



Saltash Town Council

Konsel An Dre Essa



The Guildhall
12 Lower Fore Street
Saltash
PL12 6JX
Telephone: 01752 844846
www.saltash.gov.uk

9 February 2024

Dear Councillor

I write to summon you to the meeting of the **Town Vision Sub Committee** to be held at the Guildhall on **Thursday 15th February 2024 at 6.30 pm.**

The meeting is open to the public and press. Any member of the public requiring to put a question to the Town Council must do so by **12 noon the day before the meeting** either by email to enquiries@saltash.gov.uk or sent to The Guildhall, 12 Lower Fore Street, Saltash PL12 6JX. Please provide your full name and indicate if you will be present at the meeting.

Yours sincerely,

S Burrows
Town Clerk

To Councillors:

R Bickford J Brady R Bullock S Gillies (Vice-Chairman) M Griffiths (Chairman) S Martin J Peggs D Yates	All other Councillors for information
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Agenda

1. Health and Safety Announcements
2. Apologies.
3. Declarations of Interest:
 - a. To receive any declarations from Members of any registerable (5A of the Code of Conduct) and/or non-registerable (5B) interests in matters to be considered at this meeting.
 - b. Acting Town Clerk to receive written requests for dispensations prior to the start of the meeting for consideration.
4. Questions - A 15-minute period when members of the public may ask questions of Members of the Council
Please note: Any member of the public requiring to put a question to the Town Council must do so by 12 noon the day before the meeting.
5. To receive and approve the minutes of the Town Vision Sub Committee held on 16th November 2023 as a true and correct record. (Pages 4 - 6)
6. To receive the Town Vision budget statement and consider any actions and associated expenditure. (Page 7)
7. To consider Risk Management reports as may be received
8. To receive the Draft Town Council Business Plan and consider any actions and associated expenditure. (Pages 8 - 33)
9. To receive a report on the design of the Business Plan and consider any actions and associated expenditure. (Pages 34 - 39)
10. To receive the Draft Town Council Business Plan Appendices and consider any actions and associated expenditure. (Pages 40 - 57)
11. Public Bodies (Admission to Meetings) Act 1960:
To resolve that pursuant to Section 1(2) of the Public Bodies (Admission to meetings) Act 1960 the public and press leave the meeting because of the confidential nature of the business to be transacted.
12. To consider any items referred from the main part of the agenda
13. Public Bodies (Admission to Meetings) Act 1960:

To resolve that the public and press be re-admitted to the meeting.

14. To consider urgent non-financial items at the discretion of the Chairman.
15. To confirm any press and social media releases associated with any agreed actions and expenditure of the meeting.

Dates of next meetings: Thursday 16th May 2024 at 6.30 p.m.

Thursday 15th August 2024 at 6.30 p.m.

SALTASH TOWN COUNCIL

Minutes of the Meeting of the Town Vision Sub Committee held at the Guildhall on Thursday 16th November 2023 at 6.30 pm

PRESENT: Councillors: R Bickford, R Bullock, M Griffiths (Chairman), S Martin and J Peggs.

ALSO PRESENT: Councillors S Miller and B Stoyel, S Burrows (Town Clerk) and M Thomas (Senior Policy and Data Compliance Officer).

APOLOGIES: J Brady, S Gillies (Vice-Chairman) and D Yates.

28/23/24 HEALTH AND SAFETY ANNOUNCEMENTS.

The Chairman informed those present of the actions required in the event of a fire or emergency.

The Town Clerk informed the Chairman of the attendance of Councillors Miller and Stoyel at this evening's meeting and that, at the discretion of the Sub Committee, both Councillors may sit at the table and speak at the invitation of the Chairman, but have no voting rights.

The Chairman and Members welcomed Councillors Miller and Stoyel to the meeting and invited them to sit at the table.

29/23/24 DECLARATIONS OF INTEREST:

a. To receive any declarations from Members of any registerable (5A of the Code of Conduct) and/or non-registerable (5B) interests in matters to be considered at this meeting.

None.

b. The Town Clerk to receive written requests for dispensations prior to the start of the meeting for consideration.

None.

30/23/24 QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY ASK QUESTIONS OF MEMBERS OF THE COUNCIL.

None received.

31/23/24 TO CONSIDER RISK MANAGEMENT REPORTS AS MAY BE RECEIVED.

Nothing to report.

32/23/24 TO RECEIVE AND APPROVE THE MINUTES OF THE TOWN VISION SUB COMMITTEE HELD ON 24TH AUGUST 2023 AS A TRUE AND CORRECT RECORD.

Please see a copy of the minutes on the STC website or request to see a copy at the Guildhall.

It was proposed by Councillor Griffiths, seconded by Councillor Peggs and **RESOLVED** that the minutes of the Town Centre Vision Sub Committee held on 24th August 2023 were confirmed as a true and correct record.

33/23/24 TO RECEIVE THE TOWN VISION BUDGET STATEMENT AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman spoke on the Town Vision budget statement received and contained within the circulated reports pack.

It was **RESOLVED** to note.

34/23/24 TO RECEIVE THE DRAFT TOWN COUNCIL BUSINESS PLAN AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman referred Members to the circulated draft Town Council Business Plan contained within the reports pack and displayed on the TV.

Members considered and held a constructive discussion on each section of the draft Town Council Business Plan.

It was proposed by Councillor Griffiths, seconded by Councillor Peggs and **RESOLVED** to agree the amendments to the draft Town Council Business Plan for the Town Clerk to implement (as attached) and continue working with the Chairman and Vice-Chairman to progress the Plan.

35/23/24 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

To resolve that pursuant to Section 1(2) of the Public Bodies (Admission to meetings) Act 1960 the public and press leave the meeting because of the confidential nature of the business to be transacted.

36/23/24 TO CONSIDER ANY ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA.

None.

37/23/24 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

To resolve that the public and press be re-admitted to the meeting.

38/23/24 TO CONSIDER URGENT NON-FINANCIAL ITEMS AT THE DISCRETION OF THE CHAIRMAN.

None.

39/23/24 TO CONFIRM ANY PRESS AND SOCIAL MEDIA RELEASES ASSOCIATED WITH ANY AGREED ACTIONS AND EXPENDITURE OF THE MEETING.

None.

