

SHATFESBURY TOWN COUNCIL
STRATEGIC REVIEW

ADOPTED: 5th September 2017



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1. EXECUTIVE SUMMARY

Shaftesbury Town Council (STC) has a vision to exploit new opportunities to give Shaftesbury its own strong local identity on a scale and quality that meets the needs and aspirations of the town, while ensuring it has the resources to do it.

This is a critical period for the Town, just before devolution talks start with the new local authority structure planned for Dorset and with the anticipated building of major new residential and business developments. In order to help focus its thinking Shaftesbury Town Council engaged the Local Government Resource Centre (LGRC) to work with them on a strategic review. The aim of this review was to define a clear vision of the direction the Council will take and identify its priority projects for moving the town forward. As part of this the Council recognises the need to identify what resources it would need to deliver the Town Councils agreed objectives. These objectives developed through the consultation have all been brought together in an Action Plan that will give the Town Council a clear framework to develop its short, medium and long term work priorities.

Shaftesbury Town Council wants to take more of a strong local leadership role. It has enormous vision, enthusiasm and insight into what it wants to do, but is hampered mainly by the Councils

“unenviable reputation for warring councillors, Punch and Judy small town politics and fractious factions”. (Valley News, 31 March 2015)

This reputation together with the high turnover of personnel in the pivotal post of Town Clerk has led to a lack of credibility both with residents and other local authorities.

The present Town Council fully acknowledges that it needs to overturn this negative stigma of a historically dysfunctional authority and demonstrate that the current council is moving forward and is determined to be a transparent, inspirational, energetic, values based local authority the town can trust and be proud of.

Building on the diverse talents and commitment of its current Councillors and staff and in particular providing support and respect for its Town Clerk will be pivotal.

With the opportunities devolution of services and facilities from Dorset’s principle councils to Shaftesbury Town Council will bring for the town and the prospect of greater control of its own development decisions through the Neighbourhood Plan, Shaftesbury Town Council recognises that it needs to review its own strengths, weaknesses, opportunities and threats. This will facilitate it in moving forward at a controlled and sustainable rate.

The potential for growth for Shaftesbury brought by new development is both a threat and an enormous opportunity. Appropriate new development, improvements to infrastructure such as traffic flow, car parking, retail and leisure offer together with the delivery of high quality services and facilities could be pivotal in raising Shaftesbury's profile both as a tourist destination, but also as a place to live, work and study.

The added opportunity that increasing visitor numbers and what their spending power could bring to Shaftesbury's inward economy coupled with the increasing population of the town arising from planned residential and employment developments in the area has raised awareness of the need for improving the infrastructure. The cultural, sporting, recreational and retail offer all need expanding to both attract people to and keep them in the town. There is a perception that currently there is not enough provision for existing residents across the age ranges, but particularly for older people.

The Town Council is frustrated that the towns concerns over traffic flow, car parking and the need for town centre redevelopment are not addressed by other authorities. Shaftesbury Town Council wants to take the lead on getting action to get the issues resolved.

Under the broader heading of conservation projects, protecting the built heritage and enhancing the environment by provision of diverse open spaces for the town was a popular objective.

As part of the review Shaftesbury Town Council further developed its Mission Statement to give clarity of what Shaftesbury Town Council's core purpose and focus is moving forward.

2. KEY RECOMMENDATIONS

2.1. WORK PLAN DEVELOPMENT

A draft Action Plan has been put together to reflect the aspirations of Shaftesbury Town Council. This has identified all the things that as part of this strategic review the Council wishes to implement. The enthusiasm of Shaftesbury Town Councillors to want to get on with the work inevitably means that the priorities identified as part of the strategic review and shown in the draft action plan are mainly listed as being of equal high importance. Clearly the Council now needs to prioritise its efforts in order to ensure that its resources are deployed effectively and projects are realised within an acceptable timeframe.

In order to achieve this, a fully scoped short, medium and long term work programme now needs to be developed.

Ownership of specific elements of the work plan can be taken by each of the Shaftesbury Town Council committees as fits with their portfolio of delegation. Committee agendas can be structured around the Action Plan and associated Work Programme with regular update reports helping to ensure that all Town Councillors are fully informed and aware of what

work is being undertaken and involved in setting the work priorities, better enabling joined up performance management and project delivery.

Any action plan should be a living document that is reviewed and updated as required.

The full council should come together each year for an annual review of progress against the strategy. This gives all Members the opportunity to reflect on what has been achieved, what has changed, how this has impacted on priorities and whether any changes in the council's priorities and work plans are needed. This will also help inform the councils' resourcing needs and budget setting.

2.2. RESOURCE ISSUES

While partnership working with community groups and other authorities will be needed Shaftesbury Town Council recognises that there will be a growing need to increase its staff base to deliver the ambitious programme of development identified which will require appropriate resources to accomplish it. Councils' are often wary of committing tax payers money to pay for additional resources but experience shows that provided the community can detect the changes as strategic projects are implemented they are willing to fund additional resources.

3. SHAFTESBURY TOWN COUNCIL – Background and Overview

3.1. Shaftesbury town

Shaftesbury is a town and civil parish in Dorset, England. It is situated on the A30 road near to the border with Wiltshire, around 20 miles west of Salisbury and Stonehenge and less than 30 miles from the county town of Dorchester and Poole Harbour. It is the only significant hilltop settlement in Dorset with outstanding views of beautiful countryside, being built about 215 metres (705ft) above sea level on a greensand hill on the edge of Cranborne Chase.

Shaftesbury has had a long and influential history spanning over 2000 years. Its elevated location made it a natural place for the Saxon King Alfred the Great to build a fortified settlement in the 9th century AD. He also founded an influential nunnery.

Shaftesbury also has links to other notable historic figures. In 978 the Saxon king Edward, was murdered at Corfe and in 979 he was buried in Shaftesbury Abbey. Known as Edward the Martyr he was canonised in 1001. Henry VIII dissolved Shaftesbury Abbey in 1539. Nothing now remains of the original nunnery and only the foundations of the 11th century Abbey Church of St. Mary and St. Edward built on the site remain. The site is now open as Shaftesbury Abbey Museum and Gardens.

The Saxon borough lay on the west of the abbey, where gardens and scattered houses now flank the street called Bimport.

King Canute died in Shaftesbury in 1035

In common with many towns Shaftesbury has been known as a market town since the 10th century. There have also been royal mints (10th century), maltings and breweries

Less common from the late 17th to 19th century the main industry in Shaftesbury was making buttons.

In 1973 the iconic TV advert for Hovis bread directed by Ridley Scott was filmed on Gold Hill.

Westminster Memorial Hospital founded in 1871 is now subject to a massive community campaign to save its 15 beds from closure.

One of the limiting factors in Shaftesbury's growth has been the lack of a railway link. Currently the nearest railway station is located in neighbouring Gillingham.

