

TAVISTOCK TOWN COUNCIL
Review of 2020-21

AGENDA ITEM 9a

What we set out to do	What we did	Commentary
Address Funding Gap - Immediate	Immediate: in-year management of expenditure so as to avoid incurring a budget deficit Unprecedented saving and mitigation measures.	Loss of commercial income at the back end of a capital investment programme provided a major financial threat. Mitigations included commitment to achieve minimum £200,000 revenue savings in year (achieved) alongside Kick start grant funding successfully secured iro £130,000 (Guildhall), plus contributions (Guildhall) from WDBC, ongoing project value engineering and limited grants (due to Government restrictions on the sector) from Government. Operation at 25% reduced staffing level to assist savings and draw down authority from the General Reserve. 2020-21 losses successfully addressed.
Address Funding Gap – ongoing Reserves	Agreed to apply discipline and introduce a plan to secure the rebuilding of General and other Reserves to acceptable (and then sustainable) levels	The Council has set a Budget for 2021-22 including prudent assumptions regarding income and an appropriate precept alongside authority for further drawings from the General Reserve. Subject to using any uncommitted underspends from 2020-21 to support reserves it has been agreed when the national economic position becomes clearer to set out a plan to urgently replenish reserves to acceptable levels. Considerable financial discipline will be required to meet shortfall and reinstate all (revenue and capital) reserves to acceptable levels.
Address Funding Gap – ongoing Revenue	Agreed to balance revenue commitments.	The position for this commitment is unclear at the time of writing. It refers, in particular, to the possibility of a structural deficit arising from potential reduced future income streams. As such it will be later in the year before meaningful projections can be made. However, preliminary indications are that ongoing losses from key revenue income streams may be less damaging than previously anticipated.
Conclude Townscape Heritage Initiative Scheme	Completed Scheme in agreement with NLHF - closedown wef 31 st March 2021	The Scheme has formally closed (see below for a residual landlord issue). The Council is understood to remain the only local Council in England to have successfully bid to, and then successfully delivered, a THI Scheme. Scheme evaluation is available at https://www.tavistock.gov.uk/sites/default/files/inline-

<p>(THI) - Accountable Body role</p>		<p>content/Tavistock%20Townscape%20Heritage%20Initiative%20Evaluation%20Report.pdf</p> <p>The town centre regeneration scheme comprised works to Critical and Priority buildings, key areas of the public realm and a range of complimentary initiatives (£2.2m core project plus additional spend). Residual obligations for the Council associated with the Scheme run for 10 years.</p>
<p>Conclude Townscape Heritage Initiative Scheme</p> <p>(THI) – TTC Landlord delivery</p>	<p>Completed landlord works (excepting concluding parts of the Public Realm – see over)</p>	<p>The Guildhall Car Park (Public Realm) has been delayed by Brexit and Covid (supply and contractor capacity issues), inclement weather, specification issues and substantially complicated (and cost affected for the Council as landowner) by the approach adopted by Historic England. Works are now substantially complete contingent on one statutory undertaker.</p>
<p>Guildhall Gateway Centre Round 2 NLHF Project delivery</p>	<p>Kept the project active and viable despite the impacts of Coronavirus</p>	<p>Notwithstanding Covid related slippage in the timetable key deliverables have been met. The loan of £400,000 was secured and applied to the project and Council has agreed additional funds to support it together with recent 'extra/over' support funding under the 'kick start' programme (£130,000) acknowledging the national importance of the Project (see above). Extensive Remedial/mitigation measures have been applied in agreement with NLHF (scope reductions) and there have been challenges to the critical path arising from statutory undertakers and key suppliers. Financial support has also been received from WDBC in connection with two strands of the initiative. Overall project value, now iro £1.85m+ with scheduled opening with anchor partner, THT later this year.</p> <p>Post-delivery operation now forms the next key stage in this project.</p>
<p>Localism Project(s) (tbi) - Identify, develop and undertake one or more partnership based localism projects –</p>	<p>Future Financial and other support to Tavistock Heritage Trust (THT) agreed (item below also refers)</p> <p>Working together</p>	<p>Support to the Trust in future years est'd at iro £35,000pa net (£60,250,000) gross. Note initially liability uncapped.</p> <p>Collaboration represents a way of aligning both community & organisational interests</p>