DATE OF NEXT MEETING

Thursday 15 February 2024 at 6.30 pm

Rising at: 8.13 pm

Signed: _____
Chairman

Dated: _____

Agenda Item 6

P&F Committee - Town Vision Sub Committee Budget 2023-24

Saltash Town Council

For the Period to January 2024

Account	Actual Received/ Spend 2022/23	EMF Balances B/F 2022/23	To/From Reserves & Budget Virements 2023/24	Budget 2023/24	Actual YTD 2023/24	Budget Available 2023/24	Precept Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
P&F Town Vision EMF Expenditure										
6280 PF EMF Town Vision	0	10,450	0	0	0	10,450	0	0	0	0
Total P&F Town Vision EMF Expenditure	0	10,450	0	0	0	10,450	0	0	0	0
Total P&F Town Vision Budget Surplus/ (Deficit)	0	(10,450)	0	0	0	(10,450)	0	0	0	0

Saltash Town Council Business Plan April 2024 to March 2027



Contents

Welcome from the Town Clerk and Responsible Finance Officer

Chairman's Introduction

Overview of the Town Council

Town Council Management and Operations

Line Management Structure

Committee Structure

Meet your Councillor

Meet the Town Council Team

Responsibilities of your Town Council

Responsibilities of Cornwall Council

About the Business Plan

Saltash Town Council Strategic Priorities

Our Vision for Saltash, Our Mission, Our Core Values

Our Aims and Objectives

Strengths, Weaknesses, Opportunity and Threats Analysis

How this Business Plan will be delivered

Communications Strategy

Good Governance

Financial Information

Future Funding



Welcome from the Town Clerk and Responsible Finance Officer

In August 2023, Saltash Town Council started developing a Business Plan for the period April 2024 to March 2027. The Business Plan was recommended by the Town Vision Sub Committee and adopted by Full Council on 7th March 2024.

The overarching vision is:

'By 2030 Saltash will be an envied riverside town, being greener, more inclusive and prosperous in all aspects with a reinvigorated Town Centre and Waterfront, award-winning new housing, a diverse economy and an excellent quality of life and lifestyle for all ages'.

Both Councillors and Town Council staff are looking forward to delivering the six strategic priorities within the plan with a determination to ensure that Saltash continues to be a town that delivers high quality services with and for residents and visitors alike.

Over the next three years, implementing the plan will be both exciting and challenging. Collaboration and consultation will be key to its success to ensure Saltash can prosper and achieve its full potential.

Sinead Burrows

Town Clerk and Responsible Finance Officer

Chairman's Introduction

Saltash Town Council is responsible for a significant number of services and areas of land within boundaries that stretch from the River Tamar to Notter Bridge to the west and Moditonham Quay further up the Tamar estuary. The beautiful surroundings encompass both town and rural areas with a diverse range of residents, businesses and voluntary organisations.

Significant portions of land and responsibility still lies with the parent authority of Cornwall Council, who we work closely with, but Saltash Town Council is the closest local authority to Saltash residents operating key day to day services such as Public Toilets and the town's Library Hub, amongst others. Saltash Town Council provides grants to organisations and festivals throughout Saltash via Grant Funding schemes and provides significant financial support for youth organisations delivering professional support and creative activities for young people.

Saltash continues to grow, with a new large residential development at Treleden to the west of the town. As the population pushes towards 20,000 with the delivery of these new houses, the Town Council recognises the need to develop a strategic business plan. This will ensure that we continue to provide high quality services for all our residents and use the Council Tax collected from households effectively and efficiently both now and in the future.

The Town Council is made up of 16 councillors spread across three wards. All are volunteers who give their time for free to benefit the community in which they live. They bring a range of real-world experience, as well as enthusiasm to oversee the delivery of great services and plan strategically for the future.. Amidst the 'can do' attitude I see in action every day, we also value the debate and scrutiny of open public meetings and forums, which play an important role in how a council conducts its business.

We also have a small dedicated team of staff to ensure the cogs of the machine turn smoothly. Without them the decisions and strategy set by the councillors would not come to fruition.

In order to deliver current services and plan for the future of our town, the council actively seeks to work in positive collaboration with the public, private and voluntary sectors to benefit Saltash. We strongly value the power of partnership working recognising we can achieve far more by working together on common goals.

I look forward to making the business plan happen.

Councillor Richard Bickford
Chairman and Mayor of Saltash 2022-24



Overview of the Town Council

Saltash Town Council forms the third tier of local government and works with Cornwall Council who are our Unitary Authority. We are the largest Town Council in the south-east area of Cornwall.

The Town Council is committed to providing excellence in the Services and Facilities which it provides. We aim to be responsive, accessible, and transparent in our approach and in the work delivered.

There are sixteen Councillors representing three Wards – Essa, Tamar and Trematon, [click here to find more information on Saltash Town Councillors](#). Councillors are elected from the community every four years. Spaces are filled via by-elections, or by means of the Town Council choosing new Councillors by means of co-option.

The Chairman and Deputy Chairman are elected by Members of the Town Council annually at the Annual Town Council meeting held each May. The Chairman also undertakes the role of Mayor, representing the Town Council and community at official engagements, with their consort.

We employ 24 staff who, led by the Town Clerk and Responsible Finance Officer, are responsible for the administration of the Town Council and delivery of our Services.

The Town Council operates a Committee system which sets the budget and decide how funds are to be spent, [click here to view the Town Council's Committee Structure, Agendas and Minutes](#). Town Council meetings are open to the public and the Town Council provides monthly sessions when the public can attend and raise issues with their Local Councillor.

Town Council Management and Operations

The Town Clerk is the most senior employee and undertakes the administration of the Town Council. The Town Clerk is required to carry out all the functions required by law as the Town Council's Proper Officer and to issue all statutory notifications. Local Government Act 1972 s112.

The Responsible Finance Officer is responsible for the administration of the Town Council's financial affairs. Local Government Act 1972 s151.

