



## **Brixham Town Council Strategy 2016-2019**

### **Mission Statement**

To provide a value for money service to the community of Brixham while ensuring that our voice is heard in Torbay and all avenues are explored to provide a better quality of life for all residents.

### **Structure of the Council**

Brixham Town Council is made up of twelve elected councillors: seven for Berry Head with Furzeham ward and five for St Mary's with Summercombe ward.

The councillors are supported by a Town Clerk, Deputy Town Clerk, an Administrative Assistant and Receptionist: all reference to committees below include the relevant officers.

The Town Council also employs a Town Lengthsman.

### **The Council comprises four main committees:**

Community Services (CS), Evaluation (E), Finance and General Purposes (F&GP) and Planning and Regeneration (P&R).

Additionally the Town Hall sub-committee (THSC) reports to the F&GP Committee.

The Policy Working Group (PG) and the Strategy Group (SG) report to the Evaluation Committee.

The Town Hall Innovation Working Group (THIWG) reports to the THSC / F&GP Committee.

The Fairtrade Working Group (FWG), the Community Health Working Group and the Community Flood plan report to the Community Services Committee.

The Brixham Peninsula Neighbourhood Forum reports to Full Council. But when the plan has been adopted it is recognised that this will be incorporated within the Planning and Regeneration Committee.

Shoalstone Pool CIC Limited (SPL), a company set up by and wholly owned by the Town Council comprises a Board of Directors, including three town councillors who report to BTC.

Brixham Future CIC is now an outside body and not a working group of the Town Council. They have an opportunity to report / discuss future plans and ideas to the Planning and Regeneration committee.

### **Relationship with Torbay Council and other bodies**

#### **Objectives**

- To work constructively with the Mayor or Executive Lead, Brixham members of Torbay Council, and other Torbay Councillors and officers as required in the best interests of our community
- To establish clear lines of communication with other bodies working within Brixham
- To ensure that Torbay Council meets its duties to Brixham residents
- To establish formal means of representation to Torbay Council
- To monitor all Brixham related activity at Torbay Council so that Brixham residents do not pay twice for the services that they receive

## Strategy for Delivery

		Date reviewed	Date completed
Meeting with the Mayor or Executive Lead and all Brixham Town Councillors and Brixham members of Torbay Council to discuss and agree a framework for constructive dialogue and action in Brixham as resolved at Full Council on 9th July 2015	<b>All</b>	(P&R)Ongoing. Each committee to be given opportunity to pose a question to the Mayor. (CS) Request first refusal of Brixham Community Assets.	
Regular meetings to be held with all Brixham representatives on Torbay Council where our town's priorities will be discussed and agreed	<b>All</b>	(P&R) Invite all 5 Torbay Ward Cllrs to regular meetings. (CS) Ongoing.	
Regular meetings to be held with the Town Clerk or Deputy Town Clerk with Lead Officers at Torbay Council.	<b>Officers</b>	Officers to report to relevant committee	
Maintaining our relationship with Torbay's Highways Department in order to improve the road infrastructure in and around Brixham	<b>P&amp;R</b>	Ongoing	
Maintaining and developing the relationship with Torbay's Planning Department and Development Management Committee	<b>P&amp;R</b>	Ongoing	
Inviting the Torbay Planning Officer to update BTC occasionally by attending either P&R committee meetings or full council	<b>P&amp;R</b>	Explore further ways of improving communication.	
Considering the services that BTC provide to ensure that they should not be the responsibility of Torbay Council	<b>All</b>	(P&R) Ongoing (CS) Ongoing	
To carefully consider asset transfer offers by Torbay Council to ensure they are in Brixham's best interests and to seek out asset transfers which might benefit our community	<b>All</b>	(P&R) Ongoing (CS)	
Ensuring that if financial efficiencies are implemented by BTC, Torbay Council funds are redistributed appropriately within Brixham	<b>All</b>	(P&R) Ongoing (CS) Ongoing	
To establish clear lines of communication with other bodies working within Brixham	<b>All</b>		

