



Town Council Strategy

2017-2021

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Introduction

In 2013 Trowbridge Town Council summarised its Strategy for the period to 2017 under the overall aim of **Place Management** as follows:

In four years Trowbridge Town Council, in partnership with others, where appropriate, will influence and coordinate the management of the whole town on behalf of the community, we will ensure that responsibility for those things which; are local, which are different from other towns, which need local input and influence and which have an impact upon our local community and our local economy; are controlled and managed locally. We will . . . develop the new brand for the town in partnership with other organisations, ensuring that everyone can “Discover TROWBRIDGE”.



This Strategy, updated for 2017 to 2021 considers what has been achieved over the past four years, what is left to complete, what new challenges and opportunities there are and what needs to change to achieve continuous improvement.

RESPICE - Look Back

Review of the preceding strategy period: 2013-2017

Town Development

2013 saw the opening of our long-awaited multiscreen Odeon cinema, at St Stephen's Place along with Costa, Prezzo, Frankie & Benny's, Valeroso Lounge, Chiquito, Wagamama and Premier Inn, bringing vibrancy during the evenings and at weekends. This is now linked by a new cycle/footbridge across the river Biss to Cradle Bridge:



Cradle Bridge provides Trowbridge with a new Marks & Spencer food store, Toby Carvery, Papa John's, Dominos, Greggs and Subway as well as more car-parking.

There has been investment in the Railway Station Car-parks, with new surfacing, layouts and facilities and new totem signs were installed in key locations around the town.

Trowbridge Town Council supported Trowbridge Arts at the Town Hall with an annual grant of £5,000 and is now established as a venue for performance and exhibitions, receiving ongoing funding from Arts Council England and progressing a long-term relationship with Wiltshire Council to secure its future.

Trowbridge Town Council supported a range of local highway initiatives including the 20mph zone on College Road estate, dropped kerbs, new cycle paths into and around Paxcroft Mead, ensuring that the area has better links to the town centre and new waiting restrictions on several residential streets including Trowbridge's first Residents' Parking Zone in Yerbury Street.

Trowbridge Town Council supported the development of new homes, including affordable housing, and has ensured that developers contribute to local facilities.

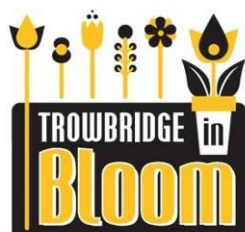
Trowbridge Town Council supported the development of new health facilities including a new surgery at Seymour Road.

Direct Services

Trowbridge Town Council established Trowbridge Civic Centre as the premier conference and entertainment venue for the wider area, providing first class service levels which ensure key clients are returning on a regular basis for their events.



Trowbridge Town Council supports the Carnival, Armed Forces Weekend and the Lion's May Fayre as well as organising its own popular outdoor events. It also supports the weekly outdoor market in Fore Street, managed by Wiltshire Council.



Trowbridge In Bloom, supported by Trowbridge Town Council, won a SouthWest in Bloom Gold award in 2014. Trowbridge Town Council took over the town's three allotment sites and has invested in the Town Park, with new fencing and equipment at the children's play area, an outdoor gym and refurbished tennis courts. It has also supported the introduction of a Public Spaces Protection Order to outlaw the consumption of alcohol.

Longfield Community Centre is in a very strong position following the success of bringing Driving Tests back to the town two days per week. In addition, Trowbridge Town Council supports community buildings at Seymour and Studley Green.

Trowbridge Information Centre provides a comprehensive information and ticketing service, extending services to cover a range of social media platforms and updating of the web-site.



Cultural Services

Trowbridge Museum has made significant progress towards its expansion project 'Onwards and Upwards', with the decision to invest in the current location; Home Mills in the Shires Shopping Centre, achieving a Round 1 Heritage Lottery Fund (HLF) grant of £100,000 for the 2016-2017 Development Phase. A Round 2 application was made in May 2017.



Trowbridge Town Council delivered an excellent programme of events for 2015, our Magna Carta 800th anniversary year, ensuring that Trowbridge was a significant partner, promoting the town nationally and locally through our links to Baron Henry de Bohun and the other Baron Towns across England. Our conference was second to none and our celebration weekend in the Park and Civic Centre was a great success, establishing a secure relationship with the HLF.



Leisure Services

Trowbridge Town Council's Active Trowbridge sports coaching programme provides a year-round service to schools and families in the area, delivering over 300 hours of sports coaching to schools each week and 300 fun-days every holiday period.