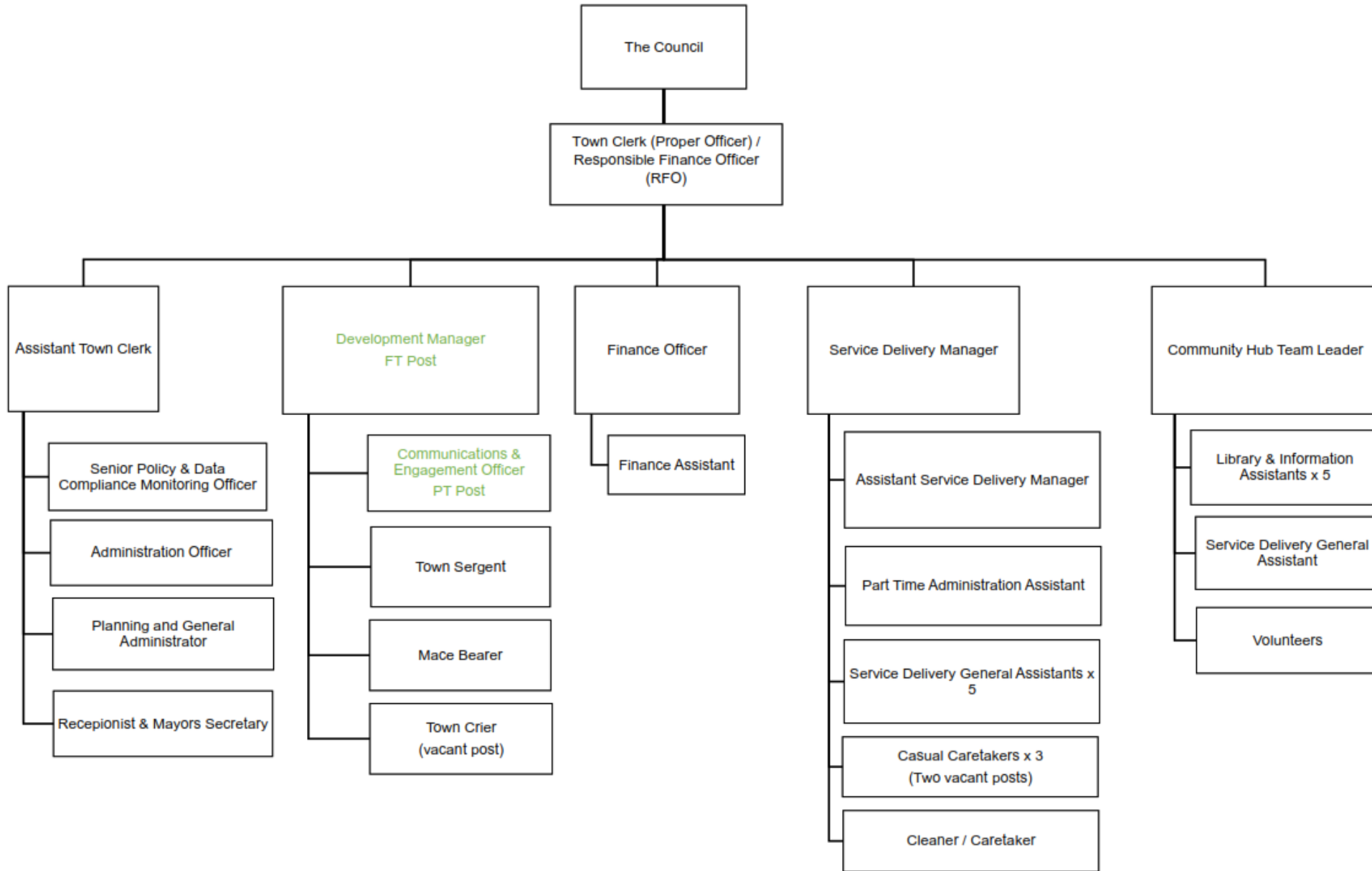
Councillors are not line managers or directors of Town Council Officers. A Councillor's role is to represent their Ward and the people that live in it. Councillors provide a bridge between the community and the Town Council, as well as being advocates for local residents and signposting them to the appropriate Officer at the Town Council.

Councillors and Officers are indispensable to one another and a mutual respect between both is essential for good local government. Together both roles bring the critical skills, experience and knowledge required to manage an effective public sector organisation. Councillors provide a democratic mandate to the Town Council, whereas Officers contribute the professional expertise needed to deliver the Town Council's framework within the law.

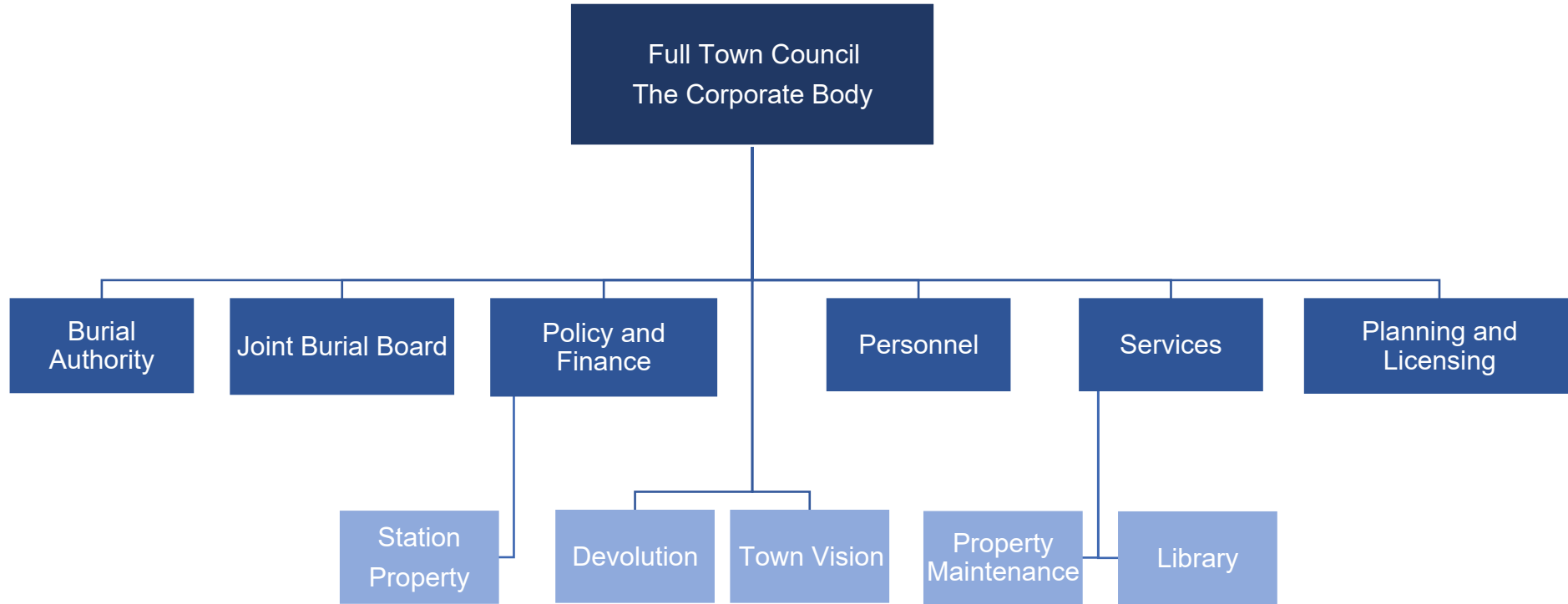
The Town Council fully supports Continual Professional Development (CPD) which covers both Officer and Councillor needs to ensure competency, relevance, skills and knowledge to guarantee all roles are performed effectively.

