **[Tavistock Town Football Club.](#)** They have had free use of a soccer pitch at the western end of the Downs since 1983.
- **[Cricket Club.](#)** Since 1849 the Tavistock Cricket Club has had use of the cricket pitch on the Down known as 'the Ring', last confirmed in writing in 1920, for 25p a year.
- **[Commoners.](#)** The Town Council works in close co-operation with the Whitchurch Down Commoners Association to ensure that the area is managed sensitively and to the overall benefit of all users.
- **[The owners of the 'Pimple'.](#)** In 2000 an anonymous benefactor purchased the "Pimple" from South West Water and has agreed to maintain it for the benefit of the general public.

4.2.6.3. [Sandy Park.](#) Farmland of 7.13 hectares, Sandy Park is let on an agricultural tenancy renewed in March 2002.

4.2.6.4. [Middlemoor.](#) This is a small rectangular area of common land by Edgemoor Cottages, of interest mainly to Budgehill Farm whose access track crosses it.

4.2.6.5. [Tavy Cut Garden](#) In Mount Tavy Road, a low maintenance garden.

4.2.6.6. [Abbotsfield Grass bank.](#) Opposite the nursing home, and surplus to requirements. The Council regularly cuts the grass.

4.2.6.7. [Abbotsfield Open Space.](#) A small wooded area on the north side of the Abbotsfield land, strangely left out of the sale of the House by the Town Council in 1984.

4.2.6.8. Celle Garden. DCC land in Parkwood Road, leased to the Town Council, and utilised as a low maintenance garden celebrating the twinning links with Celle.

4.2.6.9. Dolvin Road Plantation. A small area of woodland by the river bank, with a seat.

4.2.6.10. West Street Cut. A small area of land by a public path, maintained in a tidy condition and landscaped.

4.2.7. Play Areas. The Council owns and maintains the following Play Areas:

4.2.7.1. Whitchurch Play Area. Area of grassland used as ‘kick-about’ space, with two goal posts, picnic tables and waste bin. A 3-bay swing and a junior slide were installed in 2005.

4.2.7.4. Bishopsmead Play Area. The following play equipment is located in the Bishopsmead Play Area, an area of grassland that also contains picnic tables, benches and litter bins:

- a Mirage disabled swing,
- a basketball net,
- a double chute slide,
- a mini-roundabout,
- two double swings,
- two climbers with slides,
- two seesaws,
- a springer,
- an adventure trail play facility.

4.2.7.3. Ransum Way Play Area. Containing one infant ‘Mustique Tropica’ multi-play system (4 to 190 year old). One bench and a litter bin.

4.2.7.5. Meadows Play Area. The following equipment is located in the Meadows, a large grassy area that also contains picnic tables, benches and litter bins:

- One spiral slide,
- Two sets of junior swings,
- Two sets cradle infant swings,
- One Raleigh Fort Multi-play,
- One roundabout,
- One seesaw,
- One Scramble Net.

4.2.7.5. Monksmead Play Area. This consists of two areas:

- A small fenced green area with benches and litter bins containing:
 - an Adventure Trail play facility,

- a slide
- a triple swing.
- An open play area on which a basketball net has been installed.

4.2.7.6. Bannawell Street. The site of an old open-air swimming pool, this is an open area of 0.5 hectares. The Council has installed an Adventure Trail play facility, basketball net and a triple bay swing on the site of the old pool. The remainder is rough pasture. The wetland area is kept under appropriate maintenance.

4.2.7.7. Benson Meadow Teen Park. A BMX/skateboard park, basketball net and teen shelter are located in Benson Meadow. The Council will work with the Borough Council to improve the lighting.

4.2.7.8. Courtlands Road Open Space. A grassed open space with simple goal post, a bench and a basketball net and litter bins.

4.2.8. Old Folks Rest Room. Erected in 1953 by public subscription, the Rest Room building is leased from Hunstrete Estates by the Council as the successors of the Rural District Council who entered into the agreement on 22nd February 1954. The lease expired in 2004, but the Town Council achieved a limited extension.

4.2.9. War Memorial. Erected in 1921 by public subscription and vested in the Town Council, the Council has the statutory power to maintain, repair, protect and adapt the monument and its surrounding fittings. A survey of all electors in Tavistock during August 2001 found that 80% were in favour of re-locating the Memorial to the Churchyard, where it had been intended to erect it in 1921. The Town Council is committed to progressing this re-location and has funded the necessary archaeological explorations. The Memorial was listed as Grade II by English Heritage in May 2007.

4.2.10. Roads, Footpaths, Seats and Litter Bins;

- Market Road is owned by the Town Council, and it is responsible for its upkeep, including the 1,941 square metres of roadway surface.
- Some 8,991 square metres of footpaths and tracks are the responsibility of the Council, and are subject to a rolling maintenance programme.
- The Council maintains 612 metres of fencing, 3,860 metres of hedging, 2,131 metres of drystone walls, 55 gates and 3 footbridges in and around the property that it owns.
- Over 200 seats are either owned by the Council, or are the property of others and maintained by the Council as agents.
- A total of 27 litter bins and 9 dog ‘poop scoop’ bins are maintained by the Council.

4.2.11. Public Lighting. A total of 8 floodlights (Churchyard, Betsy Grimbel's Tower, Abbey Bridge and Drake's Statue), 64 other light fittings and 55 lighting

columns are maintained by 'SEC' under contract, with the electricity paid for by the Town Council.

4.2.12. Bus Shelters. A total of 9 bus shelters are owned and maintained by the Council.

4.2.13. Town Clock. The Town Clock in the Parish Church tower is vested in the Town Council, who fund the maintenance of the Clock and its lighting.

4.2.14. Car Parks:

- **Guildhall Square Car Park.** Thirty-eight car parking spaces are provided for short-term car parking in the Guildhall Square Car Park, the Car Park (but not the Guildhall itself) being owned by the Town Council. In partnership with Devon County Council some 'Victorian' bicycle racks were erected in 2005.
- **Pixon Lane Car Park.** While not a formal Car Park, the open space in Pixon Lane opposite the Cattle Market is used for the parking of heavy vehicles under the control of the Cattle Market lessees. Two buildings to the south of the area are operated as a Scout Hut and a Miniature Rifle range under leases from the Council.
- **Down Road 'triangle'.** An area of 481 square metres at the Whitchurch Road end of Down Road is used for free car parking by local residents and users of the Cattle Market. This area is vested in and maintained by the Town Council.

4.2.15 Statues. The statues of Sir Francis Drake (in Plymouth Road) and the Duke of Bedford (in the Guildhall Square Car Park) were erected by public subscription and their care and maintenance is vested in the Council.

