



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, Assistant to the Clerk and an Administrative Assistant: all reference to committees below include the relevant officers.

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 reports to the F&GP Committee.

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

Brixham Future (BF) reports to the Planning and Regeneration committee.

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

The Fairtrade Working Group (FWG) reports to Community Services.

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

Relationship with Torbay Council

Objectives

- To work constructively with the Mayor, Brixham members of Torbay Council, and other Torbay Councillors and officers as required in the best interests of our community
- 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 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	All		
When agreement has been reached regular meetings to be held with all Brixham representatives on Torbay Council where our town's priorities will be discussed and agreed	All		
Maintaining our relationship with Torbay's Highways Department in order to improve the road infrastructure in and around Brixham	Planning & Regeneration		
Maintaining and developing the relationship with Torbay's Planning Department and Development Management Committee	Planning & Regeneration		
Inviting the Torbay Planning Officer to update BTC at least quarterly by attending either P&R committee meetings or full council	Planning & Regeneration		
Considering the services that BTC provide to ensure that they should not be the responsibility of Torbay Council	All		
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		
Ensuring that if financial efficiencies are implemented by BTC, Torbay Council funds are redistributed appropriately within Brixham	All		

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	SG PG		
Introduce a full set of guidelines for future community engagement that will include all of the elements below	CS		
Ensuring the accessibility of the Town Council offices to the public during reasonable hours in order to provide a service to Brixham residents	Officers		
Ensuring that Brixham residents receive a prompt response when making contact with BTC via telephone, e-mail, in writing or at public meetings	EC All		
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		
Producing a Press and Media policy that recognises the roles and responsibilities Councillors and Officers have when communicating with the public	PG		
Providing BTC notice boards for the display of council notices and community posters	CS F&GP		
Reviewing the purpose and content of the Brixham Signal community newsletter to ensure it gives best value for money	CS		
Ensuring that all full council and committee meetings are open to the public	All		
Holding regular councillors surgeries	All		
Holding an annual public consultation about the budget and other consultation events with the help of Brixham Community Partnership as appropriate	All		
Providing a banner facility in Fore Street to advertise local events	CS		
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		
Recognising sporting achievement within the parish with an annual award	F&GP CS		
Relaunching Brixham Youth Council and supporting them in order to promote youth	All		

participation in the development of our community and ensure that their views are taken into account by the town council and other partner organisations			
To work with the Chamber of Commerce and other local organisations to encourage them to use, sell and promote Fairtrade products	CS		

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	All		
Considering options for managing the town centre more effectively	CS F&GP		
Thinking creatively about how to make best use of empty commercial properties to support the local economy	Planning & Regeneration		
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		

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 Developing Community Flood Plan

Strategy for Delivery

		Date reviewed	Date completed
Maintaining and improving the Town Hall for community use	F&GP		
Working to ensure the future of Brixham's assets, such as Shoalstone Pool, Brixham Theatre, Brixham Library, Brixham Heritage Museum, Admiral Swimming Centre	Planning & Regeneration F&GP CS		
Working with partners to provide a dedicated Tourist Information Centre in the town			
Ensuring adequate cemetery provision	Planning & Regeneration		
Maintenance of current allotment garden provision, seeking additional sites and working towards the break-even point in the finance of all allotment gardens	F&GP		
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		
Creating or helping to support town walking trails focusing on points of interest	CS		
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	Planning & Regeneration CS EC		
Making representations to outside bodies such as Torbay Council and the utility companies on behalf of residents, in relation to town management matters	CS		
Actively support volunteer organisations such as Pride in Brixham, Brixham Does Care and Admiral Swimming Centre	CS		
Creating a register of volunteers and focused groups to support and develop community projects	CS		
Setting up a funding advice group comprising of experienced fund raisers in the community who can advise other organisations where they might seek financial assistance when required	F&GP		
Supporting appropriate organisations to conserve locally significant buildings, sites and objects	Planning & Regeneration		
Taking a lead on protecting our natural environment in collaboration with local and national organisations and in accordance	Planning & Regeneration CS		

with our Environmental Policy			
Taking action to ensure a cleaner town environment by monitoring such things as dog fouling and graffiti	CS		
Working with Torbay Council and other partners, including BF to deliver improvements in service that will tackle litter problems in the town	Planning & Regeneration F&GP		
Enabling organisations with support the most vulnerable in our community such as Brixham YES and the Brixham Food Bank	F&GP		
Seeking improvements to infrastructure providing access to and from the town	Planning & Regeneration		
Working with the Environment Agency, Community Volunteers, South West Water and Torbay Council to develop local flood resilience	CS		
Making Grants to local community groups	F&GP		
Supporting community events that promote Brixham	CS F&GP		
Setting up a Community Projects Fund for use in projects which are deemed to be priorities by the community	F&GP		

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	Planning & Regeneration		
Lobbying to ensure that new developments are compatible with the character of Brixham and to the general satisfaction of neighbouring residents	Planning & Regeneration		
Participating in consultation regarding all development and infrastructure issues	Planning & Regeneration		
Relaunching Brixham Future, the council's regeneration group, as a Community Interest	Planning & Regeneration		

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			
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		
Developing a Brixham Town Design Statement and continuing to drive forward the conservation area appraisal (Brixham Town and Harbour) alongside other relevant planning documents	Planning & Regeneration		
Ensuring sympathetic regeneration that ensures that the character of the town is not lost	Planning & Regeneration		
Aiming to minimise the collateral damage caused to the economy by any regeneration work or new developments	Planning & Regeneration		
Working with partners towards providing additional public facilities as identified in consultation with residents	Planning & Regeneration		
Identifying empty homes in Brixham with a view to maximising the utilisation of such properties	Planning & Regeneration		
Supporting forms of development in the town that increase employment provision while not conflicting with the principle of retaining the essential character of Brixham	Planning & Regeneration		
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	Planning & Regeneration F&GP		

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	F&GP		
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		
Ensuring that a suitable reserve is held and deposited in a high interest account in accordance with the BTC reserve policy	F&GP		
Maximising income from the town centre such as through fees paid for commercial use of Fore Street	F&GP		
Being proactive in seeking out all appropriate funding streams for community projects	All		
Seeking positive income streams from any real estate assets	F&GP		
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		
Putting together procedures and plans to be followed in the case of an emergency, in conjunction with Torbay Council	Planning & Regeneration		
Negotiating contracts and investigating purchases to obtain the best value for the precept payer of Brixham	F&GP		

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	E		
By monitoring the services provided by Brixham Town Council to ensure that they meet the needs of the people of Brixham	E		
Reviewing BTC policies and services regularly	E		
Ensuring that annual staff appraisals of the council officers are conducted and that staff have the correct skills to undertake their job roles	E		
Providing all staff with the opportunity for high quality continuing professional development	E		
Providing all councillors with the opportunity to take part in appropriate training	E F&GP		
Ensuring that councillors always act in accordance with the BTC Code of Conduct and all council policies and procedures	All		
Developing and monitoring an external complaints procedure that is responsive within defined target periods	E		
Working towards gaining Quality Award status in the Local Council Award Scheme	All		

Adopted by Full Council on 26th November 2015