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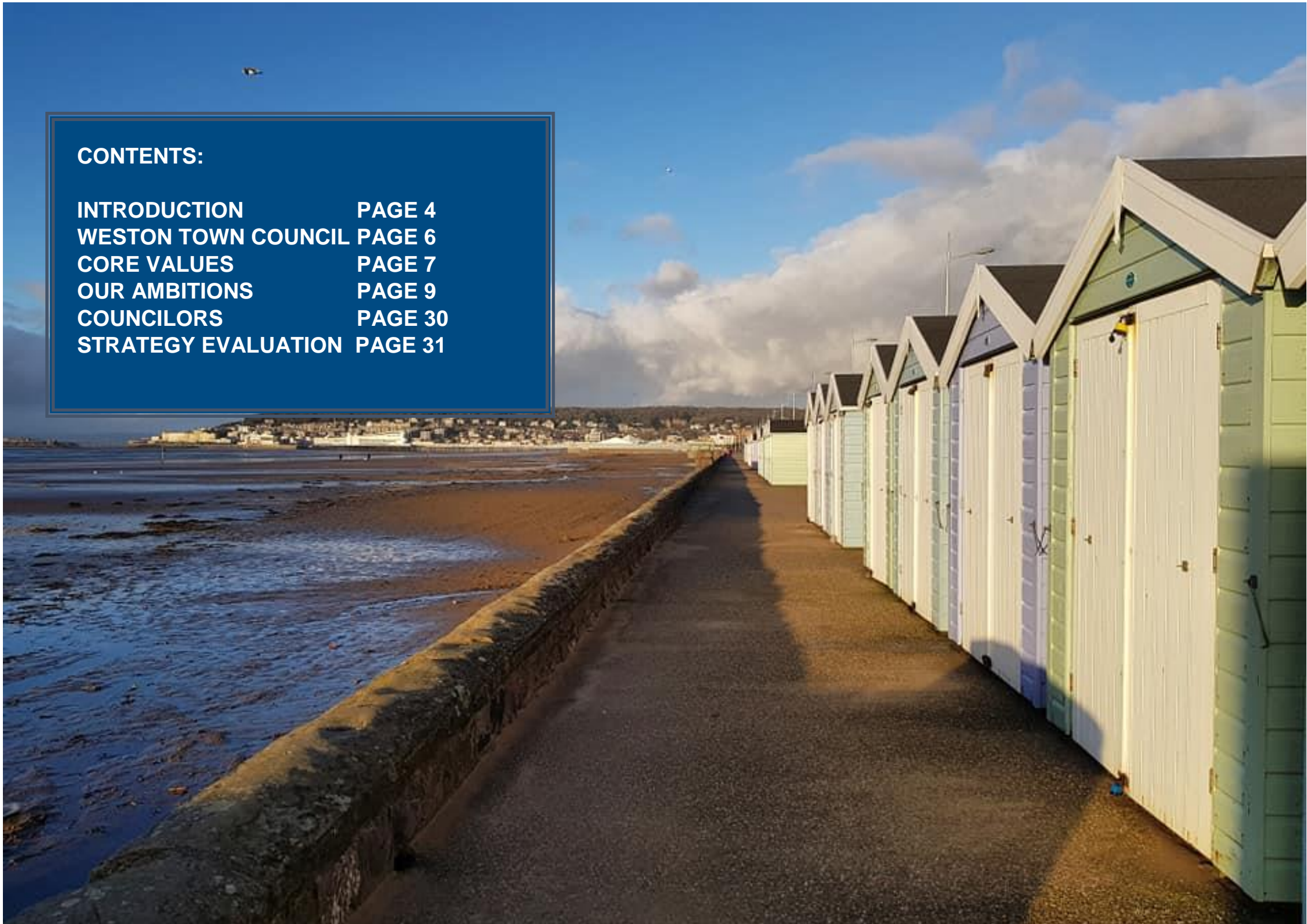
Weston-super-Mare Town Council  
**TOWN COUNCIL STRATEGY**  
April 2020 – March 2030