Organisation Structure, Committee Structure, Town Councillors and Officers are available to view on the next pages.

Saltash Town Council Line Management Staff Structure



Town Council Committee Structure





Meet our Councillors



Meet the Town Council Team (PICTURE TO BE ADDED)

Responsibilities of your Town Council

Over the last ten years, the Town Council's responsibilities and assets have grown considerably, through either devolution (asset transfers from Cornwall Council) and or by working in partnership with key stakeholders (Service Level Agreements).

Refer to the Town Council's Portfolios to understand Saltash Town Council's responsibilities [click here to view and download the Town Council Portfolio's](#). Supporting documentation can be found by visiting the following links:

[Click here to view the Town Council's Leases, Land and Property](#)

[Click here to view the Public Rights of Way the Town Council are responsible for](#)

[Click here to view the Town Council Grit Bins](#)

Responsibilities of Cornwall Council

Different services in Saltash such as; rubbish and recycling, transport and parking, planning, housing, health and social care, benefits and support, street lighting fault, potholes, drainage and flooding, illegally parked vehicle, abandoned vehicles and much more.

[Click here to view Cornwall Council's areas of responsibility](#)

About the Business Plan

This document is the Town Council's Business Plan. It outlines and clarifies the strategic priorities of the Town Council and aims to provide a framework for budget setting and identified operational targets over the period.

This Business Plan sets our Saltash Town Council's vision for Saltash, its purpose, values, objectives and priorities. The aims and future aspirations should be those which Saltash Town Council itself can achieve, either through direct operational decisions or by increasing its influence on other delivery bodies, such as Cornwall Council.

The aim of the Business Plan is to give Saltash residents a clear understanding of what the Town Council is trying to achieve and how it intends to work towards delivery. It details what the Town Council will focus on over the next three years and enable it to operate in a consistent and co-ordinated way as well as focusing debate and budget decisions on the key priorities.

An agreed Plan will help construct the framework of the Town Council, enabling it to operate in a consistent and co-ordinated way, as well as focusing debate and budget decisions relevant the key priorities.

The future development of the Business Plan will be based on community engagement and involvement, which in turn will enable the Town Council to become even more confident with its decision-making.

At the same time, the Plan will help the local community to have a better understanding of who does what in Saltash, explaining what issues fall under the responsibility of other delivery bodies such as Cornwall Council, CORMAC, National Highways etc.

The Business Plan will be regularly reviewed to ensure that the Town Council remains focused on the delivery of its objectives and to assist with the budget setting process. This function will be a responsibility of the Town Vision Sub Committee in order that it can take an overview of proposed projects considered by each Committee and Sub Committee recommending amendments to Full Town Council.

Committees and Sub Committees of the Town Council will work to the Business Plan to meet or exceed the set core priorities.

The Business Plan is informed by the following documents:

1. [Click here to view the Saltash Neighbourhood Development Plan](#)
2. [Click here to find information on the Coastal Communities Team](#)
3. [Click here to view The Cornwall Transport Plan](#)
4. [Click here to view the Streets for People Design Code – Delivering Quality of Life](#)
5. [Click here to view the Cornwall Local Plan Strategic Policies](#)
6. [Click here to view the National Planning Policy Framework](#)

Saltash Town Council will also respond to other relevant studies as they come to light.

Saltash Town Council Strategic Priorities

1. Boosting Jobs and Economic Prosperity:

To ensure Saltash benefits from higher income, reduced poverty, improved facilities and quality of life. Promote Saltash as a vibrant and welcoming visitor destination.

2. Health and Wellbeing:

To support the Saltash Healthcare Action Group in improving our local NHS provision. Support improvement to mental health, fitness facilities, educational wellbeing of children and opportunities to access a high level of quality learning for young people.

3. Housing:

To ensure Saltash has a balanced range of high quality and affordable housing by working in partnership with Cornwall Council.

4. Travel and Transport;

To work with key stakeholders to support access to affordable, accessible and sustainable transport in Saltash and the rural and urban areas and promote walking and cycling.

5. Climate Emergency;

To continue to acknowledge a climate emergency and to bring forward a local climate change strategy.

6. Recreation and Leisure;

To continue to provide, improve, and support in Saltash, play parks, open green spaces, library service, cultural activity, leisure and sport facilities, and to acknowledge our unique position on the Tamar and Lynher Rivers.

Our Vision for Saltash

Saltash vision has been shaped by the Neighbourhood Plan.

Our intention is that by 2030 Saltash will be an envied riverside town, being greener, more inclusive and prosperous in all aspects, with a reinvigorated town centre and waterfront, award-winning new housing, a diverse economy, with an excellent quality of life and lifestyle for all ages.

Our Mission

Saltash Town Council endeavours to promote the best social, economic, and environmental practices for Saltash by efficiently managing services, assets, and the resources of the Town Council for the benefit of the local community. The Town Council aims to be a professional and competent Town Council, which is open/transparent and accountable and ensures sound financial management of the Town Council's resources.

The vision will be achieved by delivering the following objectives to:

- Secure a diverse and prosperous Local Economy;
- Regenerate the Town Centre, especially Fore Street, and Manage the Growth of “Out of Town” shopping;
- Create and support Sustainable Neighbourhoods;
- Revitalise the Waterfront;
- Ensure a balanced Range of Quality New Housing;
- Project and Enhance the Built Environment;
- Enhance the Natural Environment of the Parish;
- Manage the Rural Areas of the Parish in a Sympathetic Manner;
- Meet the changing demand for Health, Education, and Community Services and Facilities;
- Meet the growing demand for additional Sport, Recreation and Leisure Facilities;
- Encourage Improved and Sustainable Connectivity;
- Tackle the causes and impacts of climate change.