4.2.16. Cattle Market. The traditional livestock market is owned by the Council and leased to a firm of Auctioneers.

4.2.17. Goose Fair. For many years the Council has assumed responsibility for the administration of the annual Goose Fair. This involves liaising with fairground operators and traders, co-operation with the police and other authorities, setting and collection of rents and charges for traders sited on the highway and on land owned by the Town Council, and the administration of bills associated with the Fair. A 'Park and Ride' scheme is also organised by the Council to alleviate the parking and transport problem in the Town on the Goose Fair day.

4.2.18. Grants Under LGA '72 s137 the Council has powers to give general grants to an annual total of over £40,000 'for purposes which may bring a direct benefit to the area or any part of it or some or all of the inhabitants'. Grants are made on the basis of support only to truly local charities and organisations, and some £1,500 per year is so disbursed. Under other statutory powers grants are made to the Citizens Advice Bureau, the Town Band, local transport and various sports and recreational organisations. In FY 2006/07 a total of £29,421 was disbursed in grants, at a cost of £3.41 per elector. The sum of £84,330 has been budgeted for in the next financial year.

4.2.19. Charities. The Town Council is responsible for the administration and accounts of the Jessie Ann Alford charity, (Charity Commission Number 200626) which provides a Christmas gift of approximately £30 cash to six selected widows and spinsters over 60 years of age and living in the Town of Tavistock.

4.3 OTHER CIVIC ACTIVITIES

4.3.1. Council Management and Administration. The Council has a duty to host an Annual Town Meeting, and hold an Annual General Meeting and at least three other meetings in the year. There is a duty to support the Committee structure and to take minutes, and these are open to inspection by any elector of the Town.

4.3.2. Planning and Development Consultation The Town Council has the right to be notified of any planning or development application made within the Town, and the right to comment to the Planning Authority on the matter. The Council is thus an integral part of the development control process through the fortnightly meetings of the Plans Committee.

4.3.3. Representation on External Bodies. Councillors are deputed by full Council to represent them on some 28 bodies and organisations in the Town.

4.3.4. Civic Focus and Activities;

- **Churches.** Tavistock civic parish encompasses two Anglican church parishes, (Whitchurch and Tavistock), each with its own parish church. Close ties are kept with both vicars, grants are made to assist in the Whitchurch churchyard upkeep and the Town Council maintains the Tavistock parish churchyard. Links are kept with churches of other denominations by their clergy being invited to lead the Council in prayers before each Council meeting.
- **Schools.** The duty to appoint a governor to local primary schools ended in 2003. However, the Town Council takes every opportunity to involve the young people of the Town in civic activities.

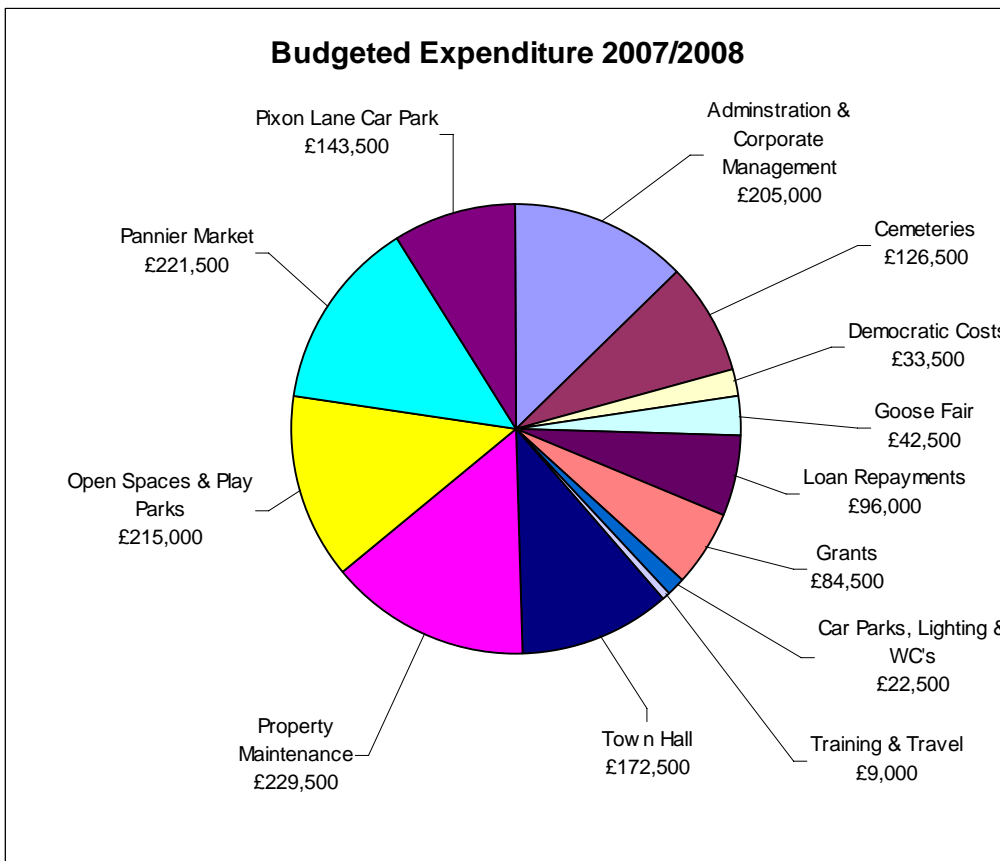
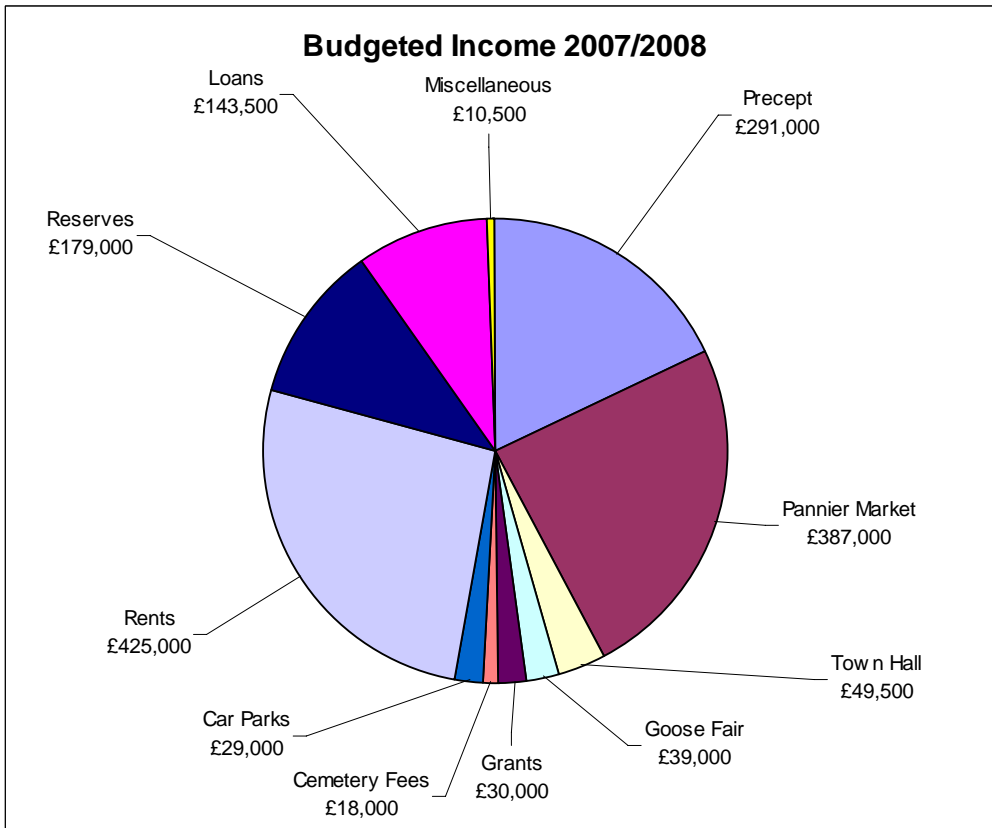
4.3.5. Twinning. The Town has formal twinning links with Pontivy (France) and Celle (Germany). There is a flourishing Twinning Association in Tavistock which is represented on the Town Council's Twinning Sub-Committee. Reciprocal exchange visits are made and school exchanges fostered and encouraged.