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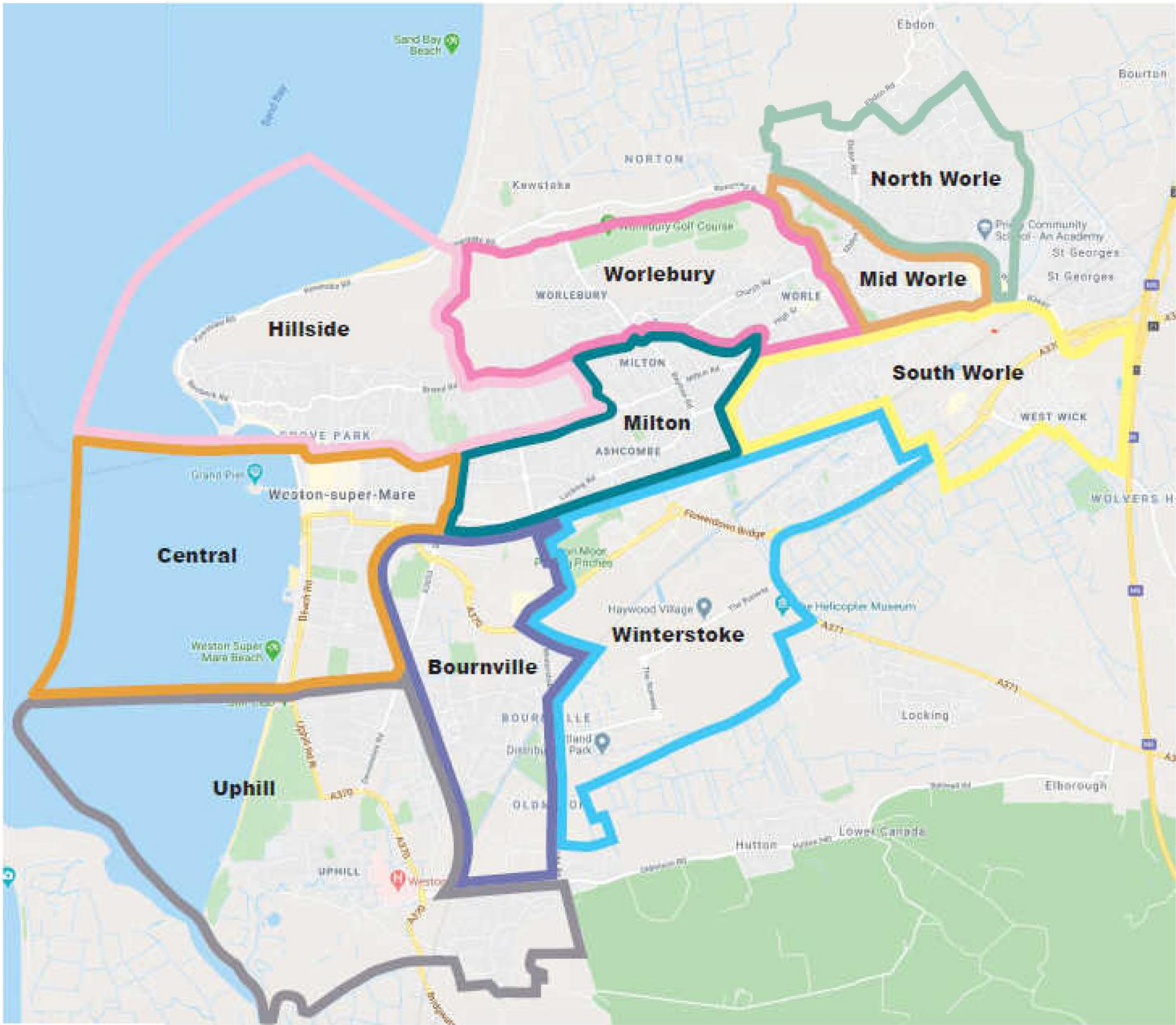
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**Weston-super-Mare  
Town Council  
Wards**

-  **North Worle Ward**
-  **Mid Worle Ward**
-  **South Worle Ward**
-  **Worlebury Ward**
-  **Hillside Ward**
-  **Milton Ward**
-  **Cental Ward**
-  **Winterstoke Ward**
-  **Bournville Ward**
-  **Uphill Ward**



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## INTRODUCTION

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Weston Town Council is an ambitious organisation that wants to do all it can to make our town of Weston-super-Mare a better place to live, work and visit.

We understand that Weston-super-Mare needs a unique, positive identity. Weston Town Council through its cultural, heritage, arts and tourism services is integral to the town's future identity.

We believe that in these uncertain times with town centre shops closing, challenges to the climate/environment, pockets of social deprivation with differences in health outcomes between wards etc. town councils like ours must play an increasingly important role in helping to maintain and improve local quality of life. Weston-super-Mare is already the third-largest settlement in the West of England with significant further expansion expected.

Like many towns, Weston needs to reinvent itself as a key destination not only for retail but for leisure, events, working, visiting and living.

Through our assets, we are creating a cleaner, greener, safer, more vibrant place to enjoy and where everyone is proud to live and work. Putting a strong emphasis on community benefit, enhancing civic pride, boosting wellbeing, improving mental health and tackling social isolation.

We also want to recognise the town's unique, rich history as a Victorian seaside town and the traditions of being a Town council.

We believe it is important to engage with our local communities. We will continue to listen to ensure that the people of our community are at the forefront of how we shape the outcomes we strive to achieve. The Town Council uses a range of channels for communication to connect with people, including social media alongside the more traditional methods.

We will continue to develop community engagement to make sure even the harder to reach community demographics get their voice heard. We are strongly influenced by what local people have to say about Weston. We are keen to maintain an open dialogue and will listen and respond to suggestions and concerns which are brought to our attention.

This Strategy builds upon and expands that initial work. It provides a comprehensive framework to guide future activities and help us ensure we realise our ambitions for the town. It is a 'living document' and will be developed and referred to as we move forward with our plans.

The Town Council understands that not everything will be possible in a shorter time frame and there are many factors outside our control. However, by being clear in our intentions and direct in our efforts, we should ensure we will be more effective in influencing key decisions which affect all aspects of the town and in taking direct action where appropriate to maintain or improve services.



We will seek a constructive partnership and engagement with a broad range of stakeholders who can help us deliver this plan. That said we will always retain the interests of our town at the core of all of our plans. If this means challenging traditional models and looking for new and innovative solutions for Weston-super-Mare, then it is our duty to do so.

The plan is above all a recognition that we must be a Town Council that is relevant and responsible.

This Strategy provides enough detail to prepare annual plans and budgets, while being flexible enough to seize new opportunities as they arise. As a living document it will be developed and evolve as circumstances change around us.

It will undergo annual review, with a full review during 2024.



The Council's main funding comes via its precept - this is a levy made and collected via the council tax charge payable by Weston super Mare residents. Other income is sourced through service provision and external grants.

The 2023/2024 expenditure budget is £3,336,417 of which £2,924,027 will be collected via the precept. This equates to £110.06 per year on an average, Band D, household.

Within this overall budget, the council has allocated resources to fund projects identified within the strategic plan for this year. Within its financial management, the council will maintain adequate levels of general reserves in line with its financial regulations and will where appropriate maintain a scheme of earmarked reserves which can be used as required to help fund the key strategies and any future major projects identified in this plan.

The Town Council is supported by an officer structure with a core of staff employed within each service area to deliver the Council's services and policies and ensure decisions are made appropriately. The Council is also committed to using volunteers who work with employed staff to meet objectives and ensure community cohesion.

The structure is headed by a Town Clerk. The officer structure is reviewed annually to ensure that it is able to deliver the broad spectrum of planned activities.