The annual Play Festival is an established event in the Trowbridge calendar, attracting thousands to the Park for a fun filled day of free activities. The department also supported the establishment of new services for Young People by TCAF under the Brighter Aspirations banner.



Trowbridge Town Council is investing in sports facilities with the refurbishment of the Tennis Courts in the town park, the freehold purchase of Woodmarsh football ground securing the long-term future for our tenants; Trowbridge Town Football Club and the development of land at Doric Park, next to Trowbridge Rugby Club.

Policy & Resources

Trowbridge successfully obtained grant funding from DCLG of £20,000 for Our Place to progress the transfer of assets and the development of partnerships for the town.

Trowbridge Town Council has negotiated the transfer of all the town's play areas from Wiltshire Council so that it can bring them back up to scratch and plan a programme of investment for the future.

Trowbridge Town Council again successfully achieved reaccreditation as an Investor In People.

Trowbridge Town Council adopted the General Power of Competence each year, ensuring that it can provide a full range of services and facilities to the community without restrictions.



Trowbridge Town Council achieved a good result from the Community Governance Review undertaken by Wiltshire Council, ensuring that as the town continues to grow Trowbridge can have one town council for all of the town. In addition, it reached agreement with Steeple Ashton Parish Council to ensure that a boundary change takes place when development is undertaken at Ashton Road, protecting the integrity of the village and the town, whilst delivering funding for village facilities.

Trowbridge Town Council continues to deliver quality services at a lower cost than many other town councils in Wiltshire. Our Council Tax Charge is around the average for all town councils in the Wiltshire Council area.

Trowbridge Town Council introduced the '**DiscoverTROWBRIDGE**' brand.

PROSPICE - Look Forward

Meeting the challenges and seizing the opportunities 2017 - 2021

Trowbridge has developed in recent years due to three key foundations of the Town Council:

- **Investing in facilities and services, such as the Civic Centre.**
- **Promoting a positive attitude to sustainable housing growth.**
- **Taking responsibility for more of those things which are local.**

Together, these three have facilitated inward investment into the town and they should continue to be the foundations for the ongoing development of a sustainable community, offering a range of centrally located services and facilities to a growing population, both in the town and in the surrounding area. No single one of them should be considered more important than the others and the town council should not seek to weaken the position of the town by diminishing its commitment to each of them.

Trowbridge will see, over the next four years, the fruition of the town council's attitude to housing growth, with the delivery of Ashton Park, the transfer of further local assets and services from Wiltshire Council to the town council and the continued investment in services and facilities with the completion of the Museum Expansion project and the Sports Pitches project.

Trowbridge Town Council has begun to embed **Place Management** into the way it works with the community and with our partners, working together to make Trowbridge better. Trowbridge Town Council will need to remain at the forefront of change management to ensure it can deliver continued success.

- Trowbridge Town Council will agree a **Vision** for the council.
- Trowbridge Town Council will articulate the Vision through this **Strategy**.
- Trowbridge Town Council, through its committees and departments, will develop and put plans into action to deliver the Strategy and achieve the Vision
- Departments, councillors and officers will work together, with our partners, to ensure that Trowbridge Town Council achieves even more for Trowbridge

Our vision for the Strategy period is:

Trowbridge Town Council will ensure that Trowbridge continues to develop as a place to live, to visit and to do business; by being the best local council; influencing those who make decisions for the town and delivering quality, value and satisfaction. We will continue to;

- **Invest in facilities and services.**
- **Promote a positive attitude to sustainable housing growth.**
- **Take responsibility for more of those things which are local.**

Town Development

Town Centre

Following successful redevelopment of the sites at St Stephen's Place and Cradle Bridge, attention should now be focussed on the remaining major town centre redevelopment sites:

Bythesea Road – this site is owned by Wiltshire Council including County Hall East and Court Street car-park, providing a cross-river opportunity to develop new and improved centrally located public services including a new **Health & Well-Being Centre**. Previously known as the Campus, the first phase is expected to deliver a new health centre to replace all the NHS facilities currently located at Trowbridge Hospital. County Hall East was demolished in 2016 and other parts of the site are being improved ready for redevelopment. Wiltshire Council secured funding from the One Public Estate programme to progress the proposals. The second phase is expected to deliver improved leisure facilities, including relocation of both the Castle Place and Clarendon School sports facilities. The site also needs to be well integrated with the rest of the town centre, including a new footbridge/cycle link across the river linking with St Stephens Place and the Town Park and along the river to the Shires, improving links between County Hall as a major employment location and the core town centre commercial areas.