4.3.6. Town Museum. The Museum is operated by the Local History Society, and located in the Court Gate scheduled building. The Council raises no charges for the occupation of the building and provides all utilities without charge.

4.3.7. Town Band. The Council gives support to local bands and makes grants to the Stannary Band in recognition of their musical contribution to the Town and their work in encouraging young people to learn to play a musical instrument.

4.3.8. Agency Management of Bedford Square. Acting as the agents of Devon County Council the Town Council took on the task of managing the bookings for Bedford Square from 4th January 2000.

PART 5. EXPENDITURE SUMMARY AND COSTS OF SERVICES



FINANCIAL BALANCE SHEET COMPARISONS

	<u>2006/2007</u> <u>Budget</u>	<u>2006/2007</u> <u>Outturn</u>	<u>2007/2008</u> <u>Budget</u>
<u>Revenue Expenditure</u>			
Civic Admin and Democratic Costs	217,690	226,789	232,799
Cemetery	96,740	60,758	122,664
Grants	52,813	29,921	84,330
Properties - Open Spaces & Recreation	254,140	209,175	257,416
- Car Parks & Toilets	14,761	27,604	166,317
- Town Hall & Buildings	409,613	330,500	391,050
- Markets & Shops	331,767	303,349	347,128
	<u>1,377,524</u>	<u>1,188,096</u>	<u>1,601,704</u>
<u>Income</u>			
Civic Admin and Democratic Costs	46,190	64,250	59,340
Cemetery	15,182	28,703	18,182
Grants	0	0	0
Properties - Open Spaces & Recreation	41,400	43,690	41,400
- Car Parks & Toilets	21,003	23,205	18,003
- Town Hall & Buildings	50,850	70,863	57,000
- Markets & Shops	754,183	783,983	794,685
	<u>927,808</u>	<u>1,014,694</u>	<u>988,610</u>
NET EXPENDITURE	<u>449,716</u>	<u>173,402</u>	<u>613,094</u>
<u>Financed by</u>			
RESERVES	167,420	-108,894	178,844
LOANS	0	0	143,500
PRECEPT	282,296	282,296	290,750
	<u>449,716</u>	<u>173,402</u>	<u>613,094</u>

Note. The above figures are an attempt to display the complex accounts of the Council in a simplistic mode. They do not allow for asset capitalisation or such things as notional pension fund reserves. For full disclosure please ask for a copy of the audited accounts available from the Council Office at Drake Road.

5.1 EXPLANATION OF DIFFERENCES BETWEEN BUDGET AND FINAL EXPENDITURE

- Overall, forecast expenditure was 14% less than that budgeted for, as several projects were not undertaken during the financial year due to time constraints, and these have now been rolled forward into 2007/2008. These include the first phase of the Cemetery road refurbishment (£30,000) and the first staged contribution to the new Guildhall Toilet block (£15,000). The expenditure on the Meadows bridge project was less than expected, and the £40,000 underspend was allocated for better lighting in the Meadows.
- Total income was 9% better than expected, due in no small part to the commercial activities, advertising and ideas of the Market and Town Hall staff. In particular, Market income was slightly better than expected, even though the budget was set at a challenging level, and the Town Hall exceeded its lettings budget and its bar budget even though it was closed for ceiling repair for the first 3 months of 2007.

5.2 INCOME. It may be appropriate to note that local councils do not receive any share of non-domestic or business rates. Sixty percent of all Tavistock's local services are financed by income from Council owned properties, only the remainder normally coming from the local 'precept' on Council Tax paid by electors. In 2006, for the fourth year, some parish and town councils did receive money from central government, as a £30,000 grant was paid to the 41 Best Value town and parish councils to compensate in part for the extra expenditure incurred by being classed as a Best Value authority. We understand that this £30,000 will be paid in 2007 for the last time.

5.3 ACCOUNTS. Full accounts of the Council for prior years are available by application from the Council Offices in Drake Road.

PART 6. PROGRAMME OF BEST VALUE REVIEWS

6.1 PROGRAMME. There is a statutory duty for the Council to undertake reviews of all the services it provides. The selection of services to be evaluated year by year were selected in 1999 by a methodology accepted by the Auditors.

6.2 PAST REVIEWS. Reports for Services that have been reviewed have been published and audited. To ensure the logical progression of the recommendations of the Best Value Review groups, Action Plans have been prepared and presented at intervals to the Council. A summary of the Reviews undertaken is at page 31.

