



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 (SPCIC), 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

1. 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
2. To establish clear lines of communication with other bodies working within Brixham
3. To ensure that encourage Torbay Council to meets its duties to Brixham residents by actively lobbying its Mayor, Members and Officers.
4. To establish formal means of representation to Torbay Council
5. 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
1	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 Reintroduce Council member meetings with the Mayor and / or Executive Leads.	All	(P&R)Ongoing. Each committee to be given opportunity to pose a question to the Mayor. (CS) Request first refusal of Brixham Community Assets.	
2	Regular meetings to be held with all Brixham representatives on Torbay Council where our town's priorities will be discussed and agreed Introduce quarterly meetings between Council members and all Torbay Ward Councillors in Brixham to discuss and consider town priorities.	All	(P&R) Invite all 5 Torbay Ward Cllrs to regular meetings. (CS) Ongoing.	
3	Regular meetings to be held with the Town Clerk or Deputy Town Clerk with Lead Officers at Torbay Council.	Officers	Officers to report to relevant committee	
4	Maintaining our relationship with Torbay's Highways Department in order to improve the road infrastructure in and around Brixham	P&R	Ongoing	
5	Maintaining and developing the relationship with Torbay's Planning Department and Development Management Committee	P&R	Ongoing	
6	Inviting the Torbay Planning Officer to update BTC occasionally by attending either P&R committee meetings or full council	P&R	Explore further ways of improving communication.	
7	Considering the services that BTC provide to ensure that they should not be the responsibility of Torbay Council	All	(P&R) Ongoing (CS) Ongoing	
8	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	All	(P&R) Ongoing (CS)	
9	Ensuring that if financial efficiencies are implemented by BTC, Torbay Council funds are redistributed appropriately within Brixham	All	(P&R) Ongoing (CS) Ongoing	
9	To seek representation at Working Groups and other bodies of Torbay Council in areas that relate directly to BTC priorities			

10	To establish clear lines of communication with other bodies working within Brixham	All		
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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
1	Conducting a review of BTC's current strategies and policies for engaging the community	SG PG	Ongoing	
2	Introduce a full set of guidelines for future community engagement that will include all of the elements below	CS		
3	Ensuring a reasonable level of public accessibility to the Town Council offices to the public during reasonable hours in order to provide a service to Brixham residents	Officers	Ongoing	
4	Ensuring that Brixham residents receive a prompt response when making contact with BTC via telephone, e-mail, in writing or at public meetings	E All	May / June & quarterly thereafter (CS) Ongoing	
5	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	CS Officers	Ongoing	
6	Producing a Press and Media policy that recognises the roles and responsibilities Councillors and Officers have when communicating with the public	PG	Completed	March 2016
7	Providing BTC notice boards for the display of council notices and community posters	CS F&GP	Completed	2017
8	Reviewing the purpose and content of the Brixham Signal community newsletter to ensure it gives best value for money	CS	Review July issue	
9	Ensuring that all full council and committee meetings are open to the public	All	(P&R) Ongoing (CS) Ongoing	

10	Ensuring all councillors are accessible to the public	All	Ongoing	
11	Holding an annual public consultation about the budget and other consultation events	All	(CS) Ongoing	
12	Providing a banner facility in Fore Street to advertise local events	CS	Ongoing	
13	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	F&GP CS	October 2016	
14	Recognising sporting achievement within the parish with an annual award	F&GP CS	October 2016	
15	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	All	(P&R) Ongoing (CS) Ongoing	
16	To work with the Chamber of Commerce and other local organisations to encourage them to use, sell and promote Fairtrade products	CS	Ongoing	
17	Upon request, provide advice and assistance to Community Organisations in support of their continued development.			

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
1	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 engaging with and helping stakeholders and partners on future plans for the town	All	(P&R) Ongoing (CS) Ongoing	
2	Considering options for managing the town centre more effectively	CS F&GP	Considered November 2017. Deferred until 2018.	
3	Working with Torbay Council and other organisations about how to make best use of empty commercial properties to support the local economy by the end of 2018	P&R	April 2016 agenda	

4	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	All	(P&R) Ongoing (CS) Ongoing	
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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
1	Maintaining and improving the Town Hall complex for community use	F&GP	Monthly	
2	Working to ensure the future of Brixham's assets, such as Shoalstone Pool, Brixham Theatre, Brixham Library, Brixham Heritage Museum, Admiral Swimming Centre	P&R F&GP CS	Ongoing	
3	Working with partners an Information Point in the town	F&GP	March 2018	
4	Continue to seek to provide adequate cemetery provision or supporting a viable plan that may come forward within the community	CS		
5	Maintenance of current allotment garden provision and working towards the break-even point in the finance of all allotment gardens	F&GP	Monthly	
6	Providing seasonal displays and promoting events such as the Christmas lights, parade and market, local produce markets and autumn fayre and summer floral displays	CS	Ongoing	
7	Creating or helping to support town walking trails focusing on points of interest	CS	2017	
8	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	P&R CS	Ongoing Ongoing	
9	Making representations to outside bodies such as Torbay Council and the utility companies on behalf of residents, in relation to town management matters	CS	Ongoing	
10	Actively support volunteer organisations such as Pride in Brixham, Brixham Does Care and Admiral Swimming Centre	CS	Ongoing	
11	Creating a register of volunteers and focused groups to support and develop community projects. Holding an annual event to celebrate volunteers in Brixham.	CS	Signal survey July 2016. Link to 17/09/16 CP day	