The town council expects to be more involved in the plans as they emerge, having introduced the idea of health being part of the campus proposals, facilitated by the Our Place funding in the last plan period. Relocation of the health facilities will allow the hospital and the Margaret Stancomb School site to be redeveloped for new homes. There are opportunities for the town council to be involved in running the facility, particularly if the Ashton Park urban extension is included in a revised town boundary resulting from a further Community Governance Review.

Innox Mills - the former Bowyer's factory site which has been the subject of abortive development proposals in recent years is now owned by new developers and has been branded Innox Mills. It is expected that proposals will be presented in 2017 primarily focussed on residential development with a mix of other complementary uses. Proximity to the railway station means that this is a good location for higher density town centre residential, particularly for working people, with options for local employment or commuting to Bath, Bristol etc. Residential developments in the town centre at the brewery and the bottling plant have been successful in recent years, offering brown-field sites to meet some of the local housing requirement.

Together these two sites provide opportunities to improve the public realm along the **River Biss Corridor** and any further opportunities to improve access for pedestrians and cyclists along this route (such as the conversion of Clark's Mill) should be supported, enabling a through route from the Canal at Staverton to Steeple Ashton, West Ashton and North Bradley via Biss Meadows.

Other brown-field residential development is being brought forward at the former District Council offices site on Wiltshire Drive by Newland Homes and could also be accommodated on the former Ashton Street Centre site. The town council would be interested in exploring options for Ashton Street and the Health & Well-being Centre to be included in any asset transfer discussions with Wiltshire Council, as they could provide opportunities to deliver income generating assets, balancing against the majority of net-cost assets which should be included in any potential cost-neutral transfer package.

The town council remains committed to including the transfer of public car-parks as part of any asset transfer and service delegation from Wiltshire Council, combined with improving access within and to the town centre from the suburbs and surrounding villages. Sustainable development within a 2km radius of centrally located services provides for access to services and jobs within appropriate distances for walking and cycling to be suitable choices as an alternative to the car, achieving reductions in CO2 emissions and improving air quality. In addition, the provision of coach parking in one of the car-parks to enhance our visitor offer should be pursued.

The combination of the development of a comprehensive range of well-connected services and facilities in the town centre, high quality public transport links to other towns and cities and a growing population, has the potential to make Trowbridge a model sustainable town of 50,000 to 60,000 people which can therefore sustain a good range of services and employment opportunities.

Due to the high cost, limited benefits and need for cross border planning, it would NOT be appropriate to consider undertaking a **Neighbourhood Plan** for the whole town. The Council will support a partnership approach to developing a regenerated sustainable and vibrant Town Centre with other key stakeholders including the Chamber of Commerce and Wiltshire Council. The Council will consider a Neighbourhood Plan focussing specifically on the town centre, opportunities for future development, the need to provide additional linkages to and within the town centre and improvements which the town council can deliver following transfer of assets and services from Wiltshire Council such as car-parks and street-cleaning. This could also be a step towards future potential introduction of a Business Improvement District (BID), as one of the issues with the abortive BID in 2015 was the lack of an acceptable plan. Any Neighbourhood Plan needs to be approved by the electorate through a referendum. Any BID needs to be approved by the qualifying business rate payers.

I. TOWN CENTRE

Trowbridge Town Council will work to ensure continued development as a sustainable town, offering a full range of centrally located services and facilities which are accessible to all and closely linked:

a. Improved pedestrian way-finding and access between the key town centre locations, including better signage, funded from Community Infrastructure Levy. The five-year plan includes £45,000 for signage.

b. Improved pedestrian movements in key streets; the delivery of two-way traffic on Hill Street, Upper Broad Street and Conigre and the reversal of one-way on Manvers Street to allow Fore Street/Wicker Hill to be pedestrian priority and; the transfer of buses from Silver Street/Market Street to lower Castle Street also to allow pedestrian priority;

c. Appropriate development at Innox Mills, well integrated with the town centre, improving pedestrian links from the railway station to Fore Street and The Shires and through the site along the riverside as well as replacement vehicle access to the railway station.

d. Appropriate development on the County Hall East site, including a new health centre, new and improved indoor active leisure facilities, improved pedestrian access along the River Biss and a new pedestrian bridge between Court Street and Bythesea Road.

e. Improved walking and cycling routes, from suburbs and local villages including to Steeple Ashton, West Ashton and North Bradley via the Ashton Park development, high quality public transport and excellent car-parking with greater local control.