6.3 FUTURE REVIEWS:

In response to the possibility of over-stretch of Councils, revised timetables were published by the Government in 2002, and the Council planed to undertake one review a year. Although the Best Value requirements are being lifted from Town and Parish councils, the Town Council will continue to review services to the following timetable which may be adjusted in future plans according to prevailing circumstances:

Year	Service	Commence date	Report Date
FY 2007/2008	Play Parks (Second scrutiny cycle)	July 2007	May 2008
FY 2008/2009	Cemetery (Second scrutiny cycle)	July 2008	May 2009
FY 2009/2010	Council Administration and Democratic Processes (Second scrutiny cycle)	July 2009	May 2010
FY 2010/2011	Commercial Properties. (Second scrutiny cycle).	July 2010	May 2011
FY 2011/2012	Goose Fair. (Second scrutiny cycle).	July 2011	May 2012
FY 2012/2013	Open Spaces. (Second scrutiny cycle).	July 2012	May 2013

6.5 THE AUDIT

The Audit Commission appointed RSM Robson Rhodes to undertake the joint financial and best value audits from 2004/05. They are a commercial audit concern with appropriate experience of Town level authorities. As part of the 2006/07 audit, their opinion was that the Town Council had prepared and published its BVPP in all significant respects in accordance with Section 56 of the Local Government Act 1999 and statutory guidance issued by the Department of the Environment, Transport and the Regions. In accordance with legislation, an extract of the full audit report dealing with the BVPP follows:

Best Value Audit Report 2006/2007

Audit of the Best Value Performance Plan

3.45 There currently remains a requirement for all principal councils to produce a Best Value Performance Plan (BVPP) and for auditors to undertake a compliance audit.

3.46 We assessed the BVPP for compliance against the criteria specified in the ODPM circular 03/2003 and related addendum as well as guidance from the Audit Commission.

3.47 Our audit confirmed that in all significant respects the Council prepared and published its BVPP in accordance with the law and regulations governing it. Accordingly, we issued an unqualified audit opinion on the plan with no recommendations made to either the Audit Commission or the Secretary of State.

3.48 As part of this assessment, we have audited a sample of the Performance Indicators for 2005–06, on which the 2006-07 BVPP reports. We identified a small number of errors and improvements for supporting information and these have been addressed going forward.

SUMMARY OF REPORT FROM REVIEW WORKING GROUP 2006/2007

TOWN HALL AND PANNIER MARKET

All recommendations were endorsed in principle by the Council meeting of the 2nd May 2007. The Recommendations were:

That the Town Council continue to run the Town Hall.	<i>No change – implemented.</i>
That the Town Hall, within its marketing and publicity budget, actively seek partnership with other groups to enhance special events held in the town and to ensure linking with the business community, the Town Hall management to attend meetings of the Chamber of Commerce	<i>Under way. Officers now attend Chamber of Commerce meetings.</i>
That the Town Council continue to run the Pannier Market	<i>No change – implemented.</i>
That the Pannier Market, within its marketing and publicity budget, actively seek partnership with other groups to enhance special events held in the town and to ensure linking with the business community, the Pannier Market management to attend meetings of the Chamber of Commerce	<i>Under way. Officers now attend Chamber of Commerce meetings</i>
That income generated by letting parts of the Town Hall building, such as a shop and the Tourist Information Centre, be taken into consideration when assessing the service.	<i>Noted and will be done in the future.</i>
As a valuable facility, usage of the Town Hall should be considered for untapped opportunities to increase lettings, in conjunction with a rigorous review of the whole pricing structure, with specialist professional advice sought if necessary.	<i>Noted and will be done in the future.</i>
That a review of Town Hall signage is undertaken, and erection of such signage is implemented.	<i>Noted for future action by the Sub-Committee</i>
That the Town Council consider a full launch of the re-furbished Town Hall in Spring 2007	<i>Overtaken by events.</i>
That a review of Pannier Market signage is undertaken, and erection of such signage is implemented	<i>Noted for future action by the Sub-Committee.</i>
That the status quo be maintained so far as the parking around the perimeter of the Market is concerned.	<i>Noted and will be done in the future.</i>
That the perimeter area to the North of the Market be enhanced.	<i>Already underway with better lighting, decoration and erection of new trading units</i>
That the Pannier Market maintain the core trading times of 0900 to 1600 Tuesdays to Saturdays.	<i>No change – implemented.</i>
That relevant IT programmes be introduced into the Pannier Market office by no later than 1 st September 2007.	<i>Noted, and underway. A lap-top computer will be procured for the Market in Summer 2007.</i>
That a 5-year programme of maintenance be prepared and reviews annually by the Town Hall and Market Sub-Committee, with a time frame in place for such works to be undertaken.	<i>Will be placed on the agenda for this sub-committee.</i>

SUMMARY OF PRIMARY RECOMMENDATIONS FROM PREVIOUS SCRUTINIES & PROGRESS TO DATE:

PLAY PARKS (2000/2001)

<ul style="list-style-type: none"> That regular grass cutting be given to all play areas 	<i>Implemented 2004/2005.</i>
<ul style="list-style-type: none"> That new play equipment be brought into use at the earliest opportunity 	<i>Commenced implementation with the opening of Bannawell Street play area in 2001. Continued with upgrades in the Meadows and Bishopsmead. Councillors asked to budget up to £20,000 a year for this objective.</i>
<ul style="list-style-type: none"> That the Council support plans to implement a 'Teen Park' in Benson's Meadow. 	<i>Partnership agreement with Taviskate signed July 2003 and Skatepark built in 2005. Teen shelter erected in 2006..</i>
<ul style="list-style-type: none"> That a target be set for each play park to provide some play facilities for the disabled 	<i>Bishopsmead have such a swing (2005). Other play parks being considered in conjunction with residents groups.</i>
<ul style="list-style-type: none"> That the Council provide an annual rolling budget. 	<i>£20,000 was budgeted in 2002/03, £15,000 in 2003/04, £10,000 in 2004/05 and £15,000 in 2006/07. No 5 year plan has been agreed.</i>
<ul style="list-style-type: none"> The Review Committee recommends that a Play Park Review Committee be maintained post this Report. 	<i>A Play Parks Sub-Committee of Council was established to take forward these matters, becoming defunct in May 2003, its duties being assumed by the Properties Committee.</i>
<ul style="list-style-type: none"> That the Council should seek to progress a partnership approach with community associations for each of its play areas. 	<i>Formally accepted by council 2002 as part of BV consultation processes. Constant touch is being kept with residents associations for Courtlands Road, Bishopsmead and Monksmead.</i>

TOWN HALL (2000/2001)