ongoing brief	regarding other joint initiatives	For example the co-ordinated local response to protests nationally that led to criminal damage to heritage assets in some communities
Working together in the Interests of Tavistock (closely related to the above) – ongoing brief	<p>Covid - Worked with DCC, WDBC and led with BID Co on locking/ reopening the town Centre.</p> <p>Also introduction of Council funded Coronavirus Health Emergency Social Fund</p> <p>Also support for stakeholders</p> <p>New Council priority</p>	<p>The below are a direct result of the Councils response to Coronavirus.</p> <p>A collaboration to seek to achieve a safe town centre to promote (when lawfully appropriate) safe shopping and other activities in the Town centre.</p> <p>Providing financial assistance to those organisations supporting the community during the pandemic.</p> <p>Introduction of a range of measures to defer, discount or waive monies due to the Council from eligible commercial tenants/licensee's and associated measures</p> <p>Council agreed supporting the community in recovery from Coronavirus</p>
Guildhall Public Conveniences	To assume responsibility for the Guildhall Public Conveniences	Scheduled for June 2021 when Covid restrictions are anticipated to be relaxed. Additionally, in principle consent from WDBC and TTC to provide heritage style finish to premises surround.
Neighbourhood Development Plan (NDP)	Following completion of the Conservation Area Management Plan and Appraisal (CAMP & CAA) to review	CAMP & CAA nearing completion. Review of next steps undertaken by DM&L Committee May 2021.

	how/if to proceed.	
Sustainability & the Environment	continue to develop organisational good practice and facilitate community led activity	Various meetings and links including with community stakeholders to promote and support sustainable community led activity and community resilience. Impacted by Coronavirus.
Council Strategic Plan 2017-21 (23)	To provide a updated Council plan to co-ordinate/prioritise work of the Council	This was scheduled to occur in 2020. However, Coronavirus impacted the timing. Now to be undertaken 2021 to provide a baseline for activities in the remaining life of the Council 2021-23. A policy scoping session identifying the three overall organisational priorities has been undertaken (see Service Plan).
Develop Medium Term Financial Strategy (MTFS)	Introduce a MTFS for the Council	Work in abeyance pending the Council returning to a more stable financial position to avoid abortive effort. Now expected to be informed by/follow the budget setting round.
Surveyor Services	Agreed to Market Test on completion of residual works	Anticipated late 2021 when agreed preconditions have been met. A service scoping report will be brought to Council so it can agree specification/ parameters prior to testing the market.
Accessibility regulations	Compliance	Website substantially compliant, works ongoing regarding ensuring new entries meet the criteria, also work to some outstanding historic entries being progressed.
Property Maintenance Plan	Draft plan developed by Wks Dep't, final document to be produced	Goal to identify long term ongoing costs associated with council properties + plan repairs Note:- for routine maintenance of assets see Community Services Plan. Ongoing delay disappointing but reflects capacity issues, also links to NLHF requirements for those buildings falling under its funding umbrella.
Long Leases (private)	to settle &/or rationalise private long leases	Ongoing negotiations/proceedings as necessary.
Long Leases (public)	to rationalise public long leases in	The wider aspiration to return the leases of local/ community assets to 'normal' lease terms so as to protect the long term interests of the community has not

	the interests of the Town	developed. Anticipated that discussions will resume regarding one premise later this year.
Job Evaluation	periodic Review of Organisational Job Evaluation Scheme	Completed. One deferred matter – review of spinal column points affected by national realignment of pay grades & associated band widths.
Insurance Services	Re-tender in view of withdrawal of existing provider from the market place.	Service re-tendered at competitive price point.
WHS Key Centre work toward achieving Key Centre status for Tavistock	TTC a founding Member of Tavistock Heritage Advisory Forum. Infrastructure for key centre status a central part of the Guildhall HLF bid	Continuing and positive progress toward recognition as a key centre. Substantially dependent on completion of the Gateway Centre (above).
Service Planning ongoing commitment to embed service planning as a management/organisational discipline & improvement tool.	Service plans provide the operational framework for the agreement and delivery of objectives linking to corporate priorities	The test continues to be the extent to which plans are agreed <i>and</i> adhered to by stakeholders as a living tool. This is especially the case over the next 24 months in view of capacity/resources.