Sustainable Future Growth

The Wiltshire Core Strategy identifies a requirement for 6975 homes to be built in the Trowbridge Community Area by 2026. The latest update to these figures is:

Requirement 2006-26	Completions 2006-2017	Developable commitments 2017-2026	Indicative residual requirement
6,975	3,220	1,848	2,020

Planning applications for the **Ashton Park urban extension** were submitted in 2015. Significant mitigation measures are required to safeguard Britain's second largest colony of Bechstein Bats, which roost in Biss Wood and Green Lane Wood, adjacent to the site and which are closely associated with the Bath and Bradford on Avon Bats Special Area of Conservation (SAC). Lengthy negotiations with the developer and conservation organisations have taken place to find acceptable solutions. It is expected that a revised plan will come forward in 2017 and will be permitted during 2018. Other development sites in the vicinity are either being discounted or delayed for the same reason. The great majority of the new development will take place in the neighbouring parishes of North Bradley and West Ashton, so the town council will need to work closely with them, the developers, Wiltshire Council and Wiltshire Wildlife Trust to secure quality sustainable development which protects and enhances the environment, provides alternative green infrastructure for residents, is well-linked to the rest of the town and provides sustainable travel opportunities to the neighbouring villages.

The delay in achieving permission has led to a delay to planned delivery of the 2,600 homes at Ashton Park and a consequent reduction in the number expected within the plan period up to 2026. This has resulted in a higher than anticipated residual requirement figure above, reflected in the site allocations now coming forward in 2017.

The current stage in the planning process is the **Housing Site Allocations Plan (HSAP)**. The Town Council will need to be proactively engaged with the consultation and review process, consider which sites are acceptable, which are not and therefore should be opposed. Whilst the council could continue its opposition to development in the Hilperton Gap and in the open countryside between the town and other neighbouring villages (i.e. North Bradley and Southwick) it can only sustain this position if it supports other locations to meet the Core Strategy figures, including, as evidence suggests, that a reallocation to other towns in the North & West Housing Market Area could help to achieve this.

All expectations are that the next plan period **2016-2036** will see similar pressure for more houses to be built in Wiltshire at the same levels as the current plan. The Town Council will need to consider if and how the town can continue to grow sustainably beyond the proposals contained in the current Core Strategy. Any further proposals for growth beyond the built-up area of the town are likely to be either outside a sustainable travel distance of 2km from the town centre or in the **Greenbelt** (see potential Greenbelt review area below):

If a revision to the Greenbelt boundaries is undertaken it could offer a location for further significant sustainable development within the 2km radius of the town centre and therefore within walking distance of services and facilities; shops, employment and the railway station. Beyond this, the Town Council should vigorously oppose further extensions to the urban envelope outside the 2km circle in order to protect the integrity and sustainability of the town.



Further development around neighbouring villages, possibly associated with improvements to infrastructure such as a by-pass for North Bradley and Southwick, offering an alternative link from the A350 to the A36 and relieving both villages of significant volumes of through traffic or an alternative to the Staverton Bridge, could be supported if they increase sustainability for those communities (schools, shops, public transport etc) and are justified to meet local housing requirements.

2. FUTURE GROWTH

Trowbridge Town Council will continue to support growth in areas no more than 2km from the town centre including to the East and South East of the town at Ashton Park and brownfield sites including Innox Mills and Bythesea Road.

The Town Council does not support development in the open countryside between the urban envelope and the neighbouring villages of Hilperton, North Bradley and Southwick.

Proposals which come forward through the Housing Site Allocations Plan will be supported only if they are within the 2km distance criteria, are designed to integrate well with the town and can support sustainable development of Trowbridge, providing improvements to the environment, communication links and recreational opportunities.

Trowbridge Town Council will, in preparation for the next Core Strategy 2016-2036, consider favourably a review of the Greenbelt to the North and West of the town, as long as it is demonstrated that this is the best way of delivering the required number of new homes to support sustainable development of Trowbridge within 2km and leads neither to; the coalescence of Trowbridge and Bradford on Avon nor; the significant diminution of the landscape character around Bradford on Avon.