<ul style="list-style-type: none"> The Review Committee recommends that the Town Council continues to provide the Town Hall facility. 	<i>Implemented, requiring no change to current operations.</i>
<ul style="list-style-type: none"> That the Review Committee continues as a replacement for the Town Hall Sub Committee. 	<i>Not agreed by Council. The Town Hall Management sub-committee to take forward any matters from this review.</i>
<ul style="list-style-type: none"> The Review Committee recommends that an acceptable percentage for loss be decided to facilitate the financial sustaining of the service. 	<i>Council decided to focus on the general subsidies made to all business activities.</i>
<ul style="list-style-type: none"> The Review Committee recommends that staffing costs and hours worked be subject to a scrutiny in accordance with Council policy. 	<i>Considered by the Staffing Sub-Committee, Minute 263 refers.</i>
<ul style="list-style-type: none"> That a platform lift (or similar) be installed to allow disabled access to the Rundle Room. 	<i>Completed and operational in 2002.</i>
<ul style="list-style-type: none"> That the men's' toilets be re- sited next to the ladies toilets and the cloakroom facility re-sited in the corridor presently used to access the men's toilets. 	<i>Considered but no such action taken.</i>

<ul style="list-style-type: none"> • That an advertising/ marketing budget for all the Town Council activities and services be put in the hands of a professional agency. 	<i>A tendering process for Professional Marketing consultants was undertaken. The Council declined to take the matter further.</i>
<ul style="list-style-type: none"> • That the Town Hall Supervisor or his staff make all arrangements for bookings. 	<i>This has been implemented and is now the way things are dealt with.</i>
<ul style="list-style-type: none"> • That the general fabric of the building be brought up to standard • That the use of Bedford Square be considered in conjunction with the Town Hall. • That serious consideration be given to the method of gaining admittance to the Town Hall by the main door. • That a sign and shield, similar to those used by the Pannier Market, should be mounted over the main door and door to the lift. • That an annual working budget be set which can be directly authorised by the Town Hall Supervisor. 	<p><i>Work will continue to be done on an "as required" basis..</i></p> <p><i>Implemented with DCC during various traffic order consultations 2003/2004.</i></p> <p><i>Not progressed.</i></p> <p><i>Not progressed.</i></p> <p><i>£3,000 was allocated in 2003/2004 budget, cut to £1,000 in subsequent budgets.</i></p>

CEMETERIES(2001/2002)

<ul style="list-style-type: none"> • To implement systems to identify the real costs of running the cemeteries and the percentage of precept used to offset these costs 	<i>Implemented and used as a PI.</i>
<ul style="list-style-type: none"> • To maintain grounds and buildings to a high standard, visual amenities being of prime importance. 	<i>This is a constant goal, and major refurbishment of the Chapel and toilets were undertaken in 2005/6. The external stonework of all buildings was power cleaned in 2005.</i>
<ul style="list-style-type: none"> • To implement a programme of accessibility for the disabled to cemetery buildings 	<i>This is being implemented as part of an on-going programme of improvements. The public toilets were converted to disabled use during 2006.</i>
<ul style="list-style-type: none"> • Information/Environment/Community 	<i>Implementation of this will be phased. Publicity brochures are now available and bird boxes have been erected. Wild flower areas are protected. A 'Friends of the Cemeteries' community group has been formed.</i>
<ul style="list-style-type: none"> • Achieve the IBCA Charter 	<i>The process has now been commenced and will be on-going to evaluate and improve services</i>

TAVISTOCK PANNIER MARKET (2001/2002)

<ul style="list-style-type: none"> • Document a forward, rolling Five Year Management Plan, to include target commercial objectives and maintenance programme. 	<i>This is still to be fully identified and implemented</i>
<ul style="list-style-type: none"> • Arrange for computer based systems to be put in place to optimise on-going management control and review. 	<i>This is in abeyance pending further consideration</i>

<ul style="list-style-type: none"> • Monitor and consider web site advertising options and opportunities. 	<i>In 2005 the Market implemented its own website, maintained from the Town Hall</i>
<ul style="list-style-type: none"> • High quality advertising 'fliers', likely to contain the market diary, are printed and distributed.. 	<i>This has been implemented</i>
<ul style="list-style-type: none"> • Ensure that appropriate policy documentation is in place and on file. 	<i>This has been implemented</i>

THE DEMOCRATIC PROCESSES (2001/2002)

<ul style="list-style-type: none"> • To hold full Council meetings twice a month and disband all committees and sub-committees (except Plans), with working groups set up, then disbanded, to deal with specific projects. 	<i>This was amended by Council to the disbanding of sub-committees only and was undertaken for a trial six-month period. The Council decided to return to its original format after the trial period as it saw no benefits and significant disadvantages during the trial.</i>
<ul style="list-style-type: none"> • To consistently endeavour to consult with the public and to work in partnership with individuals and bodies in the town to ensure the vitality and prosperity of the town. 	<i>This is being implemented, both through the Best Value scrutinies and Council's representation on such committees as Tavistock Forward.</i>
<ul style="list-style-type: none"> • To produce a Town Council newsletter. 	<i>This has been implemented and is issued quarterly.</i>
<ul style="list-style-type: none"> • To encourage more candidates to stand for election and thus widen the catchment of Councillors. 	<i>How this is to be done has still to be fully identified and implemented</i>
<ul style="list-style-type: none"> • To pursue its commitment to finding ways of involving the youth of the town to become active in local government i.e. A Youth Forum 	<i>This is a Council objective, and is being constantly implemented. Liaison is on-going with the Youth Council.</i>

COUNCIL MANAGEMENT AND ADMINISTRATION (2001/2002)

<ul style="list-style-type: none"> • Review all out-sourced consultancy services over a 3 year roll over period 	<i>Commenced in 2003 with re-tendering and re-selection of legal services. The review of surveyors and accountants is a problem as no suitable alternative local candidates have been found</i>
<ul style="list-style-type: none"> • Start a personnel programme of regular interactive assessments, with attendant training and target requirements. 	<i>This was implemented in January 2005.</i>
<ul style="list-style-type: none"> • To implement and maintain IT provision equal to the demands of the Town Council's function 	<i>This is being implemented in a phased way as budget resources are agreed by councillors.</i>
<ul style="list-style-type: none"> • Implement a telephone call handling and transfer facility between the Council's departmental offices 	<i>Implemented 2005.</i>

COMMERCIAL PROPERTIES (2003/2004)