We recognise that the core staff number remains relatively small in number and this will be supplemented as necessary by procuring expertise or services externally in order to ensure there is the capacity to deliver, whilst remaining flexible. The Council is committed to the development of an efficient and innovative operating model in order to achieve its strategic objectives.

The Town Council will adhere to good governance best practice via its adopted and published policies and procedures.

The Town Council will act in the best interests of local people in making representations to:

- North Somerset Council.
- Outside Agencies.
- Central Government.
- Other appropriate private or public sector groups.

The Town Council will operate to the letter and in the spirit of the Equality Act 2010 and in the exercise of all its functions.

The Council has devised 'five pillars' or themes that will be referred to later in this document, these 'pillars' will form the basis of its strategic aims. This is the Town Council's statement of what it aims to achieve within the next 5 years 2019 -2024 (short term) whilst also recognising longer-term ambitions (e.g. climate change) over 10 years. Whilst not exclusive the projects included have been agreed in principle as areas to support and resource. All projects will be kept under review and may be amended or added to as circumstances change within the duration of the plan.

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## CORE VALUES

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The Council believes it is important to establish a core set of organisational values that determine the way we operate and conduct business.

These three core values are:

- To conduct its business with integrity, impartiality, and transparency in the spirit of the Freedom of Information Act.
- Be a listening and caring Council that treats all views with courtesy and respect.
- To have a positive 'can do' attitude in which we believe in the people, businesses and communities of Weston and strive to support them to flourish.

Ambitions involve the Town Council being actively engaged to find solutions which best meet local needs and priorities in respect of significant choices to be made affecting the town's future.

We will work with the local community and partners to ensure that the Town becomes a more vibrant, better served, more prosperous, cleaner, greener, safer and inclusive place in which to live, work and enjoy life. We will encourage public participation and make known the availability of a public speaking session prior to all Town Council and committee meetings.

The Council will at all times recognise its responsibilities surrounding governance and good financial practice. It will comply with the Code of Conduct and the Nolan Principles in public life and work to an appropriate complaint's procedure for use by the public in regards to the Town Council its staff and councilors.

## Human Resources - 2020-2024 HRM Function

The Council will act as a good employer to all Town Council employees, who are entitled to:

- Equal Opportunities.
- A Contract of Employment, Job Description and Person Specification each subject to terms and conditions as determined by current employment legislation.
- Training and development within staff development plans to meet business requirements.
- Recognition in respect of staff pay and grades under the Local Government terms and conditions.
- Issue of Employee Handbooks clearly setting out terms and conditions of employment and maintaining effective grievance and disciplinary procedures.
- Real Living Wage
- Encouragement to join a Trade Union

Town Council staff provide 'value-added' in the provision of effective and efficient service provisions. The areas this is achieved and measured are:

- 1) Reducing absence
- 2) Good recruitment decisions
- 3) Raising performance levels

We continue to invest in our workforce via training and development, effective leadership and management and the promotion of consistent 'Management Standards'.



*MISSION –*

*WORKING WITH THE PEOPLE OF OUR TOWN*

*CELEBRATING TRADITIONS AND MAKING WESTON SUPER MARE A GREATER PLACE TO  
LIVE, WORK, VISIT AND ENJOY*

*VISION -*

*‘EVER FORWARD’ WE WILL ENSURE OUR TOWN BECOMES A MORE VIBRANT,  
PROSPEROUS, CLEANER, GREENER, SAFER, AND INCLUSIVE PLACE  
FOR EVERYONE TO ENJOY.*

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**Key actions under this priority are based on five “pillars” or themes comprising the following:**

**Weston View** – Measures to promote and better present the Town.

**Cleaner and Greener** – Measures to improve the local environment.

**Healthier and Happier** – Measures to promote the health and wellbeing of local residents.

**A Bright Future** – Measures to support and enhance the local economy.

**Heritage, Arts and Culture**– Measures to ensure that Weston super Mare thrives as a vibrant place for arts and culture



## AMBITION

### 1. Weston view

**To work with local community and partners to ensure that the town of Weston-super-Mare has a positive image, with a vibrant town centre.**

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>1.1</b> Improve the image of and pride within the town and make it attractive for visitors and businesses.	Communications and Marketing Tourism and leisure Civic consultation	0 to 10 years	Weston-super-Mare having a positive image and identity locally and nationally	Ongoing
<b>1.2</b> Continue to develop and improve the content of the Town Councils websites and social media.	Communications and Marketing Policy and finance Tourism & Leisure	0 to 1 year	New Town Council website operational by September 2020. Full compliance of all council websites with WCAG 2.1 regulations. Improved Website traffic. All web content kept up to date.	Ongoing
<b>1.3</b> To encourage local shopping parades to become vibrant well used areas across the town.	Town Council	0 to 5 years	Proactive work with the partner organisations (i.e. BID HAZ) to improve local parades. Empty shops being used productively and encourage a higher footfall in the town.	Ongoing
<b>1.4</b> To encourage community initiatives to use the town centre to create events, festivals, fetes, pop-up shops, etc.	Community services	0 to 5 years	To provide financial assistance for event creation. More events in the whole town, higher footfall and secondary spend to current retailers	Ongoing
<b>1.5</b> To oppose additional drug and alcohol rehabilitation centres	Town Council Planning Committee	0 to 5 years	Reduction in badly managed drug rehabilitation centres whilst encouraging approved facilities only	