Neighbourhood Services

Trowbridge Town Council will be looking after over 25 play areas, recreation grounds and the Town Park, working with partners, including **Trowbridge In Bloom**, to enhance the environment. Trowbridge Town Council will work with **Residents' Management Companies** on the newest estates (including Castle Mead) to find fairer ways to manage open spaces, whilst ensuring that any solution is affordable for the town and will work with Residents' Associations to secure external funding to improve local facilities. The Town Council will seek opportunities to improve our green infrastructure including the planting of more trees. Trowbridge Town Council should continue to work with Wiltshire Council and the **Community Area Transport Group (CATG)** to improve highway infrastructure. The Council will seek to simplify the procedure for implementing changes to waiting restrictions and pursue additional 20mph zones in residential areas. The five-year financial plan includes £100,000 match funding for CATG projects.

Trowbridge provides excellent events and activities, many operated or supported by the Town Council. Event organisations can be provided with a greater level of in-kind support through offering management of infrastructure such as security, waste, toilets and access control, enabling organisers to concentrate on activities and participation.

Trowbridge Town Council will complete transfer of management responsibility from Wiltshire Council for closed churchyards; St James', Holy Trinity and St John's Upper Studley and 24 play areas. The five-year plan includes over £350,000 of play area investment. Consideration will be given to the transfer of further assets and services from Wiltshire Council; **Recreation Grounds and Open Space**; Stallards including the former Innox Hall site, Seymour, Elm Grove Farm and Paxcroft Brook. (Biss Meadows extensions will be controlled by Residents Management Companies and Wiltshire Wildlife Trust). **Car-parks**, allowing local control, including reduction in all day free spaces, wide-area Resident's Parking Zones and significant reduction in all day parking charges. **Bus Shelters, Litter Bins, Seats, Grit-Bins & Street Cleaning**. The five-year financial plan includes investment of £95,000 in such facilities, and an enhanced contribution to revenue costs of over £400,000 to improve service levels.

3. NEIGHBOURHOOD FACILITIES

Trowbridge Town Council will continue to care for and enhance the Town Park in conjunction with the Friends of Trowbridge Park, ensuring that it retains its position as a fantastic resource in a central location at the heart of our town centre.

Trowbridge Town Council will work with community groups, Wiltshire Council and others to enhance the environment, including open spaces and highway infrastructure, ensuring that funding resources achieve excellent value.

4. COMMUNITY EVENTS

Trowbridge Town Council will organise events in the town centre and the Town Park and support community groups to organise events, such as Armed Forces Weekend and Trowbridge Carnival. Trowbridge Town Council will provide a range of infrastructure facilities to make it easier for partner organisations to manage their events.

5. DELEGATION OF ASSETS AND SERVICES FROM WILTSHIRE COUNCIL

Trowbridge Town Council will take a proactive approach to asset and service transfer from Wiltshire Council; Recreation Grounds, Play Areas and Open Spaces, Public Car-Parking, Bus Shelters, Litter Bins, Seats, Grit-Bins and Street Cleaning and will seek to simplify and speed up the transfer process.

Facilities

Trowbridge Town Council manages a range of facilities to support the council's administration and operations and to provide for our community. Trowbridge Town Council is updating its IT infrastructure to reduce long term costs and improve services. The council will ensure that our systems remain up to date, secure and therefore fit for purpose.

The Facilities Manager is now also responsible for the management of assets, insurance and risk and procurement as well as Health & Safety. These are a range of services which are provided to all departments of the council and which also support the other tenants in the Civic Centre, such as Avon and Wiltshire Mental Health Partnership (AWP).

New procurement regulations introduced by the government mean that Trowbridge Town Council needs to ensure that this is managed centrally and that all departments are abiding by the regulations. We should also consider the ethical and environmental implications of all procurement activity. The Facilities Manager will achieve this and will also support the review of other services provided to our customers including cleaning and catering contracts.

Venue Services



Trowbridge Town Council has established Trowbridge Civic Centre as Wiltshire's premier event and conferencing venue. Trowbridge Civic Centre will need to ensure that it retains good relationships with significant customers (such as apetito), develops new relationships, is innovative and flexible, adapting to changing requirements and tastes. The Council will also need to ensure that our service providers including catering, drinks supply and cleaning contractors are meeting our needs and those of our clients, if necessary reviewing the contractual arrangements and service standards.