Shaftesbury has an active cultural offer. It has two museums: Gold Hill Museum (opened 1946) and Shaftesbury Abbey Museum and Gardens. Shaftesbury Arts Centre (opened 1957) is planning on expanding to provide more space for its varied programmes. It has a wide ranging calendar of events. Shaftesbury's successful first Fringe in 2016 which delivered 90 shows performing at 32 venues is set to be bigger and even better in its second year and the Snowdrop Festival founded in 2013 has a growing international following.

Shaftesbury is in the North Dorset parliamentary constituency.

Local government is currently represented by a three tier structure: Dorset County Council, North Dorset District Council and Shaftesbury Town Council. North Dorset District Council is also in a 'tri-council' partnership with two other district-level councils in Dorset, West Dorset District Council and Weymouth and Portland Borough Council.

Consultation is currently being undertaken into the feasibility of the nine district and county local authorities in Dorset to be replaced by two unitary authorities.

3.2. Shaftesbury Town Council

3.2.1. Current Services

Founded in 1977 Shaftesbury Town Council is based in the Town Hall built in 1827 which has one of the most majestic views of any town hall in the country.

The main services provided by the Town Council are as follows:-

- Parks, Open Spaces and Play Areas
- Recreation and Recreational Facilities

- Swimming Pool - Shaftesbury Oasis is a community run swimming pool, run by Shaftesbury Town Council and staffed by a mixture of volunteers and fully paid qualified lifeguards.
- Planning matters (acting as a consultee on planning applications to the planning authority)
- Grants to Voluntary Organizations
- Allotments
- Provision of Cemetery
- Litter collection and Litter Receptacles
- The Town Hall: Apart from Council meetings the building is available for hire and is a popular wedding venue. The rooms downstairs are used for a variety of markets and community activities.
- Bus Shelters
- Public Conveniences (Bell Street)
- Street Markets
- Civic events promoted by the Town Mayor
- Crime Prevention Initiatives
- War memorial

3.2.2. Future services

The Town Council is currently applying to take on the ownership of:

- Mampitts Lane play area/community ground

It is also considering taking on in the future:

- The library
- The Cattle Market

3.2.3. Communications:

- Council twitter
- Council website
- Annual report
- Weekly e-newsletter

3.2.4. The Council

Meetings are held in the Town Hall Council Chamber

The Full Council delegates specific functions to the following standing committees:

- The General Management Committee (GEM)

The General Management Committee is committee to advise the Council on its corporate policies, strategies and level of resources and to ensure that the financial status of the Council is maintained within agreed budgets having due regard to both revenue and capital expenditure. It holds authority for the financial planning of the Town Council and monitors performance of the Council's Committees and services. It gives careful consideration to present and future tax payers.

- The Recreation, Open Spaces and Environment Committee (ROSE)

The Recreation, Open Spaces and Environment Committee is committed to the sensitive and careful management, maintenance and improvement of the town's open spaces, recreation and amenity areas and seeks to conserve the environmental heritage entrusted to the people of Shaftesbury for the benefit of future generations. It gives careful consideration to the strategic plans for the town's recreation, environment and amenities and is mindful of and will discharge its role with due consideration to operate within its budget and be financially accountable

- Planning and Highways Committee (P&H)

The Planning and Highways Committee is mindful of the historic nature of the town and the natural beauty of its surroundings. It seeks to preserve the heritage that has been entrusted to the people of Shaftesbury for the benefit of future generations. It gives careful consideration to all planning applications received in consultation with local planning and government guidance so that it might give a well informed and considered opinion to the Planning Authority

- Human Resources Committee (HR)

The Human Resources (HR) Committee has the delegated authority to manage issues relating to the position of the Town Clerk and to assist the Town Clerk with staffing, staff conduct and training. It provides support and assistance to the Town Clerk

3.2.5. Councillors

There are twelve councillors, with a Mayor and Deputy Mayor representing two wards Shaftesbury West and Shaftesbury East which each elect six councillors.

3.2.6. Budget

The budget for the current financial year 2016/17 is £665213, with a precept of £446,900
Band D is £149.98 for 2016/17

3.2.7. General Power of Competence

The council holds the General Power of Competence

3.2.8. Population

In the 2011 census the town's civil parish had a population of 7,314

3.2.9. Staff Resources

The Town Council employs seven staff. The staff are divided into two departments – office and grounds. The office staff are based in the Town Hall in Shaftesbury and the grounds team are based at Wincombe Business Park. The Oasis Swimming Pool is run by a team of seasonally employed staff.

Office staff

Town Clerk

Interim Deputy Town Clerk

Project Officer incl. Compliance & Information

Finance and Admin Officer

Grounds staff

Head Groundsman

Senior Groundsman

Groundsman

Vacant: Town Orderly/Groundsman

Oasis Swimming Pool:

Retained – Pool Manager

Seasonal Lifeguards

Honorary Civic position:

Town Crier (in receipt of annual honorarium payment from Civic Budget)

Total staff costs: 2016/17 £256,861 including employer pension and NI contributions.

3.2.10. Current Major Projects

- Mampitts Community Land
- Acquisition of Allotment Garden land
- Acquisition of play area and open spaces (Little Shilling)
- Renovation of the Town Hall
- Community Hall
- Cycleway to Motcombe
- Cemetery creation of new cremation area, memorial garden and repair to Lych gate
- Scheduled Ancient Monument management plans for Castle Hill and Bury Litton

- Park Walk Band Stand renovation
- Jubilee Path improvements
- Neighbourhood Plan
- Westminster Memorial Hospital

3.2.11. Civic Events

There are ten civic and ceremonial events attended by the Mayor each year:

- Mayor Making – May
- Gillingham and Shaftesbury Show – August
- Battle of Britain Parade – September
- November 11th two minutes silence
- Remembrance parade and wreath laying – November
- ANZAC day wreath laying and service – April
- Town Meeting – April
- Gold Hill Fair – July
- Christmas Fair – December
- The opening of the Abbey – April
- The AGM's of all organisation of which he/she is President

Currently the Mayor organises his/her events, supported by the Finance and Admin Officer

3.2.12. ACTION PLAN - 2015/16

An Action Plan providing a summary of the Council's priorities for its activities and projects to be completed, or continued, over the Financial Year 2015/16 was adopted on 03 NOV 2015. This was the first Action Plan produced by this Council and intentionally covered one Financial Year only. The intention being for the Council to operate a Five Year Strategic Vision and Action Plan ('the Five Year Plan').

3.2.13. FIVE YEAR PLAN 2017 -2022

This Strategic Review conducted by LGRC will assist the Council in developing the Five Year Plan 2017 – 2022 which will drive the Annual Action Plan and associated team workplans for each of the years concerned. The initiation and development of the Five Year Plan 2017 – 2022 is therefore a key objective for the Council. The Plans will be significant strategic tools for the Council and the Town and - in the case of the Five Year Plan 2017 – 2022 - time and effort must be invested in consulting the Town Councils residents and key partners.