Our Core Values

Saltash Town Council will.....

- Be Transparent
- Be Civil and Respectful to others
- Be accountable for our actions
- Be fair
- Be collaborative
- Be innovative

Our Aims

- To improve the quality of life for residents and businesses in Saltash;
- To provide effective, transparent and accountable local government of Saltash Town Council;
- To ensure best value for money;
- To effectively represent the residents and businesses in Saltash;
- To protect and enhance the Services in Saltash;
- To preserve and enhance the rural, built, and natural environments of Saltash;
- To enable residents to be involved in the life of Saltash and its future development.

Our Objectives

- To keep informed of changes to legislation and ensure that procedures and Town Council policies are reviewed and revised in line with such changes;
- To continue to maintain and update the Town Council website. Publish all information required by legislation and as much other information as possible.
- To give residents and businesses the opportunity to express their views and represent these effectively;
- To communicate effectively with residents linked to the Town Council Communication Strategy and continue to explore new ways of communication;
- To work effectively with Cornwall Council, Councillors, and other key stakeholders for the betterment of Saltash;
- To use the Saltash Neighbourhood Plan effectively in all matters relating to the town;
- To continue to consider all local planning and enforcement matters that effect the town and provide comment on their impact on local residents, businesses, and the rural nature of the town.

Strengths Weaknesses Opportunity and Threats (SWOT) Analysis of the current working situation

Strengths:

Page 23

The Town Council is recognised by Cornwall Council and other organisations as a trusted voice in delivering projects and managing funds in the community.

Improved collaborative working.

- Situated at the 'Gateway to Cornwall'.
- Unique waterfront position on the Tamar and Lynher Rivers.
- Councillors are engaged in the work of the Town Council and their constituents.
- Saltash is a thriving community, with lots of drive and ambition to improve.
- Good community knowledge.
- Community spirit support for events and organisations.
- Good diverse experience and knowledge within the Town Council.
- Cautious and balanced approach.
- Community open spaces, play provisions, library service, leisure and sport facilities and youth services.

Opportunities:

- Town Councils now have higher/greater remit to become involved in many more areas.
- Highly committed team with opportunities to progress and create a career path.
- Future funding opportunities to improve/support the high street and the wider town.
- Exploit our location at the 'Gateway to Cornwall'.
- Unique waterfront position on the Tamar and Lynher Rivers.
- Expand tourism that supports existing and future facilities.
- Neighbourhood Plan.
- Good public/green transport in proximity to the A38 and railway station.
- Plymouth's large population as a neighbouring city to Fore Street.

Weaknesses:

- The Town Council doesn't have the capacity to run the operations efficiently or the space to accommodate future staff.
- The community is unaware of the Town Council's role; there is confusion about who provides what service.
- Lack of strong engagement within the community.
- The Town Council has very little generating assets.
- Fore Street needs a spruce up to attract residents to shop and visitors to visit the town.
- Border towns (Plymouth and Truro) lead to Saltash being overlooked.
- Plymouth's employment pressure means residents leave the town for employment.
- Poor connectivity from the waterside to Fore Street.
- Poor standard of NHS provision.
- Lack of clarity regarding Councillors non-executive roles and complementarity with the executive team.
- Lack of consideration and inclusion of Saltash as a town in its entirety rather than limited to Fore Street.

Threats:

- Uncertain future very hard to plan for.
- Economic fluctuations out of our control makes budgeting and delivery of projects problematic.
- Loss of funding opportunities due to the economic climate.
- Far greater demand on councillor time with the expanding remit.
- Future public spending cuts will have an effect on Fore Street.
- Anti-social behaviour and vandalism.
- People by-pass Fore Street due to the A38 on the doorstep to neighbouring city.
- Plymouth as a neighbouring city often means Saltash is forgotten, having a negative impact on continuity.
- Loss of expertise in the event of councillor or staff resignation and a potential change in Administration every four years.
- Affordability of housing, low wages, competing land uses, traffic congestion

How this Business Plan will be delivered

Page 24
Each year, we will produce an activity plan for the year ahead which will guide our work. The first will be set in April 2024 for the 2024-25 financial year and these will then be reviewed and finalised in the early part of the following year, ahead of the start of the new financial year in April.

The activity plan will detail the specific actions the Town Council will undertake in the civic year (April to March) to contribute to meeting our objectives and overarching aims. Each action will be specific, measurable, achievable, relevant and timebound (SMART), tasks will be assigned to the responsible officer and the Committee having an oversight of ensuring delivery. Many of our objectives may take several years to complete and we will set out appropriate milestones to strengthen accountability as part of our activity plan.

Our Committees and Sub Committees will have a key role in making the strategic and policy decisions required to give effect to the objectives of the Town Council. For specific objectives we may also establish more informal working groups, comprised of councillors and relevant stakeholders, to develop the detailed plans and actions we need to meet to deliver our aims.

Whilst we will detail specific actions to take, we will also be flexible in responding to opportunities and issues that arise. When considering new activity not covered by the activity plan, we will appraise whether it contributes to meeting our objectives.

A more detailed activity plan to support the Business Plan can be located on the Town Council website, [to view and download please click here](#). Please note it is a working document.

Communications Strategy

Saltash Town Council is committed to effective communications to ensure the Town Council's operations, priorities, objectives, values, ambitions and challenges are better understood by all our audiences - both internal and external – including our statutory obligations as a council.

Who do we want to reach?

Our Audience and stakeholders

Key stakeholders include residents, local businesses, and community organisations, local government organisations and Cornwall Councillors, local media and Politicians.

What do we want to achieve?

Updates to the community

Provide regular updates on council activities, decisions, and upcoming events to keep the community informed.

Community engagement

Actively engage with the community through public forums, surveys and consultations, and feedback mechanisms to understand concerns and gather input. Ensure the channels of communicating these elements cover electronic and paper versions.

Transparency

Emphasise transparency by sharing meeting minutes, financial reports, and important documents to build trust and enable scrutiny of council functions and business.

Responsive platforms

Monitor and respond promptly to inquiries and concerns raised by residents on various communication platforms.

Feedback mechanism

Promote the methods for residents to provide feedback on services and decision making.

How will we communicate?

Consistent Branding

Maintain a consistent visual identity and tone of voice across all messaging on all communication channels and assets for recognition and clarity.