<ul style="list-style-type: none"> • The following Action Plan to be implemented. 	
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<ul style="list-style-type: none"> ▪ Institute new tenancy record sheets and keep summary on a spreadsheet so that reports can be produced in date order. ▪ Delegate to appropriate sub committees an action plan for their properties. ▪ Consider the economics of contracting out property management on a commercial basis. Seek quotations when our internal records are fully up to date and comprehensive and we have full costings of our present operations. ▪ Institute periodic reporting of property actions to the Properties Committee and seek instructions on matters arising. ▪ Analyse the Income and Expenditure Statistics as recommended under the section 'Fund Performance'. 	<p><i>A full tenancy and lease record 'word' document already exists. Officers query the value of this recommendation.</i></p> <p><i>The Town Hall and Market sub-committee, and the Cemeteries sub-committee already report to the Properties Committee on all aspects of their respective facilities.</i></p> <p><i>Internal records are in place in full compliance with Audit Commission requirements. The data is available for consideration by any Working Party. Officers query that a private firm (with profit motive) would be able to undertake property management in any cheaper way than at present.</i></p> <p><i>Already in operation. A schedule of properties and lease details is presented to properties meetings quarterly.</i></p> <p><i>Officers recommend that guidance be sought from the property agents as to the benefits of such analysis.</i></p>
<ul style="list-style-type: none"> • That a brief to be prepared for an external report on the comparative costs of managing the Council's commercial properties in-house or externally. 	<p><i>This duplicates the 3rd recommendation above.</i></p>
<ul style="list-style-type: none"> • That the external report referred to above be subject to the tendering process 	<p><i>Any expenditure of over £5,000 in value must be put out to competitive tender.</i></p>
<ul style="list-style-type: none"> • That all professional agencies involved in the Council's property management be subject to regular review. This to be commenced with immediate effect. 	<p><i>Legal Services were reviewed in 2003. The review of surveyors is a problem as no suitable alternative local candidates have been found. IT work was re-sourced in 1996.</i></p>
<ul style="list-style-type: none"> • The Property Best Value Committee recommends that a working party be set up to ensure that the actions set out in the Plan are taken forward and their progress reported to the Council on a quarterly basis. Any properties falling due for imminent review should be brought to the Properties Committee at the earliest opportunity 	<p><i>Councillors have not deputed any such working party and the full Properties Committee undertakes the work.</i></p> <p><i>This final part of the recommendation is not understood. The Committee is already advised quarterly of any lease changes. Councillors should set policy, not be involved in operational matters.</i></p>

GOOSE FAIR (2004/2005)

<ul style="list-style-type: none"> • The Town Council supports the continuation of Goose Fair 	<p><i>Implemented, requiring no change to current operations.</i></p>
<ul style="list-style-type: none"> • The Town Council to maintain the prime function of running Goose Fair, in conjunction with other parties. 	<p><i>Implemented, requiring no change to current operations.</i></p>
<ul style="list-style-type: none"> • Robustly and rigorously review pricing policing issues and stewarding for future fairs. 	<p><i>Implemented October 2005.</i></p>
<ul style="list-style-type: none"> • A balance of the tried and tested and a modern day shopping experience should be considered, with a more 'County Show' aspect being encouraged. 	<p><i>Noted and attempts will be made to implement it, changes depending upon what stalls apply to attend.</i></p>
<ul style="list-style-type: none"> • A wider range of interests to run in conjunction with the Fair, with the possibility of extending into areas of the Meadows. 	<p><i>Noted, but no ideas for other 'interests' have been forthcoming.</i></p>

<ul style="list-style-type: none"> To determine levels of stall and fair charges for the next year's fair by the end of the preceding year. 	<i>Not possible. Depends on the result of the meeting in Feb/Mar mentioned below.</i>
<ul style="list-style-type: none"> A dedicated web page (with relevant links) for the annual Goose Fair to be implemented. To be effective in time for Goose Fair 2005. 	<i>Being considered. Awaiting resources.</i>
<ul style="list-style-type: none"> At least 2 liaison meetings a year, with all providers and partners invited. These to consist of a pre-meeting in February/March annually, and a wash-up meeting immediately following Goose Fair and to precede the Mayoral reception. 	<i>Implemented October 2005 and underway for 2006.</i>
<ul style="list-style-type: none"> Provide street maps of the Town, showing points of interest as well as the traffic flow system and the location of the street market and the fair.. 	<i>Noted and attempts will be made to implement it. Problem with map copyrights etc.</i>
<ul style="list-style-type: none"> That there be an extension of the lay-out of stalls into Market Road. 	<i>Implemented October 2005.</i>
<ul style="list-style-type: none"> That charges for parking be displayed outside the designated parks for the park and ride 	<i>Implemented October 2005.</i>

[OPEN SPACES \(2004/2005\)](#)

<ul style="list-style-type: none"> The Town Council request that the DNPA and DCC Highways work to create passing points on the narrow part of Furzy Down. 	<i>Requested.</i>
<ul style="list-style-type: none"> That police checks be made on all parties involved in managing leisure facilities where children and vulnerable adults are users of those facilities. 	<i>Only possible where the Town Council employs the person concerned. None such are employed as at end FY 2005/06.</i>
<ul style="list-style-type: none"> The functioning of the leisure facilities in the Meadows be referred to a Task and Finish Group to produce an action plan for the future. 	<i>Facilities continue to be run as a 'franchise' at no cost to the Council.</i>
<ul style="list-style-type: none"> The Council to meet with the Golf Club to resolve the following issues: <ul style="list-style-type: none"> A 'land swap' between the Golf Club and the Town Council. A driving range which is positioned on a right of way, and a practice hole which has been added at a site below the Pimple. To discuss the length of fencing sited opposite the Golf Clubhouse 	<i>Meetings still underway as at June 2006.</i>
<ul style="list-style-type: none"> That opportunities to sell the bank of land opposite the main Hall at Abbotsfield be investigated. 	<i>The Council has no deeds to the land in question. Now awaiting finalisation of land registration with the Land Registry 2006. A sale may be difficult.</i>
<ul style="list-style-type: none"> That the Town Council agree a policy document on sponsorship. 	<i>Completed and implemented 2005 so far as seats are concerned.</i>
<ul style="list-style-type: none"> That the Town Council agree a policy document on the donating of items for and in memorial. 	<i>Completed and implemented 2005.</i>
<ul style="list-style-type: none"> That grants be pursued to fund improvements to heighten the profile of the Meadows. 	<i>Underway but difficult. No success in FY 2005/06. Work being undertaken with Council funding.</i>

STREET FURNITURE (2005/2006)

That extra lighting be considered for immediate implementation in St John's Walk and Pearse's Meadow.	<i>Negotiations already commenced with the Borough Council for a partnership.</i>
That the annual payment of £1,000 made by the Borough Council for maintenance of their seats be reviewed.	<i>The Town Council has agreed to liaise with the Borough Council.</i>
That dog bins be replaced by enclosed 'shelf' versions as they fall ready for replacement.	<i>Agreed by Council.</i>
That any new or replacement bus shelters be vandal proof and tasteful advertising pursued.	<i>We are already under contract for bus shelter advertising with Media SouthWest.</i>
That a rolling 25% of seats be subject to an annual check.	<i>Agreed to be considered in principle.</i>
That DCC be requested to replace the light fittings along the cycle path that bisects the Meadows with a style to match those used in the rest of the Meadows.	<i>When the lights were installed we were informed that traditional light fittings would cost the Town Council some £80,000 as DCC could not pay for such a facility within the project. This was recognised as an unrealistic goal.</i>
That the Seat and Other Memorial Guidance and Rules document adopted previously by Council be retained and regularly reviewed.	<i>Agreed by Council.</i>