4. LOCAL COUNCIL RESOURCE CENTRE CONSULTATION

4.1. Methodology

LGRC Associates Ltd were commissioned by Shaftesbury Town Council in January 2017 to undertake a strategic review of the Town Council's aims and objectives, develop an action plan to inform the Town Council future work plan and the staff structure needed to implement the Town Council work.

Nick Randle initially presented to the Town Council.

LGRC provided an initial report "options for a 21st Century Council, which described all the functions that a 21st century Local Council could discharge under current legislation. The Town Councillors were also asked to complete questionnaires to inform a face to face visioning consultation evening with Councillors.

Nick Randle and Sue Wilthew facilitated the visioning consultation event attended by eight Town Councillors (at the time the council had three vacant seats with by elections due on 09 March 2017) and the Interim Deputy Town Clerk on 28 February in the Town Hall.

Key recommendations and an Action Plan to facilitate the delivery of the vision of the Shaftesbury Town Council as expressed through the consultation have been prepared taking all the information received into account. This is based on input from documentation reviewed, Councillor Questionnaires, the evening workshop and our wider understanding of the policy environment in Dorset and in England and Wales.

Following submission of this report LGRC will attend a meeting of the Council to discuss the action plan.

4.2. Key issues identified by consultation

In the feedback from questionnaires received before the visioning day certain themes kept coming through which were further explored with Members attending the visioning event.

The Members are clear that the Town Council must be operating to serve the community with the focus being on providing services and facilities either directly or as a funder or partner with other community organisations.

The Councillors also recognise that STC has a poor reputation. The feedback and discussion was unanimous on the need for all members of the council to work together for a common goal within an atmosphere of respect and understanding.

Good transparent governance processes to allow the efficient and effective use of available time and money at the Councils disposal was also key.

A clear Strategic Plan covering at least a five year period would provide the focus the Council needed.

Find ways to cut through red tape and bureaucracy to be seen as the proactive council that likes to say “yes, how can we help”.

Improving the relationship and links of the Town Council with all stakeholders and rebuilding trust, particularly with the other local authorities would be needed to move forward particularly on devolution of assets and services.

The majority of feedback was heavily in favour of Shaftesbury Town Council taking on the management and delivery of more assets and services from other local authorities. It was particularly felt that the transfer of land, with appropriate funding was a priority. In depth public consultation on how any such assets are developed for Shaftesbury are seen to be needed.

A strategy needs to be developed of what STC will bid for to take over and what it wants to leave alone.

Negotiations on specific assets such as business/employment land – south of A350 and Cattle Market needed to be started immediately.

The current staffing level is recognised as being too low and a long term Town Clerk is needed to fill the current vacancy. Once the post is filled a key priority will be to review the staff structure needed to take the Strategic Plan forward and recruit to any new posts identified such as a Business Development Officer who could make funding applications.

There was a real enthusiasm for increasing staff and member training. The development of a programme of training events for the new Council following the three by- elections in March 2017 was seen as perfect timing.

More public engagement and improved 2-way communication to and from the Town Council would facilitate improving the Town Council profile and help inform the Council over key issues.

There were several strands of opportunity identified that could be worked up including further improvements to the website and increasing use of social media platforms.

Other schemes considered worth investigating included

- Taking a Shaftesbury Town Council branded gazebo with up to date displays out to community events which would be manned by Councillors who could talk to people and hand out information on what Shaftesbury Town Council was doing and questionnaires on what issues people had.
- Councillor surgeries could be restarted.

- Councillors being on more outside bodies and feeding back to Council with issues identified by those organisations.

Ways to engage with younger people was looked at. The prospect of developing Council links with local schools and the creation of a Youth Council to encourage an early understanding of local democracy and keep Shaftesbury Town Council directly informed of young people's issues was seen as a worthwhile objective to pursue. A programme of school class visits to the Town Hall should be developed.

Engagement with surrounding parishes was identified as another leadership opportunity for Shaftesbury Town Council that would provide wide community benefit. The Town Council could take the lead developing a 'Hub and Spoke' model of service delivery to other parishes such as pavement chewing gum removal. The Council could initiate the scheme and call a meeting to look at opportunities to join together on some projects to pool resources to fund and deliver services as a cluster of parishes and encourage devolution of some services such as pot hole repairs, gully clearance, white lining, verge cutting etc.

A feasibility study to look at the proposals for opening a one stop shop in a new Town Hall housing improved Town Council office provision/community centre/library/museum/tourist information centre was widely agreed as a high priority.

Ways of increasing income generating opportunities for the Town Council needs to be explored to help keep the precept at an acceptable level.

Traffic flow and car parking, especially in the town centre were recurring issues. To start to get a true picture of the scale of the problems and how to overcome them, it was suggested that a Working Party should be set up offering seats to Shaftesbury Town Councillors and other external organisations to develop proposals for a Parking and Traffic Improvement Plan. Overall a wider ranging re-design of the High Street was needed.

There was general support for more to be done to tidy up the town. The image of Shaftesbury could be improved especially for tourism if the shop fronts looked more cared for. The town is old but there is a difference between shabby and shabby chic. The Town Council could undertake new initiatives such as pavement chewing gum removal, but the businesses and community also needed to be involved especially organisations such as the Chamber of Commerce.

The limited number of public toilets and their current poor condition is a major concern when trying to attract tourists, many of whom will be elderly and arriving on coaches.

FACEBOOK COMMENT: Are there any public toilets in Shaftesbury apart from the car park in town ? they are a disgrace. Surely a lovely tourist town like this should have them. what on earth must the tourists who come here

think! maybe there are some somewhere and I just haven't found them yet. Does anyone else find this a problem ?

This was also seen as an opportunity to create a Town Team with a view to create a Business Improvement District (BID) for the town centre. Projects could include fighting business rate rises and rent increases. Work should also be undertaken to involve the industrial estates in a forum to raise their needs.

Generally there is a desire for a greater variety and larger shops in the town such as Waitrose or M&S Foodhall to take on the closed Budgens site to supplement the strong independent specialist retailers to build on the tourist and leisure shopping USP that Shaftesbury is starting to be recognised for. Council support for pop-up shops should be developed. Expanding the street markets should also be looked into.

The Town Council wants to have more decision making control over planning development that directly affects the town.

It is recognised that new housing developments are needed but these will put more pressure on the infrastructure of the town. There needs to be more genuinely affordable housing and more employment sites to enable the younger generation of Shaftesbury residents to be able to live, study and work in their town. There is a strong feeling that the open spaces in any new developments are completed at the same time that the properties are available to be moved into.

Medical facilities are already under pressure. Improvements to health care in the area were urgently needed to meet the increasing number of residents.

Initiatives such as tackling child obesity could be a Town Council project worked on by the Youth Council.

For the town to thrive the cultural offer needs to increase as does the sports and recreation available in the town to supplement the current offer. It was agreed that meeting with the Shaftesbury Arts Centre to discuss what help they wanted from the Town Council and consulting generally on and what gaps there were in arts and leisure provision in the town was needed.