Channels of Communication

Identify a mix of channels such as official websites, social media, newsletters, and community meetings to disseminate information. Social media platforms such as Facebook and Instagram will provide a fundamental and cost-effective home for STC communications.

- Page 26
- Town Council website
 - Social media strategy to encompass various platforms utilising them to their full potential.
 - Print media including local news outlets
 - Broadcast TV and Radio channels
 - Mailouts and leaflet drops
 - Posters and banners
 - Noticeboards
 - In Person – Meet your Councillor sessions

Proactive PR

Continue to positively promote the work that STC undertakes with the local media utilising all opportunities to enhance the role of the council in the town.

Statements to the Media

Provide a mechanism to respond to any media enquiries in a timely manner so as to safeguard the image of the town council and its members.

What will we communicate?

Regular Updates

Establish a clear plan for communicating during urgent situations, ensuring residents receive timely and accurate information.

Education Campaigns

Implement educational campaigns to inform residents about local policies, initiatives, and the decision-making process – dog poo campaign, green initiatives, speeding awareness etc, including circulating Cornwall Council education awareness.

Multilingual and Accessible Communication

Incorporate Cornish language elements within comms out to community – including email signatures. Celebrate our Cornish heritage by using Cornish and English for communications and greetings in all genres – written, video and all graphics. We will endeavour to make all our communications as accessible as possible in accordance with the Equality Act 2010, and the Public Sector Bodies Accessibility Regulations 2018.

Building good partnerships

Collaboration with Local Media

Foster relationships with local media outlets to enhance coverage of council activities and community news through a positive working relationship.

Collaboration with Local Government

Use our communications platforms to promote the division of responsibilities between STC and Cornwall Council and provide clarity regarding reporting issues to both councils.

How will this be led?

2024-25 we will be recruiting new roles of Development Manager and Communications and Engagement Officer, part of their roles will be the implementation of this strategy.

Good Governance

To ensure Saltash Town Council operates as a professional, competent, and caring organisation that manages its assets, finances and human resources efficiently.

To work in partnership with key stakeholders to maintain and improve the quality of the Town Council's Services and Property in line with public expectation whilst ensuring value for money.

To improve the efficiency and effectiveness of the Town Council and its operations through a culture of adapting to change and regular review by delegating more decisions over day-to-day operations to the Town Clerk and Responsible Finance Officer whilst overall accountability rests with the Corporate Body.

To work towards obtaining the Local Council Award Scheme to ensure we continue to perform to a high standard and that Saltash Town Council is up-to-date and progressive according to the standard set by the sector. [Click here to find more information on the Local Council Award Scheme.](#)

The Local Council Award Scheme provides a framework to plan, improves performance and confidence, with policies in place for continuous development.

Good Governance Functions include:

- Ensuring compliance with statutory and legal obligations;
- Financial and budgetary management and monitoring;
- Scrutiny and audit of Town Council practices;
- Development of strategies, policies, procedures and best practice guidelines to maximise the Town Council's effectiveness;
- Negotiation and implementation of devolution issues to ensure where appropriate, services and facilities are locally managed;
- Monitoring the Town Council's performance;
- Planning of financial and staffing resources.

There are two Committees that support the Town Council's Good Governance— Policy and Finance and Personnel.

Financial Information

Primarily the Town Council's financial resource is from the precept, funded through the local residents of Saltash, via what is known as the local 'precept'. This is the local tax levied by the Town Council, which is collected on its behalf by Cornwall Council as part of the overall Council Tax bill. For 2024-25, this amounts to £11.42 per year (based on a Band D property), which equates to £0.22 pence per week, per rate payer.

In addition to the precept, the Town Council generates income from other sources and is proactive in seeking relevant funding opportunities.

The Town Council has two types of reserves:

Type 1: General Reserves

Balances in this category are not identified for specified purposes but will be used for devolved assets and services.

The Town Council's existing contingency pot is set at 5 month's expenditure for the year 2024-25 to cushion against the impact of unforeseen events or genuine emergencies.

Type 2: Earmarked Reserves

Balances in this category are set aside for specified projects where spending will occur outside of the usual annual spending pattern of the budget. Earmarked Reserves have little or no impact on the Council Tax.

Future Funding

The Town Council is committed to seeking relevant funding opportunities to better improve the town.

Funding awarded provides the Town Council with the opportunity to research and better understand what the residents would like to see in Saltash, without impacting the Council Tax.

The Town Council continues to work hard in bringing the following successful funded projects to fruition in partnership with key stakeholders:

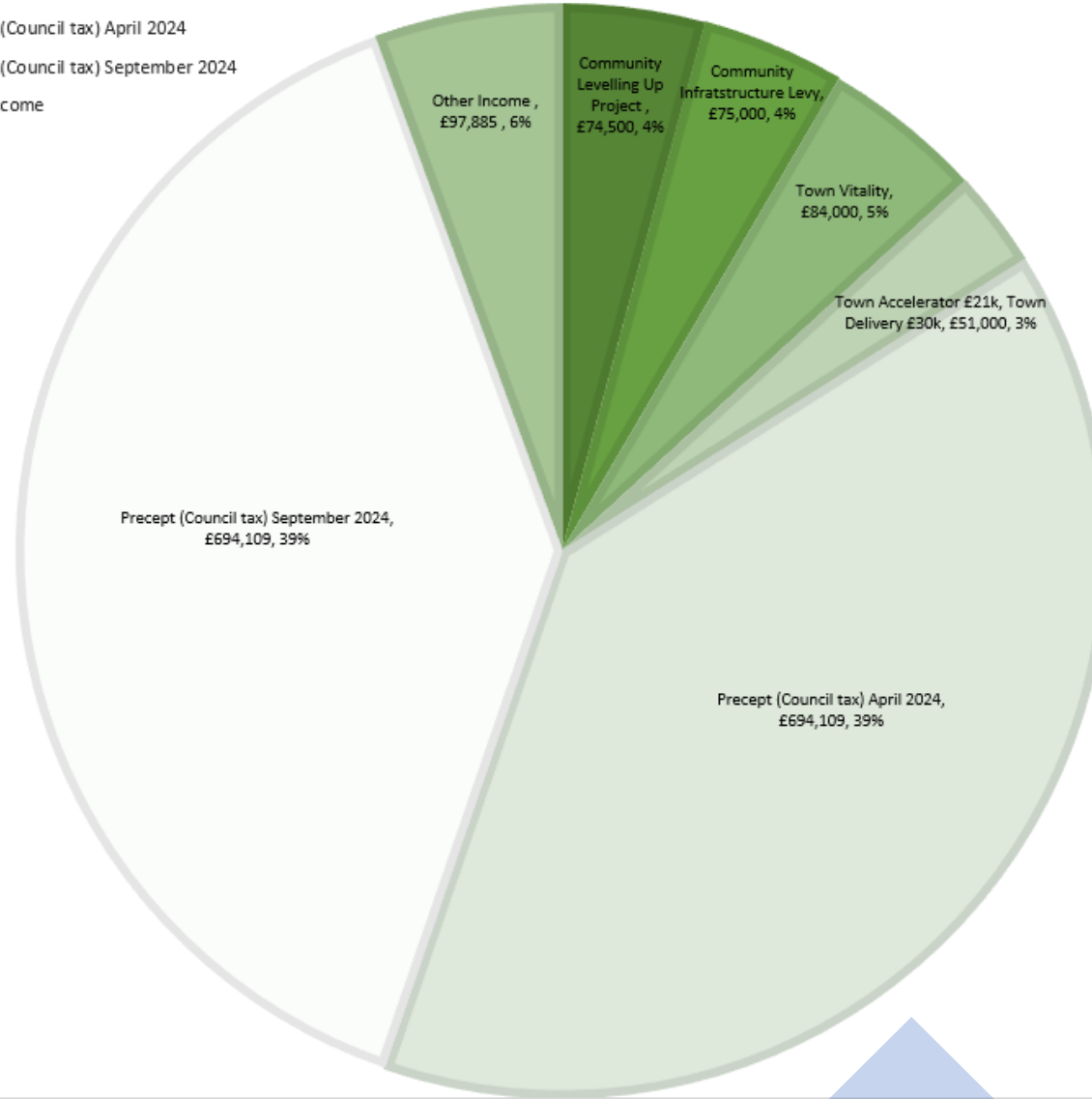
- Town Vitality £84,000 – Open Green Community Space;
- Town Accelerator Fund £21,000 – Open Green Community Space;
- Town Delivery Fund £30,000 – Public Realm Improvements;
- Community Infrastructure Levy £75,000 – Play Park Provision;
- Community Levelling Up Fund £74,500 – Connectivity and Sustainable Transport.

The Town Council is committed to contributing towards funding bids to help secure further opportunities for the community:

- Community Infrastructure Levy £20,000 – Play Park Provision;
- Community Levelling Up Fund £5,000 – Connectivity and Sustainable Transport.

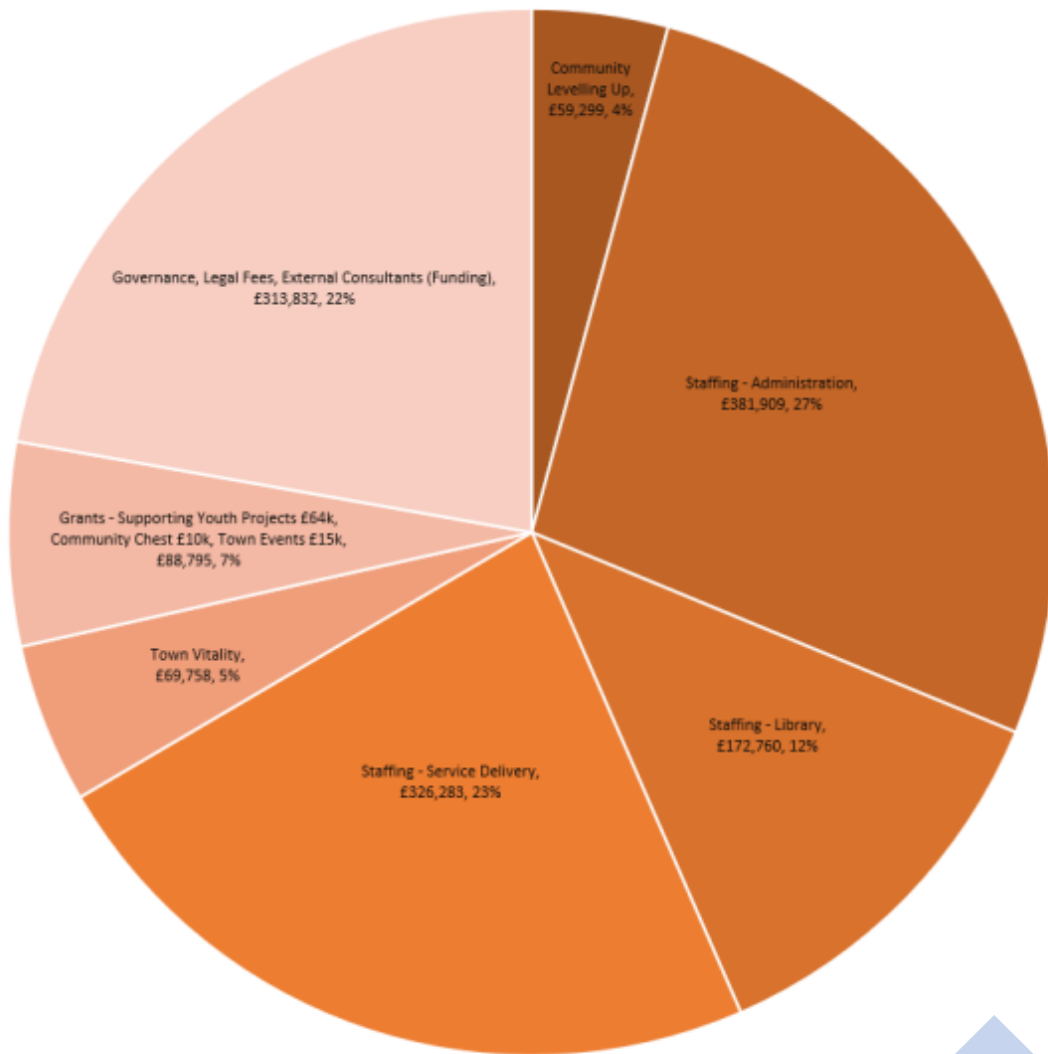
BREAKDOWN OF INCOME FOR 2024-25

- Community Levelling Up Project
- Community Infraststructure Levy
- Town Vitality
- Town Accelerator £21k, Town Delivery £30k
- Precept (Council tax) April 2024
- Precept (Council tax) September 2024
- Other Income