HISTORIC MONUMENTS (2005/2006)

To investigate the value of seeking listing for Pixie's Cross and Greenlands Cross.	<i>Agreed to be considered in principle</i>
To clarify the present listing status of all these historic monuments and seek to achieve appropriate listing status via English Heritage.	<i>Agreed to be considered in principle</i>
To ensure a dilapidation survey is carried out on our historic monuments, to be undertaken by an appropriate third party.	<i>Agreed to be considered in principle</i>
To consider an exhibition in partnership with the Local History Society and the Museum.	<i>Agreed to be considered in principle</i>
That the Still Tower have controlled access from the entrance in Abbey Walk.	<i>Who is to 'control the access?' A 'doorman' would be expensive. This would also give access to the Rectory garden, and infringe the privacy of the Vicar.</i>
Re-site the statue of the Duke of Bedford onto Bedford Square to face down Plymouth Road.	<i>Agreed to be considered in principle</i>
That investigations be made into the commercial feasibility of a series of postcards depicting the various monuments.	<i>Similar commercial suggestions have been rejected by Council on the grounds that it is better for traders to produce and sell such items.</i>
To consider the value of joining the English Historic Towns Forum.	<i>Agreed to be considered in principle</i>

To implement a separate cost code for our monuments.	<i>Implemented March 2006.</i>
That Fitzford Well be restored, including replacement of damaged slate plaque with a metal plaque in the same format.	<i>Discovered in March 2006 that the well belongs to the Borough Council not the Town Council.</i>
That St Johns Well be restored, to include a new access path.	<i>Completed April 2006.</i>
That no notices or advertisements be attached to the railings around the statue of Sir Francis Drake.	<i>Council policy has been to allow 'smart and tidy' formal community group notices.</i>
That a tourist leaflet of the historic monuments be produced in partnership with the Local History Society.	<i>Agreed to be considered in principle</i>

PART 7.

PERFORMANCE INDICATORS AND COMPARISONS

7.1 Best Value requires that the Town Council set Performance Indicators to allow the delivery of services to be measured.

7.2 Following pressure brought by the 41 Town and Parish Councils affected by Best Value, research was commissioned jointly by the Department of Transport, Local Government and the Regions and the National Association of Local Councils into the definition of local Performance Indicators and the opportunity for commonality and comparison. That research was published in November 2001 and concluded that performance indicators should be used to compare and analyse services constructively, sharing best practice, rather than a simplistic league tabling of results. Where possible common Indicators have been included in this Plan. The reality is that few services are undertaken in the same way by the 41 Group, and thus few Performance Indicators are of any use in making comparisons.

7.3 Benchmarking with other similar Councils has also been undertaken in previous reviews, but it has been difficult to find town or parish councils organised in ways similar enough to allow comparisons.

7.4 Systems did not exist in the past to easily collect data to allow Performance Indicators to be examined. Such systems are still being developed, but with limited resources, such development will take a number of years. Where the new Performance Indicators are expressed in different terms to those in previous plans attempts have been made to convert them. Where this has not been possible previous data is shown as Not Available (N/A).

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
DEMOCRATIC PROCESSES (OBJECTIVE 3.1)					
Percentage of electors surveyed satisfied with the overall performance of the Council.	100% but no processes to measure this yet in place	Not Available	100% but no processes to measure this yet in place	100% but no processes to measure this yet in place	100% but no processes to measure this yet in place
Percentage of turnout for local elections. (average over 17 seats)	75% for national elections and 50% for local	44% for a local election	75% for national elections and 50% for local	75% for national elections and 50% for local	75% for national elections and 50% for local
Percentage of councillors attending full council meetings	90%	83.61%	90%	90%	90%
Number of attendees at Annual Town Meeting per 1,000 of electors (8,626)	10.00	1.73	10.00	10.00	11.00
Number of representatives on other bodies per 1,000 of electors (NB. There are a finite number of other bodies available to take a Council representative).	4.00	4.76	4.00	4.50	4.75
Comment: The perceived lack of public interest in elections and civic affairs might well indicate that the majority of the electors are reasonably satisfied with the performance of their Town Council.					

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
CORPORATE HEALTH AND SERVICES (OBJECTIVE 3.2)					
Management of Administration:					
Net cost per elector	£12.27	£7.95	£4.56	£5.00	£5.00
Number of working days taken for full response to correspondence.	21 days	92% in < 5 days 98% in <21 days	21 Days	21 Days	21 days
Percentage of undisputed invoices paid within 30 days (Non Direct Debits).	100%	100%	100%	100%	100%
Percentage of correspondence acknowledged within 48 hours. (Excluding that with specific reply dates)	100%	98.5%	100%	100%	100%
Percentage of telephone calls answered within fifteen seconds	95%	98%	96%	97%	98%
Number of formal complaints classified as:					
· Maladministration.	0	0	0	0	0
· Poor service implementation.	0	0	0	0	0

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
Percentage of these that were resolved to the satisfaction of the complainant	100%	No complaints	100%	100%	100%
Percentage of planning application comments returned to Borough Council within 21 days.	100%	100%	100%	100%	100%
<p>Comment: All correspondence is acknowledged by return of post, bar that obviously not necessary so to do (circulars, items for future committee meetings etc). Answering telephone calls will never be 100% as we have 4 lines, and often only 2 staff.</p>					
Staff Management and Development:					
Training days provided to staff as a percentage of total staff days. (18FTE)	0.30%	4.00%	0.30%	0.30%	0.30
Resignations as a proportion of staff in post.	0:18	1:18	0:18	0:18	0:18
<p>Comment: One member of staff moved away from Devon for family reasons. Staff training days have increased due to one member of staff undertaking a long H&S course.</p>					

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
EMPLOYMENT AND ECONOMIC GROWTH (OBJECTIVE 3.2)					
Traditional Ventures:					
To ensure the continued provision of Christmas Lighting and the Dickensian evening.	Appropriate lights around the Town shopping areas lit by 10 th December	Undertaken by Chamber of Commerce with Town Council Assistance	Appropriate lights around the Town shopping areas lit by 10 th December	Undertaken by Chamber of Commerce with Town Council Assistance	Appropriate lights around the Town shopping areas lit by 10 th December
<p>Comment: The Chamber of Commerce has asked the Council to consider taking over the whole provision of Christmas lights. This was rejected in February 2003 and November 2006. Of 14 towns checked in Devon, in only one were the Christmas lights produced by the local council. The Town Council made a grant of £500 towards the costs and provided the 'Tree of Light' at no cost to the organisers of the charity.</p>					