Swimming Pool retractable roof was one project that the Councillors were confident STC could undertake in the short term.

Under the broader heading of conservation, protecting the heritage and enhancing the environment of the town was a popular objective. Working to help revitalise existing groups such as the Civic Society and production of a long term planting plan involving the Tree Group was needed to ensure joined up activities.

Diversification of open spaces needed to be considered as not everything needs to be a children's play area. Encouraging integrated use by all ages could include more varied facilities such as outdoor gym equipment and Parkour/Freerunning course including low level structures designed with older users in mind to help encourage the growing elderly population to keep physically active in different ways.

Raising Shaftesbury's profile as a tourist destination was another area Shaftesbury Town Council needs to be seen as one of the key stakeholders. Shaftesbury's location in the county made it an ideal base to explore from as every major Dorset tourist attraction except the coast was within 5 miles. Again meetings with organisations involved in the promotion of Shaftesbury such as The Shaftesbury and District Tourism Association, Tourist Information Centre, Visit Dorset, Gold Hill Museum and Abbey Museum was a priority to see what assistance they wanted from the Town Council. (SEE APPENDIX 4 - TOURISM WEBSITE LISTINGS FOR SHAFTESBURY for a snapshot of current online tourism publicity).

The creation of a 'dot(.)shaftesbury' domain was proposed as making a big difference to opening up ways to promote what Shaftesbury town had to offer. Introduction of free town centre Wi-Fi should be investigated

Schemes to keep people in the town for longer also needed developing.

Other opportunities for members of the community to come together to help improve the community access around the town should be explored. Circular walks and joining up the cycle paths to link into the surrounding areas could be developed and promoted for the benefit of both visitors and residents.

In order to help influence development that is appropriate for the needs of Shaftesbury, the Neighbourhood Plan needs to be progressed as one of the highest priorities. The Neighbourhood Plan Committee needs to start working on the next stage as soon as possible.

With the General Power of Competence, Shaftesbury Town Council has the powers available to it to progress the objectives identified.

5. MISSION STATEMENT

The existing mission statement was reviewed

Shaftesbury Town Council will strive through participation to ensure that Shaftesbury remains a sustainable, vibrant and varied community economically, socially and culturally based on its heritage and will promote Shaftesbury as a modern, united, prosperous and distinctive town.

The following revised mission statement was agreed:

“Shaftesbury Town Council will work conscientiously with the community to define and provide best value, high quality services and facilities, ensuring that Shaftesbury is a 21st Century Town that respects its heritage and upholds its values making it a great place to live, work, play and visit”

6. ACTION PLAN

The appendixes attached give a snapshot of the issues raised at the group visioning event.

APPENDIX 1 SWOT session - strengths and weaknesses

APPENDIX 2 priority issues identified in group discussion

APPENDIX 3 individual top priorities as identified at visioning event by each of the 8 Town Councillors and the Interim Deputy Town Clerk

Taking all the responses to the different elements of the consultation into account the visions and objectives of Shaftesbury Town Council Members and the Interim Deputy Town Clerk have been put into an action plan to provide a framework for the future work plan of the council.

The objectives split into two areas of focus:

INTERNAL FACING – what work Shaftesbury Town Council needs to progress to make it a strong well-resourced organisation capable of delivering the visions of the council and raising its profile and engagement with its community.

EXTERNAL FACING – the work Shaftesbury Town Council wants to undertake on behalf of Shaftesbury

6.1. INTERNAL FACING OBJECTIVES:

- TOWN COUNCIL REPUTATION
- STAFFING
- TOWN HALL OFFICES AND RECEPTION
- STAFF AND COUNCILLOR DEVELOPMENT AND SUPPORT
- STC FINANCIAL STRATEGY

6.2. EXTERNAL FACING OBJECTIVES:

- COMMUNITY ENGAGEMENT
- IMPROVING AND INCREASING SERVICES AND FACILITIES PROVIDED BY STC

- TOWN DEVELOPMENT CONTROL
- RECREATIONAL FACILITIES
- SMARTEN UP THE TOWN
- TOURISM
- BUSINESS DEVELOPMENT
- ENGAGEMENT WITH OTHER AUTHORITIES
- SHAFTESBURY INFRASTRUCTURE AND FACILITIES

7. DRAFT ACTION PLAN 2017 – 2022

PRIORITY:

H – to be carried out within 12 months

M – to be carried out within 12 months – 2 years

L - to be carried out within 2 – 5 years

KEY: STC refers to Shaftesbury Town Council

7.1. INTERNAL FACING OBJECTIVES

The work Shaftesbury Town Council needs to progress to make it a strong well-resourced organisation capable of delivering the visions of the council and raising its profile and engagement with its community.

7.1.1. TOWN COUNCIL REPUTATION

ISSUES

STC has a poor reputation resulting in a lack of credibility both with residents and other local authorities.

The stigma of a historically dysfunctional authority unless overturned could quickly hamper the current council from moving forward particularly with the planned new local government structure over opportunities for devolution of assets and services.

High turnover of personnel in the pivotal post of Town Clerk.

Policies and procedures have been rewritten by councillors in the past and do not in all cases reflect current town/parish council legislation or national best practice as it relates to town/parish.

VISION

For all Members of the council to work together for a common goal within an atmosphere of respect and understanding

For STC to be seen as a transparent, inspirational, energetic, values based local authority the town can trust and be proud of.

Council to provide Clerk and all staff with clear:

- Support
- Respect
- Work programme for implementation

STC to be the council that makes things happen, challenges the norm, gets rid of red tape

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Charter	All Members to adopt a Charter to agree to adhere to the Code of Conduct and the principles of best practice as outlined in the Member officer protocol. All Members to participate in the Councillor and Staff development and support.	H	
General Power of Competence	Maintain eligibility for General Power of Competence All Members elected: Actively promote May 2019 STC elections as an opportunity for Shaftesbury residents to stand for election and make a difference for Shaftesbury. Qualified Clerk: Clerk to be qualified in GPC and supported and resourced through a clear CPD programme.	M	
Procedures	Town Clerk to review corporate governance policies and procedures. Bring all together in an integrated Corporate Constitution that has a clear schedule for review.	H	

7.1.2. STAFFING

ISSUES

Insufficient staff to support Council functions have resulted in the implementation of decisions of STC and associated projects taking too long to complete. This is potentially damaging STC reputation.

Current job descriptions do not reflect work being undertaken.

To meet the STC objectives for service delivery full review of staff structure required.

Continuous professional development of staff is essential to ensure that they maintain and enhance the knowledge and skills they need to deliver a professional service.

With increasing legislation opening up opportunities for what a modern town council can undertake for the benefit of its community training of councillors has never been more important to ensure that their knowledge stays relevant and up to date.

Member training also helps to reinforce the responsibilities of Councillors and understanding of the differences in responsibilities of councillors and staff.