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>1.6</b> Supporting 'Somewhere to go' for homeless people	Town Council	0 to 5 years	Reduction of homeless people on the streets	Partial Completion: December 2020 Ongoing
<b>1.7</b> To actively support anti-crime and disorder campaigns within the town, in liaison with the police and North Somerset Council	Town Council Community services	0 to 5 years	Provide a safer town environment by a drop-in ad-hoc crime	Partial Completion: Sept 2020 Ongoing
<b>1.8</b> Implement a Communication Strategy	Communications and Marketing Policy and finance	0 to 5 years	Effective internal and external communications.  Provide framework for creating opportunities to raise awareness of and encourage community participation in the work of the Town Council.	Ongoing
<b>1.9</b> Implement a Marketing Strategy	Communications and Marketing Policy and finance Tourism & Leisure	0 to 5 years	Marketing is effective in promoting the work of the council, including town branding, Blakehay Theatre, Waterpark / outdoor spaces, Weston Museum and Tourism.	Ongoing
<b>1.10</b> Support and increase the range of information available to residents about community-based projects, activities and services available to them for the purposes of wellbeing, business and civic pride	Communications and Marketing Tourism and leisure HAC Community services Civic consultation	0 to 5 years	Improved use all communication channels (digital, print, and face to face) to provide clear and timely information. Wherever possible, all communications to include 'why' WTC is doing something.	Ongoing
<b>1.11</b> Provide, fund and support cultural events in the community in collaboration with Place Agency	Communications and Marketing	0 to 5 years	To hold a minimum of three successful events, in the old Town Quarry. Well attended with positive feedback, critical acclaim each year.	Ongoing



Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
and partners such as Culture Weston	Community Services Blakehay Theatre Weston Museum Grounds		Successful joint events in the Italian Gardens bringing footfall into the town and elsewhere enabled with Town Council financial support.	
<b>1.11.5</b> Produce a Central Event Listing across departments and organisations in collaboration with the Place Agency.	Visit Weston	0 to 5 years	To attract large numbers of people and support the art and business economy of the town.	Commenced with revision of Tourism and information services during 2023
<b>1.12</b> Provide Christmas lights with Christmas light switch on event	Civic Community services	On going	A display of Christmas lights in the town, in co-operation with other interested bodies, each year to assist the economic health of the town centre and other appropriate areas.	Completion: 15/07/2019 Ongoing
<b>1.13</b> The Town Council will support and seek to control the extent and location of CCTV coverage which meets the needs of the town	Town Council Community services	On going	Provide a safer town environment by a reduction in crime and antisocial behaviour.	Partial Completion: July 2020/March 2021 Ongoing
<b>1.14</b> Provision of a Visitor information Centre for tourists and residents in a visible and busy location.  Improve signage around the town for pedestrians.	VIC Tourism and leisure Visit Weston	On going	Measured increased numbers of tourists to Weston Measured usage of VIC by local residents. Identify and move to a more central location resulting in greater footfall Greater connectivity on foot – easier to find key WTC and other facilities – link seafront better to town centre businesses	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>1.15</b> To encourage licensing of private landlords owning rental properties (inc HMO's)	Planning Committee and Town Council	On going	Licensing in place, better quality accommodation within the town	
<b>1.16</b> Encourage people living and working in Weston to participate and to engage in decision making.	Communications and Marketing Policy and finance	On going	Implemented activities and surveys that improve public participation and engagement, demonstrating proactive community governance	In development 2023/2024 – Your Town Your Voice
<b>1.17</b> Internal Communications between all departments, staff and Cllrs	Communications and Marketing Policy and finance	On going	Improved clear and up to date news and information across all departments. With all departments using the Hub and the weekly Highlight report.	Ongoing
<b>1.18</b> Provide the Visit Weston (website) to promote destination marketing	VIC Tourism and leisure	On going	Up to date information on the Visit Weston website and social media.	Partial Completion: December 2021 Ongoing
<b>1.19</b> Enable provision and maintenance of street furniture	Grounds Community services	On going	Providing where needed and maintaining street furniture e.g. bins, bus shelters, benches etc.	Ongoing
<b>1.20</b> To work with Weston Town Centre Partnership via Service level agreement	Policy and finance	On going	Work within the criteria of the SLA in the promotion of Weston-super-Mare Town centre including the up-keep of the town clock	Ongoing
<b>1.21</b> Fund Uphill church lighting electricity costs	Policy and finance	On going	Continued floodlighting of iconic landmark in Uphill	
<b>1.22</b> The Town Council will maintain and provide new community notice boards in key locations throughout the town as a means for publicising Town	Communications and Marketing Community services	On going	Locations with noticeboards reviewed every six months.  Noticeboards kept up to date.  Noticeboards clean and in good condition	Ongoing



Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
Council and community facilities and activities.				
<b>1.23</b> The Town Council will fully consider local opinion when presenting recommendations to North Somerset Council regarding planning applications and relevant consultations.	Town Council Planning Committee	On going	To act as proactive consultee to North Somerset Council for all planning applications and developments in the town	Ongoing

## 2. Cleaner and Greener

**To work with local community and partners to ensure that the town and its wards become a cleaner and greener place to live and work protecting and enhancing the environment.**

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>2.1</b> The Town Council aims to be carbon neutral by 2030	Town Council Climate emergency working group	0 to 10 Years	Understanding our current carbon footprint at 2020. Establish and follow a programmed 'road map' of key performance areas to achieve carbon neutral status 2030. Areas covered: Buildings, operations, activities, vehicles (Both Town Council and Staff)	Ongoing
<b>2.2</b> Reduce waste and consider disposal options to include composting, recycling and reusing across all Town Council services	Climate emergency working group	0 to 2 years	Demonstrable reduction in all waste products to reduce carbon footprint	Partial Completion: January 2022 Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>2.3</b> Supporting 'Cleaner coastlines' for Weston's plastic free ambitions	Communications and Marketing Climate emergency working group	0 to 2 years	Actively support with publicity of beach cleans and other events. Eliminate single use plastic in all Town Council facilities.	Ongoing
<b>2.4</b> To promote biodiversity. To create a 'rewilding' programme in cohesion with North Somerset Council in appropriate areas	Grounds Climate emergency working group	0 to 5 years	Established 'rewilded' areas of natural beauty in place.	Ongoing
<b>2.5</b> To maintain current and increase current tree stocks to offset carbon. In addition to look for more opportunities to plant trees in our area.	Grounds Community services Climate emergency working group Planning Committee	0 to 5 years	To maintain a robust tree management plan for all Council owned land, to include that when a tree is felled, a replacement is planted. More established trees on Council land.	Partial Completion: June 2021 Ongoing
<b>2.6</b> To provide community support to ensure the up-keep of community areas i.e. paths, cycleway and verges in conjunction with North Somerset council. Identifying needs through ward members and working with community groups	Community services	0 to 5 years	Clean open spaces and safe environments for community use, with feedback from general public.  Improved cleanliness of public spaces above SNC standards	Partial Completion: July 2021 Ongoing
<b>2.7</b> To continually review the effect of any proposed expansion plans at Bristol airport	Town Council	0 to 5 years	Reduced carbon footprint of Bristol airport.	Partial Completion: May 2021 Ongoing
<b>2.8</b> To provide Town Council Staff / members opportunity to engage in 'ride to work' and bike purchase schemes	Town Council Climate emergency working group	0 to 5 years	Reduction in car use and carbon footprint. Improve health and wellbeing.	Completed: approval provided November 2021 to



Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
				be in place during 2023/2024
<b>2.9</b> Provision of Allotments to meet local demand and enable residents to grow their own food.	Grounds Community services	0 to 10 years	Quarterly meetings in the calendar; progress reports discussed at quarterly meetings; and works completed to the satisfaction of the allotment holders. Review of current allotment sites and provision of new facilities if required by demand.	Ongoing
<b>2.9.5 to support local food initiatives in order to reduce food waste, including the support of the Community Fridge and Food Clubs projects.</b>	Town Council Climate Change Working Group	0-10 Years	Continue to explore new methods of food supply for food related projects, recognising where provision is best place. Development of a Food Charter for projects in the WSM area only. Continue to work with the Food Clubs Working Group to achieve community ambitions.	
<b>2.10</b> To encourage North Somerset Council to include cycle paths on new development sites	Town Council Planning Committee	0 to 10 years	Weston becomes a safer town encouraging cyclists, with more people choosing a bike as their mode of transport and to reduce area carbon footprint	
<b>2.11</b> To improve the provision of Dog waste bins and service to the community	Grounds Community services	0 to 2 year	Make clear which are Town Council bins and which are North Somerset. Continue to empty bins in a timely fashion. Create a map of the locations of the bins for the Town Council website. Review of the location of the dog waste bins and place or remove them where needed.	Partial Completion: 31/01/2022 Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>2.12</b> To reduce energy and fuel consumption across all council activities and services. To change to 100% renewable energy (i.e. solar panels, electric vans and energy providers)	Climate emergency working group	0 to 10 years	Demonstrable reduction of energy use. Use of Green energy providers Change to green vehicles for operational teams, including use of electric bikes. <b>Introduction of a full-time climate change officer</b>	Ongoing
<b>2.13</b> The Town Council will continue to maintain and improve the facilities at Milton Road Cemetery as a heritage site, a wildlife and environmental amenity, and as a working cemetery for burials and the interment of cremated remains	Grounds Community services	0 to 10 years	Continue to maintain high standards in the cemetery, working to deliver climate emergency criteria. Increased public use of the cemetery. Demonstrable improvements to support biodiversity, rewilding, reduce waste generation (composting)	Ongoing
<b>2.14</b> To give preference wherever possible to the procurement of goods and services from locally based suppliers subject to best value principles	Finance Policy and finance	On going	Reduced carbon footprint from travel / supply distance consistent with best value and use of public funds.	Ongoing
<b>2.15</b> Weston in Bloom and flower bed provision. Provide floral displays for spring / to decorate centres	Grounds Community services	On going	Continue to enter 'In Bloom' awards and gain positive feedback from local residents. Consider alternative/sustainable planting schemes where appropriate and reduce waste.	Ongoing
<b>2.16</b> Enable provision of parks and play areas as community facility	Climate emergency working group Tourism and leisure	On going	Continue to maintain high standards in the parks and play area locations. Working efficiently to deliver every day and reactive work meeting climate emergency criteria.	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
			To encourage increased public use of parks, biodiversity, rewilding, reduce waste generation (composting)	
<b>2.17</b> To support and work with Weston in Bloom volunteers and partner organisations on floral displays	Grounds Weston in Bloom working party		Provision of beautiful and award-winning flower displays around Weston and Worle	Ongoing

### 3. Healthier and Happier

**To work with local community and partners to ensure that the town of Weston-super-Mare and its wards prioritise its residents' health and wellbeing.**

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>3.1</b> Develop and maintain Community Support and Resilience working with community volunteer groups to enhance the town  Identify opportunities for greater use of community groups to operate services and facilities	Town Council E&G Community Resilience Team	1-5 years Ongoing	Community Support a permanent activity following Covid 19 pandemic, fulfilling community needs through volunteers  An agreed Community Engagement/ Resilience Outcomes Framework to identify prioritise and Community Resilience Team and voluntary group efforts.	Ongoing
<b>3.2</b> To work with community partners (NSC, Police, street	Policy and finance Community Services	0 to 5 years	Work closely with the police, resident groups, the business community and other bodies resulting in improved community	Ongoing



Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
wardens) to create a safe environment for local residents			safety and reduced crime throughout the town (Crime and Disorder Act s.17)	
<b>3.3</b> To find sustainable solutions to secure the future of some key community assets such as - Drop in cafes, dementia activities, SEN sessions, volunteering, Mayors charity ETC	Museum Blakehay Theatre Civic Community Resilience Team	0 to 10 years	Continue to create events via our assets that are inclusive of a diverse range of our community and inclusive for demographics that can be excluded. To reduce loneliness in the town by giving access for community groups to gather in our venues. Liaison with specialist groups. Target old-age loneliness and explore opportunities to bring old and young together. Help to promote diversity and equality.	Ongoing
<b>3.4</b> The Town Council will maintain, support and encourage a Youth Council to enable and encourage young people to take part in the democratic governance of the town	Youth Council	On going	A vibrant youth council with a good membership. Good communications between the youth council and the Town Council.	Ongoing
<b>3.5</b> The Town Council will work in partnership with the YMCA and others to support the provision of necessary youth services in the town	Community services	On going	Having a YMCA that benefits young people and gives them support and somewhere to go that suits their needs supported by the Town Council via an SLA.	Ongoing
<b>3.6</b> Follow and regularly review an appropriate Health and Safety Policy that complies with the	Health and safety team Policy and finance	On going	To provide a safe, secure working environment for all staff, councillors, volunteers and service users.	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
relevant legislation for the Town Council				
<b>3.7</b> To support local voluntary organisations where deemed appropriate via the grant system	Community services	On going	Grant application forms are continually available throughout the year with decisions normally made at the appropriate Community Services Committee meetings. Applications from organisations requiring financial assistance over £1,000 considered at the Policy and Finance Committee. Increased public awareness of the availability of grants Continuing to aid VANS and CAB with financial support	Ongoing
<b>3.8</b> Provide provision of Allotments as community facilities	Grounds Allotments committee	On going	Provide practical support in our partnership with the Allotments Club. Completing agreed works in a timely fashion. Quarterly meetings in the calendar with the Allotments Club. To provide additional allotments where needed. To encourage health and wellbeing in the community	Ongoing
<b>3.9</b> Provision of parks and play areas as a community facility	Grounds	On going	Existing play areas maintained to a high standard. Provide, in consultation with local communities, new or refurbished play areas and associated equipment in each	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
To maintain and develop the Water Park to meet the needs of both local residents and visitors. Celebrate and enhance Grove Park as showpiece town centre park Explore taking on Weston and Worle's main parks including Ellenborough, Clarence, Ashcombe and Castle Batch parks			ward. Healthier and Happier communities. Safe, clean environments for families. Well designed and good play equipment. Encourage opportunities to increase participation in personal health and fitness activities Provide support for social inclusion initiatives for people with additional needs in more locations around Weston and Worle.	
<b>3.10</b> Provision of public toilets to meet need.  Review and improve provision of public toilets to meet need  Develop Community Toilet Scheme	Grounds Community services	On going	Public toilets provided and safe and clean for the community to use. More Toilets open to the public Fewer incidents of vandalism and closure	Ongoing
<b>3.11</b> The Town Council will work to the letter and in the spirit of equality and health and safety legislation and continue to develop our commitments towards 'Disability Confident'.	HR	On going	Equality and health and safety legislation compliant.	Ongoing
<b>3.12</b> The Town Council will strive to ensure good year-on-year practices in health and safety; equality and diversity; wellbeing;	HR and all departments	On going	No staff members involved in accidents, time off due to stress, bullying, and inclusion in all areas of employment.	Ongoing



Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
inclusivity and safeguarding initiatives in all our departments				
<b>3.13</b> The Town Council will continue to support the entire community of Weston-super-Mare, and establish further initiatives to ensure Weston-super-Mare is actively inclusive and anti-racist.	Anti-Racism Working Group	Ongoing	<p>To stand together unreservedly with black people in Weston-super-Mare</p> <p>To initiate a review involving Black, Asian and Minority Ethnic members of our community of our processes, policies and organisational attitudes, hold listening and engagement events seeking the views of BAME communities on the issues rising from recent protests, and work with and support Community groups, youth groups, and places of worship in engaging with these issues.</p> <p>To update our Equalities Policy and produce a plan addressing matters identified by these reviews and consultations.</p> <p>To invite appropriate speakers on these issues to deliver training which will be mandatory for staff and expected for all councillors.</p>	Ongoing
<b>3.14</b> To introduce a Development and Wellbeing Officer to the Town Council to work with the local community on wellbeing initiatives	Town Council Personnel	0-5 Years	<p>Greater coordination of wellbeing provision locally.</p> <p>Improved promotion of provision of local wellbeing groups and activities.</p> <p>Increased investment in local wellbeing services.</p>	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
			Creating local links to wider social determinants of health, e.g. housing policy, (active) transport and green spaces. Providing a link for engagement with integrated care partnerships, North Somerset Together and the NSC Wellbeing Partnership coordinator.	
<b>3.15 To adhere to the Civility and Respect Pledge as adopted by the Council</b>	Town Council	0-5 Years	Minimal / No referrals to the Monitoring Officer (Councillors) Minimal /No Grievance related reports (internal staffing)	

#### 4. A Bright Future

**To work with its own resources and with the local community and partners to ensure that the town of Weston-super-Mare and its wards has a bright long-term future for its local economy**

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>4.1</b> To work with business in the town, in the economic development of Weston-super-Mare.  Work with business in the town in the economic development of WSM ADD through the Place	Town Council	Ongoing	A vibrant business community with growth of employment and fewer retail and office vacancies.  Town Council a central partner in the Place Agency, with a place on the Board to ensure strong influence Agency to bring inward investment	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
Agency to support business and the town economy.				
<b>4.2</b> To provide a voice for the local business community to North Somerset Council Place Agency.	Town Council	Ongoing	Evidence that local business opinion and voice is being heard and considered by North Somerset Council in its policy ambitions	Ongoing
<b>4.3</b> To support any improvement to the visual impact of the access routes into town	Town Council Planning committee	0 to 5 years	To be a consultee to North Somerset Council strategic planning	
<b>4.4</b> Consult with local people regarding the provision of Town Council services and facilities	All	0 to 5 years	<p>Production of community engagement policy and annual programme of consultation to enable an open forum for residents to voice any concerns or raise any subject affecting Weston-super-Mare.</p> <p>Community organisations to participate in events held at Town council sites</p> <p>Use of all appropriate means including an annual report, website, social media and noticeboards to inform residents of the Town Council's activities.</p>	Ongoing
<b>4.5</b> The Town Council will keep all Town Council services under review to ensure economy, efficiency and effectiveness.	Town Council	0 to 5 years	Annual reviews of services and adjusting its precept according to the town's needs. Comparing its services with similar organisations	Ongoing
<b>4.6</b> To support the sustained growth of tourism business to Weston-super-Mare.	Tourism and leisure	0 to 10 years	Greater footfall into Weston-super-Mare. Increase number of business partners to support the Visit Weston brand	Ongoing



Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<p><b>4.7</b> Deliver services to the highest quality in terms of efficiency, effectiveness and value for money.</p> <p>Adopt a Social Value Policy. Assess on a consistent basis the Social Value of WTC services and facilities.</p>	Policy and Finance, Expenditure and Governance Working Party	0 to 10 years	<p>Annual review of strategy. Regular and robust internal and external audit reports and positive satisfaction surveys.</p> <p>The social value of services facilities and contracts consistently assessed against financial costs, using recognised and respected criteria</p>	Ongoing
<b>4.8</b> Fit for purpose Standing Orders and Financial Regulations	Town Council Policy & Finance committee	Annually	Regularly reviewed and robust standing orders and financial regulations	Ongoing
<b>4.9</b> Ensure its staffing structure is fit to meet business needs	Personnel Committee		Annual reviews of staffing structure completed and actioned.	Ongoing
<b>4.10</b> Seek, subject to agreed budgets, to maximize income derived from all sources	Policy and Finance Committee	Annually	Income targets are realistic and achieved in any financial year	Ongoing
<b>4.11</b> To comply with legislation to ensure healthy financial records	Town Council	Annually	Accounts prepared to comply with the Local Audit and Accountability Act 2014, The Accounts and Audit Regulations 2015 and follow advice from the external auditor	Ongoing
<b>4.11.5 To follow the adopted Medium Term Financial Plan, in line with the Your Town Your Voice Survey, to ensure governance, community engagement and sound financial decision making.</b>	Town Council Policy and finance	Annually	<p>Annual review of medium-term financial plan</p> <p>Annual “your town your voice” public consultation carried out</p> <p>MTFP and YTYV used to provide insight during budget setting process.</p> <p>Processes to be designed in 2023/2024 to enable implementation in future years.</p>	

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>4.12</b> Ensure adequate level of insurance provision for Town Council operations and assets	Town Council Policy and finance	Annually	Regularly review public liability and indemnity insurance values	Ongoing
<b>4.13</b> The Town Council will only put in place facilities and premises which it can afford to maintain.	Town Council Policy and finance	Annually	An adequate percentage of revenue funding is placed in the budget each year for planned maintenance of Town Council premises and facilities	Ongoing
<b>4.14</b> To support the local economy with the use locally based contractors and partners.  Social Value of contracts (e.g. local employment) included in review of procurement policies	All	On going	Use of mainly locally based contractors and partners for outsourced services and works where practical.  Social value of all contracts measured against economic costs using consistent criteria	Partial Completion: February 2022 Ongoing
<b>4.15</b> Identify opportunities from new technology for more efficient working for staff and councillors.	E&G Personnel Committee	0 to 5 years	Enable part time home working for more employees on a permanent basis  Reduction in premises required through homeworking and desk sharing. reduce unnecessary travel	
<b>4.15.5</b> Enable small committees and working parties meeting on a remote basis permanently  Consider more remote meetings in winter months	Town Council All committees Administration		Increase meeting attendance. Equalities – where remote meetings easier for people with children or disabilities Climate Change – reduced member and officer travel	
<b>4.16</b> Support development of broadband connection by Fibre	Town Council	2021-23 and ongoing	Ultra high speed 5G connectivity for all 45-50,000 homes and business premises in the town, enhancing business opportunities and jobs	

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
across the whole of Weston super Mare.				
<b>4.17</b> Support development of Autonomous Vehicles on the sea front and beyond	Town Council Tourism and Leisure Committee Visit Weston	0 – 10 years	Weston recognised as a tech leader  Autonomous vehicles running a regular service on the sea front or elsewhere by say 2025	
<b>4.18</b> promote Fairtrade business practices in the town	Town Council	0-5 years	Weston-super-Mare achieves Fairtrade Town certification from the Fairtrade Foundation	Ongoing
<b>4.19</b> To be a Real Living Wage Employer, and to ask the same of the contractors and services we procure	Finance Team	0-5 Years	To include confirmation that contractors pay Real Living Wage in all procurement exercises.	Completed: July 2020
<b>4.20</b> To support the community through deployment of Community Infrastructure Levy funds to help improve facilities within the parish of Weston super Mare.	Town Council Policy and Finance	0-10 Years	A broad range of facilities would be supported, including but not limited to: Cultural facilities, Sports facilities, Play Areas, Parks & Green Spaces, Open Spaces or flood defences, Health, Roads and other transport, Other Community facilities, Community Safety facilities	Ongoing



## 5. Heritage, Arts and Culture

**To work with local community and partners to ensure that the town of Weston-super-Mare has growing opportunity for Culture, Heritage and the Arts.**