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
COMMUNITY AND SOCIAL FACILITIES (OBJECTIVE 3.3)					
Car Parking (on Guildhall Square Car Park):					
Net income per car parking bay (26) in Guildhall Square per year. WDBC Comparisons (2005/06) are: Bank Square - £1,657 per bay Bedford - £894 per bay Riverside - £305 per bay.	£375	£443	£400 Guildhall Square	£425 Guildhall Square	£450 Guildhall Square
Number of dedicated disabled car spaces available	3	3	8	8	8
Number of paying car spaces available	26	26	130	130	130
Net cost per elector	£1.39 contribution	£1.34 contribution	£1.35 contribution	£1.40 contribution	£1.45 contribution
Comment: Councillors have deliberately kept the car park charge low to encourage shoppers to the Town Centre. There are plans for a new long-stay car park to be commissioned in Pixon Lane in 2007/2008 giving 104 bays. The Council has yet to set a policy for the charges in this new car park.					

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
Grants and Financial Assistance					
Making grants to local organisations.:					
LGA '72 Section 136 (Concurrent Functions).	£5,300	£5,573	£38,350	£5,750	£6,000
LGA '72 Section 137 (General).	£1,500	£2,010	£7,675	£2,500	£2,750
LGA '72 Section 142 (Information and Advice)	£1,350	£1,350	£1,600	£1,600	£1,600
LGA '72 Section 144 (Tourism).	£15,605	£15,605	£21,605	£15,605	£15,605
LGA '72 Section 145 (Entertainments).	£1,000	£1,000	£2,000	£1,000	£1,000
LG(MP)A '76 Section 19 (Sports and Recreation).	£1,000	£383	£5,400	£425	£450
LGRA '97 Section 106 (Transport)	£3,500	£3,500	£3,500	£3,500	£3,500
Net cost of grants per elector	£3.45	£3.41	£9.29	£3.52	£3.58
Comment: The council continues with a policy of making grants only to local organisations. Next year large grants towards the rebuild of the Guildhall Square toilets, the Balloon Fiesta and the College athletics track push up the net cost per elector.					
LOCAL SERVICES (OBJECTIVE 3.4)					

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
The Cemetery:					
Percentage of requests from funeral directors for interments complied with within 5 days.	95%	97%	95%	95%	95%
Percentage satisfaction with interment services	95%	100%	95%	95%	95%
Net cost per elector per Interment. (2005/06 was £32,055/8,626/65)	£0.05	£0.059p	£0.05	£0.05	£0.05
<p>Comment: Comparison with other like facilities show that the Cemetery charges are low. Councillors are content that the tax-payer subsidises the on-going maintenance of the cemeteries, but have substantially increased burial charges over the last 3 years, particularly with regard to non-parishioners.</p>					
The Pannier Market:					
Net cost per elector	£18.00 contribution	£18.95 contribution	£19.15 contribution	£19.25 contribution	£19.50 contribution
Net Income as a % of total receipts.	50.00%	43.79%	42.73%	45.00%	50.00%

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
<p>Comment: The Market continues to be a most profitable arm of the Council. Toll takings have increased by over 11%, but costs have also risen due to staff re-grading, the need to always have a member of staff present when the Market is open, and across the board higher than inflation rises in utilities and rubbish disposal. A problem has been identified with irrecoverable VAT which has been left out of the above calculations to allow better comparisons this year.</p>					
Commercial Properties:					
Amount actually collected as a percentage of the net collectable rental for the year based on leases in effect on 1 st April annually.	100%	105%	100%	100%	100%
Bad debts as a percentage of total rent receivable	<2%	0%	<2%	<2%	<2%
Percentage of rent in arrears over 90 days.	<5.00%	0%	<5.00%	<5.00%	<5.00%
<p>Comment: The actual amount of rental collected in each year often exceeds 100% of that due as at 1st April due to arrears collected following rent reviews finalised after 1st April that are backdated. Rent arrears over 90 days are mainly a large sum resulting from a backdated rent review.</p>					

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
PARTNERSHIPS (OBJECTIVE 3.5)					
Timely and satisfactory comment on matters raised by partner councils	Meet comment deadline	All deadlines met or delay negotiated	Meet comment deadline	Meet comment deadline	Meet comment deadline
BUILT ENVIRONMENT AND DEVELOPMENT (OBJECTIVE 3.6)					
Town Hall:					
Percentage usage of Town Hall.	50%	164 bookings Apr 06 to Mar 07 = 44.9%	50%	55%	60%
Percentage of satisfied customers.	95%	100%	96%	97%	98%
Net cost per elector of maintaining Town Hall	£13.62	£17.16	£16.56	£16.00	£15.50

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
<p>Comment: Customers are now encouraged to complete and return service level questionnaire in line with Best Value Review recommendation. No formal complaints about service were received. Bookings were less than could have been achieved as the Hall was scheduled for 3 months closure for repairs during the period. In the event the repairs were postponed, but the bookings gap could not be fully filled.</p>					
COUNTRYSIDE AND OPEN SPACES (OBJECTIVE 3.7)					
Street Lighting:					
To provide lighting to illuminate selected open spaces.	100% operable within 5 days	100% operable within 10 days 75% operable within 5 days	100% operable within 5 days	100% operable within 5 days	100% operable within 5 days
Net cost per elector.	£0.50p	£0.33p	£0.50p	£0.46	£0.50p
<p>Comment: Maintenance of all lighting is undertaken by SEC. Their call-out target is 5 days.</p>					
Play Parks:					
Number of major items of play equipment.	42	34	40	40	42

PERFORMANCE INDICATOR	TARGET 2006/2007	ACHIEVED 2006/2007	TARGET 2007/08	TARGET 2008/2009	TARGET 2009/10
Number of items of play equipment out of use for more than one week.	1	2	1	0	1
Net cost per elector of play equipment maintenance.	£1.00	£0.33p	£0.55	£0.50	£0.45
Open Spaces:					
Time taken to remove graffiti in the Meadows.	75 hours	Removed the same working days	72 hours	72 hours	72 hours
Number of formal complaints about litter in the Meadows	0	0	0	0	0
Net cost per elector of maintaining the Meadows	£8.00	£5.94	£6.68	£7.00	£8.00