## Community Engagement

### Objectives

- To ensure that all Brixham Town Councillors and Officers are approachable and work for the benefit of Brixham residents at all times
- To encourage the participation of all age groups in the discussions and decisions that shape our community
- To ensure that Brixham residents are informed about BTC discussions, decisions and policies
- To support all community groups and organisations, large or small, unifying community efforts in Brixham
- To survey residents on issues of local importance and work to implement the priorities that they identify whenever possible
- To encourage support of Fairtrade through the Fairtrade Working Group

### Strategy for Delivery

		Date reviewed	Date completed
Conducting a review of BTC's current strategies and policies for engaging the community	<b>SG PG</b>	Ongoing	
Introduce a full set of guidelines for future community engagement that will include all of the elements below	<b>CS</b>		
Ensuring the accessibility of the Town Council offices to the public during reasonable hours in order to provide a service to Brixham residents	<b>Officers</b>	Ongoing	
Ensuring that Brixham residents receive a prompt response when making contact with BTC via telephone, e-mail, in writing or at public meetings	<b>E All</b>	May / June & quarterly thereafter (CS) Ongoing	
Regularly updating the BTC website, with pages for BTC and community use, maintaining links with other Brixham groups and organisations, and by utilising other forms of social media	<b>CS Officers</b>	Ongoing	
Producing a Press and Media policy that recognises the roles and responsibilities Councillors and Officers have when communicating with the public	<b>PG</b>	Completed	March 2016
Providing BTC notice boards for the display of council notices and community posters	<b>CS F&amp;GP</b>	Completed	2017
Reviewing the purpose and content of the Brixham Signal community newsletter to ensure it gives best value for money	<b>CS</b>	Review July issue	

Ensuring that all full council and committee meetings are open to the public	<b>All</b>	(P&R) Ongoing (CS) Ongoing	
Ensuring all councillors are accessible to the public	<b>All</b>	Ongoing	
Holding an annual public consultation about the budget and other consultation events	<b>All</b>	(CS) Ongoing	
Providing a banner facility in Fore Street to advertise local events	<b>CS</b>	Ongoing	
Recognising community achievement through the Annual Civic Award, presented to people within the parish who have shown extraordinary commitment, dedication, energy and effort in the service of the community	<b>F&amp;GP CS</b>	October 2016	
Recognising sporting achievement within the parish with an annual award	<b>F&amp;GP CS</b>	October 2016	
Promoting youth participation in the development of our community and ensure that their views are taken into account by the town council and other partner organisations	<b>All</b>	(P&R) Ongoing (CS) Ongoing	
To work with the Chamber of Commerce and other local organisations to encourage them to use, sell and promote Fairtrade products	<b>CS</b>	Ongoing	

## BTC and the Business Community

### Objectives

- To support our core local business sectors, the Fishing and Tourist industries
- To grow Creative industries within our community
- To be supportive of the interests of the independent business sector in our community

### Strategy for Delivery

		Date reviewed	Date completed
Assisting in providing joined up thinking in the planning and development of our community by helping the Chamber of Commerce, Brixham Future and the Neighbourhood Forum to work together on forward plans for the town	<b>All</b>	(P&R) Ongoing (CS) Ongoing	
Considering options for managing the town centre more effectively	<b>CS F&amp;GP</b>	Considered November 2017. Deferred until 2018.	

Working with Torbay Council and other organisations about how to make best use of empty commercial properties to support the local economy	<b>P&amp;R</b>	April 2016 agenda	
Maintaining links with Brixham Chamber of Commerce in order to assist them and other partners in promoting the best atmosphere for business to thrive in the town	<b>All</b>	(P&R) Ongoing (CS) Ongoing	

## Facilities and the Environment

### Objectives

- To support leisure, sporting and cultural facilities within the parish
- To protect and improve the local environment and infrastructure of Brixham
- To celebrate Brixham's history and culture and protect local heritage assets
- To support the Community Flood Plan