Trowbridge Civic Centre has developed a comprehensive entertainment events programme, with longer lead times to ensure that promotional opportunities can be and are maximised and quality social media profiles are developed. The Facilities Manager will continue to work with promoters to secure an excellent and affordable range of events for the whole community. The Information Services team will work to ensure that they are promoted as widely as possible and the Service Delivery Team will ensure standards are always aiming higher.

6. CIVIC CENTRE

Trowbridge Civic Centre will continue to grow revenues by providing first class customer service, conferencing facilities tailored to exceed customer expectations and a range of events to entertain and inform the whole community.

Cultural Services



Trowbridge Town Council is committed to delivering **‘Onwards and Upwards’** the project to expand Trowbridge Museum, to provide the town and the community with a first-class facility and a regional visitor attraction. Our museum explores the growth of the town through the historical development of West of England woollen cloth manufacturing and the links, that can be seen throughout the town, including its architecture, to the growth of the industry and the population to serve it.

Our successful round one pass with the Heritage Lottery Fund (HLF) secured £100,000 towards the development stage, which allowed us to complete the work required, to complete our round two application to the HLF for around £1million, submitted in May 2017. The Museum is seeking funding from others of around £200,000 and the town council will be making a contribution of around £1million, funded by reserves and borrowing (costing around £50,000 per annum) over the 25 years of a new lease for two floors of Home Mill.

Improvements to signage outlined in the *Town Centre* section will include the museum and other historic locations, cross-referenced in the new museum displays and visible from the new top floor windows. In addition, we will improve the brown tourist signs on the approaches to the town.

Trowbridge Museum must undergo Accreditation every four years. This is an external independent inspection and covers every aspect of the Museum, from being appropriately resourced to employing suitably qualified staff. Without Accreditation, the Museum would not be able to obtain major funding from external bodies including the HLF. Trowbridge Museum is due to be re-accredited during 2017/18 and therefore much of the focus of work prior to commencing the Development Phase of the project will be on Accreditation.

During the closure period (expected 2019) the Museum will implement the project Activity Plan, developed during the Development Phase, enabling our Learning and Outreach service to continue to offer a series of workshops in other locations and outreach services. The Museum will also continue to work with our partners to enhance Trowbridge as a tourism destination, supported by the Information Services department.

Trowbridge Town Council continues to support arts and cultural events and work in partnership with others, including Trowbridge Arts in the Town Hall, Drawing Projects at Bridge House and Cloth Road Artists. Trowbridge has been nationally recognised as a cultural hub (NESTA 2016) and the Council recognises the economic and community benefits of supporting improvements in cultural delivery. It is therefore imperative that the Museum and the town (with the appropriate Town Council infrastructure to support it) fulfils its cultural and tourism potential. The Museum will continue to take an active role in other community events such as the Play Festival and Veterans weekend.

7. MUSEUM PROJECT

Trowbridge Town Council will; complete the project 'Onwards and Upwards' to expand Trowbridge Museum; secure funding from the HLF and other funders and; will contribute around £900,000, funded from borrowing at a cost of up to £50,000 per annum. The new Museum will reach out from its base in Home Mills in The Shires, to encompass the whole town, through visual links from the top floor, interpretation and signage at key locations and significant buildings linked to the museum.

8. MUSEUM ACCREDITATION

Trowbridge Museum will seek reaccreditation in 2018/19.

9. CULTURAL PARTNERSHIPS

Trowbridge Museum will, in partnership with other cultural organisations, ensure that Trowbridge develops its cultural offering and tourism potential, realising opportunities to celebrate our links to Magna Carta. Together we will develop a significant cultural/heritage event to attract tourists and visitors to the town, adding a cultural dimension to the existing range of activities and events within Trowbridge and helping to support the local economy.

Information Services

Trowbridge Town Council provides a comprehensive information service through the Trowbridge Information Centre, the town council's web-sites, social media platforms, the Discover TROWBRIDGE magazine and the Town Clerk's bi-monthly report.

The Information Centre is a well-established part of the Civic Centre, with close links to the Civic Centre, Active Trowbridge and the Museum, as well as external organisations. The TIC should be the base for development of the town council's and the town's marketing and promotion, covering the needs of the whole community and visitors. Trowbridge Town Council can bring these activities together in the Information Services department, to ensure that our social media profile, print media and web-sites are serving the council and the community fully and offering a comprehensive information package. Information Services will also ensure that the council and partner organisations are represented at events under the Discover TROWBRIDGE banner.