VISION

To have a staffing structure that will enable the council to function professionally, resiliently and effectively to meet the increasing needs of delivering expanding Town Council operations.

To have Councillors and staff equipped with the knowledge, skills and motivation to deliver the visions of STC

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
5 year development plan	Put in place a 5 year STC development plan to respond to the opportunities of devolution and staffing levels needed.	H	
Staffing Structure	Scope staffing structure required to deliver Council operations. Consider options including: Apprenticeships	M	
Staff Evaluation	EXITING STAFF: Undertake consultation. Review and revise job descriptions Review salaries using national job evaluation methodology NEW POSTS: Evaluate scope of roles required. Develop job descriptions and evaluate salary and number of hours using national job evaluation methodology	H	

7.1.3. TOWN HALL OFFICES AND RECEPTION

ISSUES

Current office accommodation cramped with limited scope for more than 1 additional staff member.

Public access to offices difficult to control raising security concerns

VISION

To provide reasonable office accommodation to enable staff to function in a pleasant, safe environment with the facilities and equipment expected from a 21st century office.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Door Entry System	Install office controlled push button security door entry system	H	
Accommodation	Review current office accommodation and put in place an improvement plan and expansion plan to enable increase in staff numbers.	H	
Equipment Evaluation	Review current office equipment and put in place an improvement plan to meet the needs of increasing council activity.	H	

7.1.4. STAFF AND COUNCILLOR DEVELOPMENT AND SUPPORT

ISSUES

Continuous professional development of staff is essential to ensure that they maintain and enhance the knowledge and skills they need to deliver a professional service.

With increasing legislation opening up opportunities for what a modern town council can undertake for the benefit of its community training of councillors has never been more important to ensure that their knowledge stays relevant and up to date.

Member training also helps to reinforce the responsibilities of councillors and understanding of the differences in responsibilities of councillors and staff.

VISION

To have councillors and staff equipped with the knowledge, skills and motivation to deliver the visions of STC.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Training programme	Develop a Staff and Councillor training strategy Ensure adequate budget allocation	H	
Clerk CPD	Clerk to undertake Local Community Governance Course	H	
Councillor Training	Following by-election March 2017 Councillors to be trained in: Basic legal framework for town/parish sector; planning and negotiations with developers; basic local government finance	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	Block training for STC Members: Introduction to Local Council Administration (ILCA)		
Local Council Awards Scheme	<p>Local Council Awards Scheme</p> <p>Review of what is required for STC to meet the criteria and develop implementation plan to achieve</p> <ul style="list-style-type: none"> • Bronze level in 12 months • Silver level by 2019 • Gold level within 5 years 	H	

7.1.5. FINANCIAL STRATEGY

ISSUES

Long term business plan does not exist.

VISION

To have a long term business plan to support implementation of 5 year Strategic Plan

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Business Plan	Develop 5 Year Financial Plan	H	
Financial Strategy	<p>Review investment of council funds:</p> <ul style="list-style-type: none"> a) develop investment strategy b) meet with CCLA) <p>Maximise the use of external funding for projects available through Section 106 'Planning Gain'</p>	H	

7.2. EXTERNAL FACING OBJECTIVES

The work STC wants to undertake on behalf of Shaftesbury

7.2.1. COMMUNITY ENGAGEMENT

ISSUES

STC website needs further information uploaded. Any website needs constant refreshing to keep it current.

Online digital social networking media not used enough by STC as a means of promotion and communication of STC and town activities.

Poor communication and marketing of STC activities results in few residents coming to council meetings generally.

Old YouTube uploads of previous STC meetings still promulgating outdated poor council reputation. New live streaming and YouTube uploads showing positive council activity needed to counteract this.

Improved usage of social media would help meet accreditation criteria for Local Council award Scheme.

Budgetary implications for the development of a new website and training for people to keep the website and online digital social networking sites.

Civic engagement is not used to its full potential. Mayoral and other civic activities could be used to further community engagement and profile for STC.

Youth voice not heard strongly enough. Need to develop links with young people.

Opportunity for introduction of Youth Council.

Grant applications very similar year on year

VISION

Raising STC profile to improve relationship with the town increasing community trust, buy-in and active support for and assistance with delivery of projects.

Be the council that says YES! How can we help you

Have more engagement with and be better informed by the young people of the town.

Increase the range of community groups applying for grants.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Social Media	Social Media Set up working party with social media experience to develop a fully costed plan for the procurement, development and management of: <ul style="list-style-type: none"> • New integrated STC and Shaftesbury Town website • Online digital social networking media to promote STC and town activities such as: <ul style="list-style-type: none"> ○ Facebook ○ Twitter 	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	<ul style="list-style-type: none"> ○ Live streaming of STC meetings and events 		
Funding Opportunities	<p>STC to make funding available to pump prime establishment of other organisation's projects</p> <p>Review Community Grant Policy.</p> <p>Stimulate interest by offering targeted grants for specific parts of the community</p> <p>Increase range of funding support for service delivery e.g. Service Level Agreements as well as one off project grants</p>	H	
Communications	Develop Communication and Public Relations Strategy	H	
Civic Profile	<p>Enhance Civic profile</p> <p>Increase community engagement in Civic events:</p> <ul style="list-style-type: none"> ● Develop Mayors Day ● Mayor Making event: hold it on a separate day to Annual Town Council Meeting and make into a community event ● Hold annual Mayors Christmas Card competition ● Launch Civic Community Awards Scheme 	H	
Events	<p>Increase Council events</p> <p>Civic Community Awards day celebrating and promoting the voluntary sector in Shaftesbury</p>	H	
Youth Links	<p>Hold competition to choose a Junior Shaftesbury Town Crier</p> <p>Develop Council and youth links (project team Lester Taylor, Lauren Todd)</p> <p>Consider links with Town Council and ways to involve schools:</p> <ul style="list-style-type: none"> ● School class visits to Town Hall ● Mayor visiting school assemblies to talk about the role ● Town Council engaging with A level Politics classes ● Develop Youth Council 	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	To: <ul style="list-style-type: none"> • Bring local politics to youngsters. • Get young people involved in local issues • Engaging with young people to find out what they want • Be a vibrant 'shadow council' • Undertake specific projects e.g. Tackle childhood obesity Via: schools/clubs/scouts/guides • Possibly look at age tiers 		

7.2.2. IMPROVING AND INCREASING SERVICES AND FACILITIES PROVIDED BY STC

ISSUES

Swimming Pool is currently an open air facility popular but very limited season.

Devolution of services and facilities from other tiers of local government.

STC will be involved in negotiations with NNDC, new Dorset Council over the devolution of facilities and services over the coming years.

At this stage it is not known what will be included.

More needs to be done to respond to employment needs.

Ways need to be found to offset the costs of operating new services and facilities to keep the burden on the Precept to a minimum.

Not enough Public Toilets.

Current historic Town Hall very limited in what it can offer as space very limited.

VISION

Extend season and usage of the pool.

To increase the number and range of quality facilities and services run for the benefit of Shaftesbury Town.