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
<b>5.1</b> The Town Council will continue to support and encourage the provision of facilities for arts and culture in the town	HAC	0 to 5 years	Increased arts and culture presence in Weston-super-Mare including music, visual arts, dance and performance venues.	Ongoing
<b>5.2</b> The Blakehay Theatre to become a zeitgeist for cultural development and dramatic arts in the town. Providing modern facilities for the performing and visual arts and community activities.  The Town Council will develop and further promote the management and marketing of the Blakehay Theatre so that it becomes a recognised venue for regular drama, comedy, musical and other productions of performing arts.	HAC	0 to 5 years	Increased use of the theatre's facilities with a growing number of shows and events  To create Theatre for the whole community, bringing national popular shows and treading subject matters onto the stage.  To promote a creative hub for artists and performers in the local area and a cultural home for fans of the arts.  To create a uniquely diverse program of locally produced and touring work.  Creation of an inclusive creative community.	Ongoing
<b>5.3</b> Weston Museum (as a result of heritage lottery funding) will be maintained as a diverse	HAC	0 to 5 years	The management and marketing of the Weston Museum further developed so that	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
community resource whilst maintaining its Museum focus and access to heritage and learning. The Museum to be the best tourist attraction in the Town centre, whilst developing itself as an arts and cultural destination for the benefit of both the local community and visitors to the town. That a Wedding function be supported at Weston Museum.		0 to 10 years	it becomes a regionally recognised venue for heritage arts and culture. Increased use of the hire space with a growing number of events and education sessions, with adequate resources to support. Creation of a uniquely diverse program of events. Current volunteer programme extended and increase in number of active volunteers.  To redevelop Clara's cottage, securing grant funding to support this. (Phase 2) To redevelop remaining spaces within the Museum (Phase 3)	
<b>5.4</b> Promote and celebrate sites of local historical interest.	HAC	0 to 5 years  5 to 10 years	Completed current programme of personal Blue Plaques with link to the website and audio tour. Following the completion of personal Blue Plaques to enact a Blue Plaque scheme for buildings within Weston-super-Mare	Ongoing
<b>5.5</b> To host and organise a Weston 'community focus' festival	HACC	0 to 5 years	Popular event measured by high footfall and from residents and from outside the town.	
<b>5.6</b> To strengthen social cohesion through running and supporting activities events, festivals, youth initiatives and clubs alongside managing Town Council facilities	Community services	0 to 5 years	Increased community event programme within Weston-super-Mare and Town Centre (both directly put on by the Town Council or supported by the Town Council.)	Ongoing

Ambition	Council Committee / Department	Timescale	Success would be	Progress At: 31/03/2023
and shared spaces for the community				
<b>5.7</b> To maintain the civic traditions of the town's Mayoralty.	Civic consultation Town Council	On going	Election of a Mayor annually and robust program of engagements within the town. Recognition of the Mayor as the town's ceremonial head. The Town Mayor chairs all meetings of the Town Council.	Ongoing
<b>5.8</b> To maintain and assist community organisations with the town twinning with Hildesheim. Review twinning arrangements	Civic consultation Town Council Youth Council	On going	Active communication and promotion of twinning links Identify opportunities for new or improved twinning links Use of volunteers	
<b>5.9</b> Take over and operate Town Quarry in conjunction with local arts community	HAC Committee Grounds	0 – 10 years	Secured long term future for Quarry as an arts heritage and culture venue	
<b>5.11</b> Work with North Somerset Council to safeguard and interpret Worlebury Hillfort	HAC Committee Museum Grounds	0 – 10 years	Improved and interpreted Hillfort a visible and accessible visitor and local attraction	
<b>5.12</b> Support North Somerset Council's Heritage Action Zone	HAC Committee	0 – 5 years	Regeneration of historic buildings and streetscapes in Weston	

<b>COUNCILLOR</b>	<b>PARTY</b>	<b>WARD</b>
APLIN, Marc	CONSERVATIVE	NORTH WORLE
ARMSTRONG, Ray	LIBERAL DEMOCRAT	HILLSIDE
BAILEY, Roger	CONSERVATIVE	UPHILL
BELL, Mike	LIBERAL DEMOCRAT	CENTRAL
BAMBRIDGE, Joe	LIBERAL DEMOCRAT	WORLEBURY
BUTE, Gillian	CONSERVATIVE	UPHILL
CANNIFORD, Mark	LIBERAL DEMOCRAT	HILLSIDE
CARSON, John	LABOUR	SOUTH WORLE
CHARD, Annabelle	LABOUR	WINTERSTOKE
CLAYTON, James	LABOUR	BOURNVILLE
COLES, Jemma	LIBERAL DEMOCRAT	MID WORLE
CREW, Peter	CONSERVATIVE	SOUTH WORLE
CROCKFORD- HAWLEY, John	LIBERAL DEMOCRAT	HILLSIDE
CRONNELLY, Ciaran	LABOUR	WINTERSTOKE

GIBBONS, Catherine	LABOUR	BOURNVILLE
HARRISON-MORSE, Simon	LABOUR	MILTON
JAMES, Owen	LABOUR	SOUTH WORLE
MALYAN, Hugh	LABOUR	SOUTH WORLE
PAYNE, Robert	LIBERAL DEMOCRAT	CENTRAL
PEAK, Alan	LABOUR	BOURNVILLE
PECAK-MICKLOWICZ, Justyna	CONSERVATIVE	NORTH WORLE
PEPPERALL, Marcia	CONSERVATIVE	NORTH WORLE
PILGRIM, Lisa	CONSERVATIVE	WORLEBURY
REYNOLDS, Caroline	LIBERAL DEMOCRAT	CENTRAL
SKEEN, Robert	LABOUR	MILTON
STANDFIELD, John	CONSERVATIVE	MID WORLE
TAYLOR, Timothy	LABOUR	MILTON
THORNTON, Helen	LABOUR	UPHILL
TUCKER, Richard	LABOUR	MILTON
WILLIAMS, Charles	LABOUR	WINTERSTOKE
WILLIAMS, Martin	CONSERVATIVE	WORLEBURY



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## Strategy Evaluation

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<b>Strategy Reviewed against committee resolutions</b>	<b>Consider by:</b>	<b>Strategy Film produced received by Committee</b>
January 2022	Policy and Finance Committee 25/04/2022	Policy and Finance Committee 25/04/2022
March 2023	Expenditure and Governance 13 <sup>th</sup> July 2023	Expenditure and Governance 13 <sup>th</sup> July 2023



**Weston-super-Mare Town Council**

**Grove House**

**Grove Park**

**Weston-super-Mare**

**BS23 2QJ**

**Produced by Becky Walsh and Sarah  
Pearse**

**Approved by Town Clerk Malcolm  
Nicholson on behalf of Weston-super-  
Mare Town Council**