Information Services offers a range of cross-departmental services to all areas of the town council. The Information Services department will work with the Museum to ensure that the town maximises tourism potential and will also work with other cultural organisations and external partners such as the Chamber of Commerce and businesses. Information Services will also ensure that new residents are provided with access to information about services provided by the town council and others and will engage with sales offices and estate agents to achieve this.

10. INFORMATION SERVICES

Trowbridge Town Council will develop information services, coordinated through the Information Centre, into a comprehensive service which provides the full range of information, event, travel ticket and visitor related services to residents and visitors. This will encompass; Web-site, print and social media. The Information Centre will play a key role in promoting the Discover TROWBRIDGE brand in conjunction with our partners.

Leisure Services



Active Trowbridge produces excellent customer satisfaction but has found financial challenges more difficult. This was evident in 2016/17 with the Living Wage putting pressure on salary levels in the lower quartile, implementation of the Council's Pay & Grading Review and pensions auto-enrolment. These are fully incorporated in the 2017/18 budget, so that Active Trowbridge can achieve within budget performance. Active Trowbridge is closely scrutinising the discount offered to clients offering the services to residents of the town and will ensure that services to others are able to fully meet costs or make a financial return where necessary. This will be done through offering competitive pricing where a range of activities can be packaged together. Individual one-hour bookings are unlikely to be priced competitively and will therefore not be promoted.

The Local Youth Network (LYN) was established by Wiltshire Council following significant changes to the way it delivered positive activities for young people (13-19). LYN is responsible for making recommendations to the Area Board on youth grant applications. Trowbridge Community Area Future (TCAF) secured funding from the LYN and others to provide youth services in the community area. The Town Council has increased its cash grant to TCAF this year in recognition of the work they are doing with young people and others in the community.

Trowbridge Town Council recently purchased the freehold of Woodmarsh to secure the future of Trowbridge Town Football Club. The Council remains committed to securing additional land in the community area for grass pitches but in the short term can now proceed with the development of an all-weather pitch at Doric Park. This can be done in conjunction with the Football Foundation, Rugby Football Union and other organisations as well as partly funded by existing S106 planning contributions. The Town Council will continue to scrutinise Wiltshire Council's Health & Well-being Centre proposals for Bythesea Road and will also need to consider if the Town Council has a role to play in its management, as it is established.

11. ACTIVE TROWBRIDGE

Trowbridge Town Council will continue the free, community summer road-show and an annual Active Festival in the Park as well as paid for; regular sports coaching with schools and holiday fun-days.

12. YOUNG PEOPLE'S SERVICES

Trowbridge Town Council will continue to support TCAF to provide youth work and activities and to develop additional services and facilities for young people and will work with TCAF and others to develop a longer-term approach to the commissioning of youth services from Wiltshire Council.

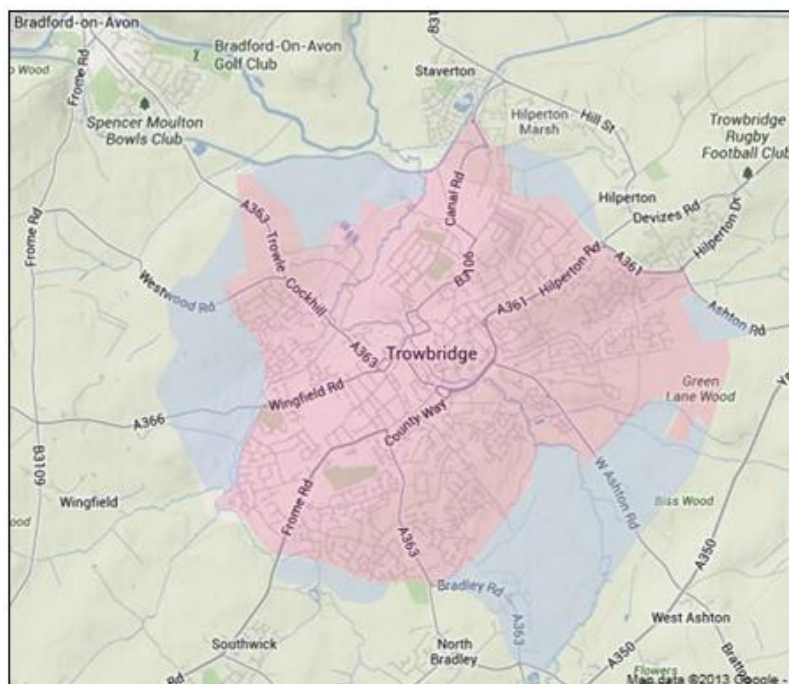
13. DEVELOPMENT OF NEW SPORTS FACILITIES