To make services sustainable and affordable.

Increase number and improve standard of public toilets.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Swimming Pool	Install retractable roof	L	Tourism Association
Public Toilets	Undertake refurbishment of existing toilets	H	Tourism Association
	Conduct toilet audit	M	Chamber of Commerce
	Investigate Changing Places inclusive toilet facilities Develop costed plan for implementation		
Town Hall	Review and implement Town Hall refurbishment scheme	M	
	Review Christmas lighting scheme implemented 2015	M	
	Develop business plan for existing historic Town Hall maximising income generation including: Weddings Events Music concerts Undertake feasibility study for provision of a museum to bring visitors to the historic building	H	
Castle Hill	Progress s.106 funded project for Castle Hill	H	
Assets	Draw up priority list of assets and services STC wants to take over from the other authorities. Start early negotiation with the other authorities Undertake a community consultation as part of review	H	Tier Authorities Community Consultation
Cattle Market	Protect the Cattle Market for the benefit of Shaftesbury Undertake a community consultation as part of review Develop business plan Community consultation	H	
	Community competition to vote on the most popular plan	M	
Business / Employment	Develop and run business/employment land Develop business plan for income generation	L	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	opportunities if STC acquires some land Build and let units Create start up/incubation units		
Revenue	Review opportunities for Council retail and income generating opportunities that do not conflict with other businesses in the town.	H	
Hub	Investigate feasibility of creating a new 1 stop shop HUB incorporating: <ul style="list-style-type: none"> • Town Council offices • library • visitor centre • community centre 	M	

7.2.3. TOWN DEVELOPMENT CONTROL

ISSUES

As only a consultee on planning applications STC has concerns that the development of the town will not be in keeping with the needs of the town.

Adequate parking needs to be provided in any new developments

Neighbourhood Plan now needs to progress to provide scheme for :

Local Planning Development

The provision of truly affordable housing for local people

Establish a framework for the development of local leisure facilities.

VISION

To better regulate the type and scale of built development of Shaftesbury town to better ensure it meets the needs and aspirations of the town.

To protect areas of value as community recreation and architectural conservation

To ensure development and infrastructure meets the aspirations of a historic and 21st century town.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Planning / Development	STC to open negotiations with Dorset Council to have more direct input to development control: Potential for devolution of power to decide the	H	North Dorset District Council

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	<p>outcome of planning applications</p> <p>More power over future plans for built construction including infilling, architectural styles and scale of developments</p> <p>Considerer co-option of a member of the community with planning experience onto the council.</p> <p>All councillors to undertake relevant training in planning</p>		
Neighbourhood Plan	<p>Complete Neighbourhood Plan</p> <p>Actions to include:</p> <ul style="list-style-type: none"> • Review level of professional input required, timescale and budgetary implications • Ongoing public consultation at every stage. • Develop a framework to work proactively with housing development organisations for the benefit of Shaftesbury’s community. • Work with Community Land Trust to identify locations for affordable housing • Identify gaps in leisure and community facilities and work with possible providers 	H	<p>Tourism Association</p> <p>Chamber of Commerce</p> <p>Established Community Groups</p> <p>Schools</p>
Traffic	<p>See also - TOWN CENTRE REDEVELOPMENT</p> <p>Set up working party to review road traffic flow and car parking.</p> <p>Undertake a survey and consultation to identify key priorities for action.</p>	H	

7.2.4. RECREATIONAL FACILITIES

ISSUES

Lack of recreational facilities to meet current need will be under further strain with more residential development. Negative impact on resident satisfaction and desirability of Shaftesbury as a place to live, work and relax.

Improvements to recreational facilities will encourage more residents to stay in Shaftesbury for culture and recreation rather than travel to neighbouring towns/cities increasing inward spend and attract more non-residents to come to the town.

VISION

Improve and increase recreational facilities encourage more residents to stay in Shaftesbury for culture and recreation.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Recreational Consultation	Consult on what recreational facilities Shaftesbury town would like to have in the town	H	
Community Hall	Open Community / leisure Centre to serve Eastern Development	M	
East Shaftesbury Open Spaces	Progress provision of open space / play equipment in Eastern Development Negotiate with NDDC for the land to be devolved to STC	M	

7.2.5. SMARTEN UP THE TOWN

ISSUES

Poor decorative state of some town centre premises, litter and chewing gum on pavements giving the town a shabby appearance detracting from the charm of the historic architecture which attracts tourists and potential new residents.

VISION

To promote civic pride in the town encouraging residents and businesses to undertake redecoration and general clean up initiatives in the town centre.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Tidy Town Team	Form Tidy Town Working Party (Project team: John Lewer, Mark Jackson, Anthony Austin) Work with businesses on an initiative to improve the external appearance/decoration of premises in the town centre. Run public awareness raising campaign Involve schools – poster competition	H	
Street Cleansing	Develop programme of works for STC outside services team: <ul style="list-style-type: none">• Chewing gum removal from pavements• Purchase steam cleaning machine	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	<ul style="list-style-type: none"> Cleaning town road signs/ entry signs Increase number of litter bins 		

7.2.6. TOURISM

ISSUES

Shaftesbury is ideally positioned in Dorset to act as a tourist hub.

Town USP – within 5 mile radius of Shaftesbury it is possible to do everything in Dorset apart from the coast

More needs to be done to promote the town.

Visitors need to be made more welcome.

VISION

Promote Shaftesbury as a tourist hub

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Tourism Strategy	Develop integrated tourism strategy Link with existing town tourism groups: Shaftesbury & Gillingham Tourism Services (STIC), Shaftesbury and District Tourism Association Join 'Visit Dorset Tourism Partnership' Consult on what gaps there are in tourism initiatives. Educate about Shaftesbury's history: open a visitor centre/improve visitor experience Social media campaign - TripAdvisor YouTube, Shaftesbury history channel, website Create Visitor advocates (project team Lester Taylor, LT) Develop income generation plan	M	Tourism Association
	Promote USP - leisure shopping with independent traders Independent Traders shopping guide – online and leaflet	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Digital Town	Install free public Wi-Fi in town centre	M	
	Develop <dot>.shaftesbury domain	L	
	Develop an APP for the town	M	
Tourist Trails	Develop tourist trails for walking and cycling to hinterland villages (also good for residents) (project team – JL, MJ, AA)	M	

7.2.7. BUSINESS DEVELOPMENT

ISSUES

Business engagement

Develop relationships with businesses, trading estates and community

Public Wi-Fi

Shaftesbury is gaining a reputation for small specialist independent retail leisure shopping that needs to be maximised and used as a USP for the town.