12	Signposting groups to appropriate bodies for funding advice	F&GP	Ongoing	
13	Supporting appropriate organisations to conserve locally significant buildings, sites and objects	P&R	Ongoing.	
14	Taking a lead on protecting our natural environment in collaboration with local and national organisations and in accordance with our Environmental Policy	P&R CS	Ongoing Ongoing	
15	Taking action to ensure a cleaner town environment and monitoring such things as dog fouling and graffiti	CS	Ongoing BTC Lengthsman	
16	Working with Torbay Council and other partners to deliver improvements in service that will tackle litter problems in the town	P&R F&GP	(PR) ongoing	
17	Enabling organisations which support the most vulnerable in our community such as Brixham YES and the Brixham Food Bank	F&GP	Monthly	
18	Seeking improvements to infrastructure providing access to and from the town	P&R	Ongoing	
19	Working with the Environment Agency, Community Volunteers, South West Water and Torbay Council to develop local flood resilience	CS	completed	
20	Making Grants to local community groups	F&GP	Monthly	
21	Supporting community events that promote Brixham	CS F&GP	Quarterly Ongoing	
22	Maintaining and using a Community Projects Fund for use in projects which are deemed to be priorities by the community	F&GP		April 2016
23	Supporting the activities of local groups and organisations in reducing the harm caused to the natural environment by human activity eg reduction in the use of plastics and promoting increasing levels of recycling in our community			
24	Monitor and make recommendations for sustainable improvements, as appropriate, to public transport links with Torbay Hospital and other parts of the Bay			

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
1	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	P&R	Ongoing	
2	Lobbying to ensure that new developments are compatible with the character of Brixham and to the general satisfaction of neighbouring residents	P&R	Ongoing	
3	Participating in consultation regarding all development and infrastructure issues	P&R	Ongoing	
4	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	P&R	Completed Feb 2017	
5	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 liaise with relevant committees on project ideas with BTC and where applicable Torbay Council.	P&R		
6	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	All	(P&R) Ongoing (CS) Ongoing	
7	Developing a Brixham Town Design Statement and continuing to drive forward the conservation area appraisal (Brixham Town and Harbour) alongside other relevant planning documents Assisting in the implementation of the Brixham Town Design Statement and to continue to press for the completion of the Brixham Town and Harbour conservation area appraisal.	P&R	Completed	
8	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	P&R		

9	Ensuring Lobbying for sympathetic regeneration that ensures that the character of the town is not lost	P&R	Ongoing	
10	Aiming to minimise the collateral damage caused to the economy by any regeneration work or new developments	P&R	Ongoing	
11	Working with partners towards providing additional public facilities as identified in consultation with residents	P&R	Autumn 2016	
12	Identifying empty homes in Brixham with a view to maximising the utilisation of such properties	P&R	Autumn 2016	BPNF
13	Supporting forms of development in the town that increase employment provision while not conflicting with the principle of retaining the essential character of Brixham	P&R	Autumn 2016	
14	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	P&R F&GP	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
1	Daily records being kept of all income and expenditure so that accurate and timely accounts are provided	F&GP	Monthly	
2	Maintenance of asset registers and monitoring projected and actual budgets for the overall precept and specific cost centres such as the Town Hall	F&GP	March 2016 Monthly	
3	Ensuring that a suitable reserve is held and deposited in a high interest account in accordance with the BTC reserve policy	F&GP	Monthly	
4	Maximising income from the town centre such as through fees paid for commercial use of Fore Street	F&GP	September 2016	
5	Being proactive in seeking out all appropriate funding streams for community projects	All	Ongoing (P&R) ongoing (CS) To be proactive in access funding	

6	Seeking positive income streams from any real estate assets	F&GP	Monthly	
7	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	F&GP	October 2016 (Yearly from 17/18)	April 2016 (16/17)
8	Putting together procedures and plans to be followed in the case of an emergency, in conjunction with Torbay Council	CSC	October 2017	
9	Negotiating contracts and investigating purchases to obtain the best value for the precept payer of Brixham	F&GP	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
1	To develop and monitor a work plan for all staff which reflects the strategy for 2016-2019 To deliver and monitor a work plan for all staff that reflects the agreed strategies contained within this document by the end of the summer of 2018.	EC	Ongoing	
2	By monitoring the services provided by Brixham Town Council to ensure that they meet the needs of the people of Brixham	EC	Ongoing	
3	Reviewing BTC policies and services regularly	EC	Ongoing	
4	Ensuring that annual staff appraisals of the council officers are conducted and that staff have the correct skills to undertake their job roles	EC	Annually in March/April	
5	Providing all staff with the opportunity for high quality continuing professional development	EC	Reviewed Feb'16	
6	Providing all councillors with the opportunity to take part in appropriate training	EC F&GP	Ongoing	
7	Ensuring that councillors always act in accordance with the BTC Code of Conduct and all council policies and procedures	All	(P&R) ongoing (CS) Ongoing	
8	Developing and monitoring an external complaints procedure that is responsive within defined target periods	EC		
9	Working towards gaining Quality Award status in the Local Council Award Scheme	All	Ongoing (CS) Ongoing	

Adopted by Full Council on 26th November 2015

Reviewed: December 2017, June 2018