Trowbridge Town Council will support and if necessary be actively involved in:

- a. Provision of an all-weather pitch at Doric Park in conjunction with national sports funders and other organisations.***
- b. Development of the Health & Well-being Centre by Wiltshire Council in the town centre.***

Policy

Having achieved some of the boundary changes requested, from the **Community Governance Review (CGR)** in 2016/17, Wiltshire Council clearly indicated that, as and when Ashton Park is built, it would be appropriate to request a further CGR. Ashton Park is unlikely to see significant progress until 2020, by which time it is unlikely that a CGR could be undertaken in time to be implemented alongside an anticipated review by the Local Gov't Boundary Commission for England (LGBCE) of all of Wiltshire Council's Electoral Divisions, due to be implemented in 2021. It is most likely therefore that any further CGR would need to be undertaken in the next Strategy period (2021-2025) and implemented in 2025. Areas which could be part of a potential CGR are indicated above.



Trowbridge Town Council is able to adopt, and has adopted the **General Power of Competence** and should continue to do so during the period.

14. A TOWN COUNCIL FOR ALL OF THE TOWN

Trowbridge Town Council will continue the campaign to ensure that Trowbridge can have A TOWN COUNCIL FOR ALL OF THE TOWN, including all the built up urban areas which are not connected to their respective villages and if necessary will seek a further Community Governance Review when Ashton Park urban extension is being built-out or if other areas of development take place on the edges of the current town boundary, but recognises that this is unlikely to take effect before 2025.

15. GENERAL POWER OF COMPETENCE

Trowbridge Town Council will continue to adopt the General Power of Competence.

Resources

Trowbridge Town Council relies upon its people and financial resources. Financial resources come from the town's people, with residential Council Tax remaining the biggest source of income. First-tier councils receive no income from National Non-Domestic Rates (Business Rates). General Reserves have continued to be put under pressure in recent years and the Council will need to consider increasing General Reserves to a level closer to 3 months' expenditure. This will need to be done in addition to the cost pressures associated with additional responsibilities such as the Town Park, which will receive no funding from Wiltshire Council from 2018, other services and facilities transferred from Wiltshire Council and significant projects. The five-year financial plan indicates a contribution to reserves of over £180,000 during the next five years.

Our other people resource are the councillors, volunteers and officers. Investors In People (IIP) reaccreditation was achieved in September 2016 and will need to be reconsidered in 2019. The Investors In People standard has changed and Trowbridge Town Council will need to further enhance its training, development and staff support to achieve the new standard, including the establishment of Values for the staff and council as a whole.

16. FINANCE

Trowbridge Town Council’s long-term plans will be based upon no increase in the Town Council’s portion of the Council Tax greater than the level deemed by the government as being not excessive (which in 2017-18 is up to £5 on a Band D Council Tax Charge). Trowbridge Town Council will continue to keep Council Tax levels below the upper quartile compared to other towns in Wiltshire. Trowbridge Town Council will seek to bring the levels of General Reserves back up to 25% of revenue expenditure by 2021.

17. INVESTORS IN PEOPLE

Trowbridge Town Council will seek IIP reaccreditation in 2019 under the new standard, based upon; Leadership, Support, Improvement and Ambition.

Trowbridge Values

Trowbridge Town Council is committed to:

*Listening to the community and responding openly, honestly and realistically.
Working cooperatively; councillors, volunteers and officers, one council for all of the town.
Building partnerships to ensure that others are also investing in our town.
Delivering quality and value compared to other local government organisations.
Making decisions based upon developing a sustainable town for the future.
Improving biodiversity and caring for the environment in and around Trowbridge.
Reducing the Council’s carbon impact to support national targets.
Celebrating both the heritage and the cultural diversity of our town.
Promoting a confident, positive, cohesive, can-do community.
Supporting others so that everyone can achieve their potential and make a contribution.
Taking responsibility for the local management of those things which are local.
Investing in its people to deliver for the council and for the town of Trowbridge.
Leading ‘Place Management’ for our town to ensure that Trowbridge continues to develop as a place to live, to visit and to do business.*

Adopted by the Town Council on 18th July 2017

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Mayor, Councillor Deb Halik.