VISION

Increase diversity and size of retails establishments in the town.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Business Engagement	Consult with employers over schemes to increase employment opportunities with wider range of sectors and types of work	H	Chamber of Commerce
	Develop policy to make Shaftesbury small shop friendly	M	Representatives of business and industrial parks
	STC initiative to pump prime pop up shops		Economic development departments
	Consult businesses on setting up Town Team with a view to create a Business Improvement District (BID)	H	
	Encourage bigger shops to offset charity shops		
	Consider opportunities for STC engaging specialist staff:	M	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	Business Development Officer Town Centre Manager		
	Lobby over limiting business rate increases	H	
	Work with businesses to smarten up the town - centre see objective 5 above	H	

7.2.8. ENGAGEMENT WITH OTHER AUTHORITIES

ISSUES

Any town council is not there to do everything by itself. Partnership working is key to the dynamism and development of a town.

Medical services insufficient for growing and ageing population

VISION

STC is committed to partnership working to achieve services and facilities for Shaftesbury. Partnership with either statutory bodies or community groups will be positively encouraged and fostered.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Networking, Links and Engagement	Develop links with adjoining towns (collaborative working STC to lead on hub and spoke service delivery) STC to initiate meeting with surrounding parishes to look at common issues and ways of proactively working collaboratively on solutions. Opportunities for joint funding of some projects and parishes offering services to neighbouring parishes as a revenue earning contract (hub and spoke service delivery)	H	
Public Order	Invite police representative – PCSO to come to Council meetings to help community engagement in policing matters. Promote initiatives such as Smart Water marking and bike marking Promote CCTV	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Affordable Housing	Link to Neighbourhood Plan To monitor the need for affordable housing and engage as necessary to facilitate it.	L	
Environmental Conservation Projects	Develop integrated 5 year tree planting plan with Tree Group	M	
Promoting Health and Well-Being	Health facilities/ screening centre Lobby for new developments to include more provision Continue to lobby for appropriate level of services and beds at Westminster Memorial Hospital	M	

7.2.9. SHAFTESBURY INFRASTRUCTURE AND FACILITIES

ISSUES

Don't know what populations needs will be in 10 years time.

Future infrastructure requirements of town needs understanding

Needs of ageing population in particular needs improvements

Not enough medical facilities.

Do more to attract the 'ARTS' to the town.

TOWN CENTRE REDEVELOPMENT

Signage around the town is generally poor. In particular more signage is needed to help visitors find car parks.

Car parking is a major source of frustration. More car parks are needed.

Busses currently get blocked in when stopping on the road.

A joined up Town Centre Redevelopment Scheme incorporating bus and general traffic flow as part of it is needed.

OPEN SPACES

Increase publicly accessible open spaces and increase the diversity of facilities on offer – not all have to be children's play areas.

Conservation of built and natural environment

Bring Civic Society and Tree Group together to promote joined up plans

Develop integrated project workplans

Bring 'Old' and 'New' Town together.

VISION

Shaftesbury town is well maintained and has the infrastructure to meet the needs of a 21st century town.

To make High Street a more pleasant environment for visitors and shoppers.

Link communities artificially separated by the road.

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Consultation	Review needs of aging population	M	
	Facilities improvements Undertake review of community need from services	M	
	Review open space usage opportunities for different ages <i>Parkour</i> (free running) park for all ages, adult open air gym equipment, sensory gardens Create micro parks Review Grosvenor Road and St. James' Common – consult on increasing scope of use of the area	H	
Healthcare	Lobby to extend number of hospital beds/hospital facilities/medical facilities generally Tackle childhood obesity Links to objective 1. Youth Council projects above – YC to develop and promote childhood health/activity initiatives	H	
Arts	Consult on what the gaps are in arts provision. Consider what STC can do to support arts development in Shaftesbury. Increase engagement with Shaftesbury Arts centre Ask what support they would like from STC.	M	
Town Centre Enhancement	Town Centre Redevelopment Scheme Set up a Working Party offering seats to NNDC,	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
	<p>DCC Cllrs and external organisations including Chamber of Commerce, Neighbourhood Planning Group, to develop proposals for Town Centre Improvement Plan to incorporate</p> <p>Re-evaluation of the wider opportunities for the town centre</p> <p>Parking Improvement Plan – including initiatives such as</p> <p>Increase number of car parking slots</p> <p>Decrease cost of car parking</p> <p>Improve mix of standard, disabled and family parking spaces</p> <p>Take on Cattle Market as parking facility</p> <p>STC to take control of parking areas</p> <p>free parking for local workers WP Lester Taylor, Lauren Todd</p> <p>Traffic flow Plan including progressing proposal for one-way bus route around the Kings Arms</p> <p>Central bus stop</p> <p>Call a public meeting to explain the problems and consult on possible solutions</p> <p>Implement improvement plan actions identified</p> <p>Engage with Neighbourhood Planning Group to ensure all proposals are part of a unified plan.</p>		
Collaborative working	<p>STC to help revitalise community support for Civic Society and Tree Group</p> <p>Consult with Tree Group and Civic Society to see what help they would like from STC.</p> <p>Hold public meetings inviting anyone with an interest in</p> <ul style="list-style-type: none"> built heritage green environment <p>to come along and join Civic Society and Tree Group</p> <p>Work with Tree Group to produce 5 year tree planting schedule</p>	H	
Street Lighting	<p>Reach conclusion over proposals for Heritage Lighting on Gold Hill and St James Street</p>	H	

Action/ Project	Detail / Objectives	Priority	Other community groups / volunteers
Town Connectivity	Investigate getting a bridge or other link created to physically enable the 2 parts of the town to be linked	L	
Bypass	Facilitate the construction of the bypass	L	

7.3. RESOURCE STRATEGY

7.3.1. Staffing Generally

7.iv.1 It is recommended that a staffing review should be carried out prior to the budget setting process in September of each year. The purpose of this review is to ensure that the levels of staffing are sufficient to continue with high quality service provision.

The review should also take into account any changes in responsibilities of staff due to any new work programmes being taken up by the council, and ensure that salary levels are commensurate with those responsibilities.

7.iv.2 All staff should also be subject to an annual appraisal. The Town Clerk should be responsible for the appraisal process for all staff. As the post of Town Clerk does not have any line manager, this position being answerable to the council corporate, the Town Clerks appraisal should be being undertaken by Members delegated to do so by the Council.