### Strategy for Delivery

		Date reviewed	Date completed
Maintaining and improving the Town Hall complex for community use	<b>F&amp;GP</b>	Monthly	
Working to ensure the future of Brixham's assets, such as Shoalstone Pool, Brixham Theatre, Brixham Library, Brixham Heritage Museum, Admiral Swimming Centre	<b>P&amp;R F&amp;GP CS</b>	Ongoing	
Working with partners an Information Point in the town	<b>F&amp;GP</b>	March 2018	
Continue to seek to provide adequate cemetery provision	<b>CS</b>		
Maintenance of current allotment garden provision and working towards the break-even point in the finance of all allotment gardens	<b>F&amp;GP</b>	Monthly	
Providing seasonal displays and promoting events such as the Christmas lights, parade and market, local produce markets and autumn fayre and summer floral displays	<b>CS</b>	Ongoing	
Creating or helping to support town walking trails focusing on points of interest	<b>CS</b>	2017	
Monitoring street furniture, signs, information boards and highways and the general appearance of the town and reporting problem areas to Torbay Council to ensure that appropriate action is taken	<b>P&amp;R CS</b>	Ongoing Ongoing	
Making representations to outside bodies such as Torbay Council and the utility companies on behalf of residents, in relation to town management matters	<b>CS</b>	Ongoing	
Actively support volunteer organisations such as Pride in Brixham, Brixham Does Care and Admiral Swimming Centre	<b>CS</b>	Ongoing	

Creating a register of volunteers and focused groups to support and develop community projects. Holding an annual event to celebrate volunteers in Brixham.	<b>CS</b>	Signal survey July 2016. Link to 17/09/16 CP day	
Signposting groups to appropriate bodies for funding advice	<b>F&amp;GP</b>	Ongoing	
Supporting appropriate organisations to conserve locally significant buildings, sites and objects	<b>P&amp;R</b>	Ongoing.	
Taking a lead on protecting our natural environment in collaboration with local and national organisations and in accordance with our Environmental Policy	<b>P&amp;R CS</b>	Ongoing Ongoing	
Taking action to ensure a cleaner town environment and monitoring such things as dog fouling and graffiti	<b>CS</b>	Ongoing BTC Lengthsman	
Working with Torbay Council and other partners to deliver improvements in service that will tackle litter problems in the town	<b>P&amp;R F&amp;GP</b>	(PR) ongoing	
Enabling organisations which support the most vulnerable in our community such as Brixham YES and the Brixham Food Bank	<b>F&amp;GP</b>	Monthly	
Seeking improvements to infrastructure providing access to and from the town	<b>P&amp;R</b>	Ongoing	
Working with the Environment Agency, Community Volunteers, South West Water and Torbay Council to develop local flood resilience	<b>CS</b>	completed	
Making Grants to local community groups	<b>F&amp;GP</b>	Monthly	
Supporting community events that promote Brixham	<b>CS F&amp;GP</b>	Quarterly Ongoing	
Maintaining and using a Community Projects Fund for use in projects which are deemed to be priorities by the community	<b>F&amp;GP</b>		April 2016

## The Future – Planning and Regeneration

### Objectives

- To support developments and expansion in Brixham which protect and enhance the heritage and character of the town and its surrounding area
- To lead the direction of regeneration, taking into account the views of our community as well as relevant development plans and agencies
- To consider regeneration in economic, environmental and social terms to ensure that any changes are of benefit to local people
- To encourage increased economic activity and employment in the town

## Strategy for Delivery

		Date reviewed	Date completed
Presenting recommendations to Torbay Council on all Brixham planning, licensing and highways applications for a distance of up to 3 miles outside of the Parish Boundary	<b>P&amp;R</b>	Ongoing	
Lobbying to ensure that new developments are compatible with the character of Brixham and to the general satisfaction of neighbouring residents	<b>P&amp;R</b>	Ongoing	
Participating in consultation regarding all development and infrastructure issues	<b>P&amp;R</b>	Ongoing	
Relaunching Brixham Future, the council's regeneration group, as a Community Interest Company that will develop and identify funding for projects which they bring forward to BTC for consideration and action and to manage some of those projects themselves	<b>P&amp;R</b>	Completed Feb 2017	
Working with Brixham Future CIC to develop and identify funding for projects which they bring forward to BTC for consideration and action to manage some of those projects themselves. To encourage Brixham Future CIC to report to the P&R Committee on a regular basis.	<b>P&amp;R</b>		
By influencing, advising upon and supporting the momentum of Brixham Peninsula Neighbourhood Plan until it has been completed, received validation from Torbay Council and has subsequently been approved or otherwise by the community in a referendum	<b>All</b>	(P&R) Ongoing (CS) Ongoing	
Developing a Brixham Town Design Statement and continuing to drive forward the conservation area appraisal (Brixham Town and Harbour) alongside other relevant planning documents	<b>P&amp;R</b>	Completed	
To assist in the implementation of a Brixham Town Design Statement and continuing to drive forward the conservation area appraisal (Brixham Town and Harbour) alongside other relevant planning documents	<b>P&amp;R</b>		
Ensuring sympathetic regeneration that ensures that the character of the town is not lost	<b>P&amp;R</b>	Ongoing	
Aiming to minimise the collateral damage caused to the economy by any regeneration work or new developments	<b>P&amp;R</b>	Ongoing	
Working with partners towards providing additional public facilities as identified in consultation with residents	<b>P&amp;R</b>	Autumn 2016	