APPENDIX 1: STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

STRENGTHS

- Majority of committed enthusiastic councillors
- Determination for STC to progress
- Dedicated and skilled staff
- STC debt free/ sound financial position/ access to £500k s.106 funding
- STC assets e.g. Town Hall –particularly its location in the town; play areas
- Location of town in the county
- Committed to engagement
- Volunteers in the community

WEAKNESSES

- Lack of public understanding of how a council works
- No long term plan

- STC poor reputation
- Lack of public confidence/trust in STC
- Historical delinquency
- Gender and age of councillors
- Lack of recreation land
- Office accommodation limited
- Talking about budget in terms of percentages rather than real terms

OPPORTUNITIES

- General Power of Competence
- Members of the Shaftesbury community prepared to take on projects – e.g. Snowdrops Festival
- Devolution of assets/ services from other authorities
- Skills possessed by Councillors and Staff - carry out skills audit
- Freeing up council thinking
- Rebuild community engagement
- Reassure staff that they have council support
- Improve control of access of visitors to Town Hall offices
- Put in place processes and procedures to monitor and deal with inappropriate behaviours – both Councillors, staff and visitors
- Build a positive reputation for the council
- Tapping into wide ranging funding
- Break through perceived bureaucratic restraints

THREATS

- Other authorities' devolution objectives
- Resourcing of devolved assets and services
- Council reputation
- Focussing too much on a few negative voices
- Allowing the council to be distracted by minority opinions
- Not building relationships with other authorities in particular the new principle authority
- Local government processes and bureaucracy
- Increasing population – infrastructure and expectation
- Projects not living up to expectation – delivery taking too long
- Rising costs
- Perception of too much red tape

APPENDIX 2: PRIORITY ISSUES IDENTIFIED IN GROUP DISCUSSION

– not prioritised or grouped

- Open Community / leisure Centre
- Transfer assets and services from NDDC
- Re-evaluate the opportunities for the town centre
- Redesign High Street
- Sort out traffic flow through the town
- Central bus stop
- Get Shaftesbury into Visit England
- Capitalise existing Town Hall and build another
- Town Hall with better office space
- Better security system in Town Hall to prevent Town Hall staff being abused
- Review governance – transparent systems, policies
- Build a business park to create more employment
- Develop Youth Council (project team Lester Taylor, LT)
- Review facilities for elderly residents
- Make visitors more welcome
- Expand street markets
- Develop town tourism strategy
- Management and maintenance plan for The Slopes and Jubilee Steps
- Set up Town Team with a view to create a Business Improvement District (BID)
- Attract the 'ARTS'
- Create (.dot).shaftesbury domain to raise money and raise awareness
- Smarten up the town centre
- 10 year tree planting strategy with annual tree planting schedule – involve Tree Group
- Encourage bigger shops to offset charity shops
- Encourage pop-up shops
- Make Shaftesbury small shop friendly
- Swimming pool roof (PP, LT)
- Develop and run business/employment land – south of A350
- Acquire Cattle Market
- More car parks (project team Lester Taylor; Lauren Todd)
- Cycle and footpath network to hinterland villages (project team – JL, MJ, AA)

- A cycle cross track
- Policy tracker on all council agendas
- Conservation – (Civic Society)
- Review investment of council funds – develop investment policy; meet with CCLA)
- Pubic Toilet – increase number and improve standard
- Visitors – make them welcome
- Develop relationships with business, estates and community
- Develop links with adjoining towns (collaborative working STC to lead on hub and spoke service delivery)
- Develop links with other authorities
- Tackle childhood obesity
- Develop links with and learn from other councils
- Public Wi-Fi
- Tidy Town (project team JL, MJ, AA)
- Policy to encourage small businesses – STC pump prime pop up shops, investigate business rates
- Build bypass
- Increase employment opportunities with wider range of sectors and types of work
- Future infrastructure needs of town needs understanding
- Bring ‘Old’ and ‘New’ Town together
- Extend number of hospital beds/hospital facilities/medical facilities generally (links to future infrastructure needs)
- Be the council that says “YES! How can we help you?”
- Make things happen, challenge the norm, get rid of red tape
- Educate about Shaftesbury’s history - open a visitor centre/improve visitor experience (project team LT, LT)
- Link library to STC offices
- Create revenue generating projects for STC
- Employ a Business Development Officer
- Increase publicly accessible open spaces and increase the diversity of facilities on offer – not all have to be children’s play areas – e.g. *Parkour* (free running) park for all ages
- Complete Neighbourhood Plan
- Constantly review Strategic Plan
- Make sure what is expected by Eastern Development of open spaces and land is completed

APPENDIX 3: TOURISM WEBSITE LISTINGS FOR SHAFTESBURY

TRIPADVISOR TOP 12 THINGS TO DO IN SHAFTESBURY 2017

(as at 09 September 2017)

GOLD HILL MUSEUM - Speciality Museums

SHAFTESBURY ABBEY MUSEUM AND GARDEN – Speciality Museums

CASTLE HILL – Nature and Wildlife Areas

COMPTON ABBASS AIRFIELD – Sightseeing Tours

SIAM TRADITIONAL THAI MASSAGE - Spas

MELBURY VALE VINEYARD – Wineries and vineyards

THE SHIP INN - Bars and Clubs

SHAFTESBURY ART CENTRE – Civic Centres

THE FOUNTAIN INN - Bars and Clubs

IN TOUCH MASSAGE - Spas

THE BEADSTER - Gift and Speciality Shops

MELBURY DOWNS – Nature & Wildlife Areas

EVENTS IN SHAFTSBURY

Out of 18 major events listed on the Shaftesbury Tourism website the following are held in Shaftesbury

Shaftesbury Carnival
30th September 2017

Shaftesbury Christmas Spectacular
4th December 2017

Shaftesbury Christmas Street Fair
17th December 2017

Snowdrop Festival
<http://www.shaftesburysnowdrops.org/>
February 2018

Shaftesbury Festival
May 2018
Local food, music & art www.shaftesburyfestival.co.uk

Shaftesbury Fringe

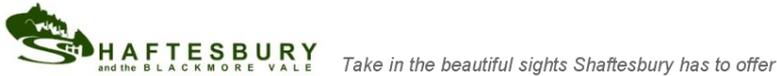
May - June 2018 www.shaftesburyfringe.org.uk

Gold Hill Fair

1st July 2018

A SNAPSHOT OF TOURISM ORGANISATIONS PROMOTING SHAFTESBURY

<http://shaftesburytourism.co.uk/>



The Shaftesbury and District Tourism Association

Welcome to Shaftesbury

Shaftesbury is a small market town in Dorset with a fascinating history going back to Saxon times. The town is the home of Gold Hill (made famous by the “Hovis” advert) and has magnificent views over Hardy’s Blackmore Vale. It is the gateway to the South West from where you can tour the area from Stonehenge to the east to Bath and Bristol to the north and the Jurassic Coast to the south.

The Shaftesbury and District Tourism Association is a voluntary organisation aimed at the promotion of Shaftesbury and the surrounding areas to the visitor. The SDTA is over 50 years ago and started as a group helping to advertise small accommodation providers (principally Bed and Breakfast accommodation) in Shaftesbury and the surrounding area. Today the Association still has as its roots in Bed and Breakfast accommodation providers, but has grown to include small Hotels, Self-Catering, Camp Sites and members from other groups and industries interested in the promotion of the area to the tourist.

Shaftesbury & Gillingham Tourist Information Centre

<http://shaftesburytourism.co.uk/>

Shaftesbury & Gillingham Tourism Services: operating Shaftesbury Tourist Information Centre located at 8 Bell Street, next to the Budgens Supermarket.

It is run by a local group of trustees with a team of volunteers who are happy to help with any queries or enquiries you may have.

<http://www.shaftesburydorset.com/>