Identifying empty homes in Brixham with a view to maximising the utilisation of such properties	<b>P&amp;R</b>	Autumn 2016	BPNF
Supporting forms of development in the town that increase employment provision while not conflicting with the principle of retaining the essential character of Brixham	<b>P&amp;R</b>	Autumn 2016	
Utilising the General Power of Competence that exists under the Localism Act 2011 to develop new services and partnerships that will be of benefit to the community	<b>P&amp;R F&amp;GP</b>	Ongoing	

## Financial and Risk Management

### Objectives

- To ensure that financial provision is made to enable the objectives of BTC to be achieved
- To produce an emergency protocol for Brixham
- To consider the running of BTC within the Town Hall complex, and other council assets

### Strategy for Delivery

		Date reviewed	Date completed
Daily records being kept of all income and expenditure so that accurate and timely accounts are provided	<b>F&amp;GP</b>	Monthly	
Maintenance of asset registers and monitoring projected and actual budgets for the overall precept and specific cost centres such as the Town Hall	<b>F&amp;GP</b>	March 2016 Monthly	
Ensuring that a suitable reserve is held and deposited in a high interest account in accordance with the BTC reserve policy	<b>F&amp;GP</b>	Monthly	
Maximising income from the town centre such as through fees paid for commercial use of Fore Street	<b>F&amp;GP</b>	September 2016	
Being proactive in seeking out all appropriate funding streams for community projects	<b>All</b>	Ongoing  (P&R) ongoing (CS) To be proactive in access funding	
Seeking positive income streams from any real estate assets	<b>F&amp;GP</b>	Monthly	
By consulting with the residents of Brixham in order to identify the projects and infrastructure that form their priorities for spending and then identify appropriate funding streams specifically targeted towards those priorities	<b>F&amp;GP</b>	October 2016 (Yearly from 17/18)	April 2016 (16/17)



Putting together procedures and plans to be followed in the case of an emergency, in conjunction with Torbay Council	<b>CSC</b>	October 2017	
Negotiating contracts and investigating purchases to obtain the best value for the precept payer of Brixham	<b>F&amp;GP</b>	Ongoing	

## Organisation of Brixham Town Council

### Objective

- To provide an efficient and effective Town Council
- To build a reputation as an employer which attracts, develops, motivates and retains staff.

### Strategy for Delivery

		Date reviewed	Date completed
To develop and monitor a work plan for all staff which reflects the strategy for 2016-2019	<b>EC</b>	Ongoing	
By monitoring the services provided by Brixham Town Council to ensure that they meet the needs of the people of Brixham	<b>EC</b>	Ongoing	
Reviewing BTC policies and services regularly	<b>EC</b>	Ongoing	
Ensuring that annual staff appraisals of the council officers are conducted and that staff have the correct skills to undertake their job roles	<b>EC</b>	Annually in March/April	
Providing all staff with the opportunity for high quality continuing professional development	<b>EC</b>	Reviewed Feb'16	
Providing all councillors with the opportunity to take part in appropriate training	<b>EC F&amp;GP</b>	Ongoing	
Ensuring that councillors always act in accordance with the BTC Code of Conduct and all council policies and procedures	<b>All</b>	(P&R) ongoing (CS) Ongoing	
Developing and monitoring an external complaints procedure that is responsive within defined target periods	<b>EC</b>		
Working towards gaining Quality Award status in the Local Council Award Scheme	<b>All</b>	Ongoing (CS) Ongoing	

**Adopted by Full Council** on 26<sup>th</sup> November 2015

**Reviewed:** December 2017