BREAKDOWN OF EXPENDITURE FOR 2024-25

- Community Levelling Up
- Staffing - Administration
- Staffing - Library
- Staffing - Service Delivery
- Town Vitality
- Grants - Supporting Youth Projects £64k, Community Chest £10k, Town Events £15k
- Governance, Legal Fees, External Consultants (Funding)





Town Council Office Opening Times
Monday to Friday 10am to 1pm and 2pm to 4pm
Email: enquiries@saltash.gov.uk
Website: www.saltash.gov.uk
Tele: 01752 844846

Saltash Town Council
The Guildhall
12 Lower Fore Street
Saltash
Cornwall
PL12 6JX

To receive a report on the design of the Business Plan and consider any actions and associated expenditure

Research:

Other Towns and Parishes have advised the following when distributing Strategic Plans, Action Plans and Business Plans to their residents and communities:

[Padstow Town Council](#)

No response received to date.

[St Ives Town Council](#)

- Online Advertising via website and social media channels
- Consultation took place via a postcard drop, received the highest responses
- Shared across community social media pages
- Small quantity printed for residents to access at Library, Reception and Tourist Information Centre.

[Torpoint Town Council](#)

- Online Advertising via website and social media channels
- Facebook advertising
- Neighbourhood Plan website
- Presented at Development committee meeting inclusive of various projects assisting in achieving the vision, strategy and action plan.
- Small quantity printed and professionally bound for residents to access at key locations

[Bodmin Town Council](#)

No response received to date.

[Launceston Town Council](#)

- Due to review in 2024
- Website and social media channels
- Presented at Annual Town Council meeting
- Small quantity printed and professional bound for residents to access at key locations

Quotes Graphic Designers

Company	Work Quoted	Cost
Company A	<p>A4 presentation to made available online and sent to print</p> <p>Based on 20 pages of copy and 3 diagrams estimated approx. 2 days / 16 hours inclusive of two rounds of amendments.</p> <p>Optimise web version would be an additional 4 hours.</p> <p>20 hours at £35.00</p> <p>Estimate will happily work on time and material basis so if significantly less time needed invoice only invoice effort used.</p>	£700.00+vat
Company B	<p>Estimated 16-20 page A4 document</p> <p>Provided no increases in pages/text/etc</p> <p>Will create a cover and a double page spread design to establish the style, once STC happy, populate the rest of the document.</p>	£285.00 no VAT
Company C	<p>At present, will not be able to help due to other commitments.</p>	N/A

Company D	Anticipate it will take a couple of days to put together depending on how many changes need making/ graphics putting together etc.	£250 - £300
Company E	Called and left message	

Printing Costs:

TBC once page count and quantity confirmed.

Digital Magazine:

There are many digital magazine options that are to be explored. Some of them come at minimal costs to remove advertisements.

Examples are:

<https://www.marq.com/create/tools/free-digital-magazine-software>

<https://fliphtml5.com/learning-center/10-best-digital-magazine-makers-free-download/>

<https://issuu.com/>

Budgets:

Budget: 6280 EMF Town Vision

Budget Availability: £10,450

Budget: 6301 PF Stationary / Printing / Post

Budget Availability: £975.00

End of report

Administration Officer

Saltash Town Council

BUSINESS PLAN

2024-2027



Welcome from the Town Clerk & Responsible Finance Officer

Page 38



Saltash Town Council began developing the Business Plan for the next three years (2024-2027). The Business Plan was recommended by the Town Vision Sub Committee and adopted by Full Council on XXXX.

The three-year business plan has six Strategic Priorities and the overarching vision 'by 2030 Saltash will be an envied riverside town, being greener, more inclusive and prosperous in all aspects with a reinvigorated Town Centre and Waterfront, award-winning new housing, a diverse economy, with an excellent quality of life and lifestyle for all ages'.

The Councillors and Town Council Officers are looking forward to delivering the new Business Plan 2024-2027 and are determined to ensure that Saltash continues to remain a town that delivers quality services to the residents and people who work within and visit the town.

Over the next three years, delivery of the actions highlighted by the six Strategic Priorities will be both exciting and challenging. Saltash Town Council will determine how to address various challenges through continued collaboration with key stakeholders.

Sinead Burrows

Town Clerk and Responsible Finance Officer

Chairman's Introduction

Saltash Town Council are responsible for a significant number of services and areas of land within boundaries that stretch from the River Tamar to Notter Bridge to the west and Moditenham Quay further up the Tamar estuary. The beautiful surroundings encompass both town and rural areas that bring a diverse range of residents and businesses.

Significant portions of land and responsibility still lies with the parent authority of Cornwall Council who we work closely alongside, but Saltash Town Council is the closest authority to Saltash residents operating key day to day services such as Public Toilets and the town's Library Hub, amongst others. Saltash Town Council provides direct financial support to organisations and festivals throughout Saltash through Grant Funding schemes and provides additional significant financial support for Youth based organisations providing professional support for our Young people.

Saltash continues to grow, with a new large residential development at Treleden to the west of the town. As the population pushes towards 20,000 as these new houses are delivered, the Town Council recognise the need to develop a Business Plan to ensure we continue to provide High Quality services for all our residents, both now and in the future as well as to use the Council Tax collected from households

efficiently and effectively to achieve the Business Plan goals and deliver on our agreed Strategic Priorities.

The Town Council is made up of 16 councillors spread across three wards, all are volunteers and offer their time to benefit the community in which they live. They bring a range of real world experience, at no cost, as well as enthusiasm to deliver great services alongside planning for the future. Amidst the enthusiasm and 'can do' attitude I see in action every day, we also value the debate and scrutiny of open public meetings that forms the basis of how a council conducts its business.

We also have a small dedicated team of staff to ensure the cogs of the machine turn smoothly, without them the decisions and strategy set by the councillors would not come to fruition.

In order to deliver current services and plan for the future of our town, the council actively seeks to work in positive partnerships with many public sector and some private organisations where Saltash may gain a benefit. We strongly value these partnership and will seek to develop and strengthen them in the years to come.

Councillor Richard Bickford

Chairman and Mayor of Saltash 2022-24



Welcome from the Town Clerk & Responsible Finance Officer

Page 39



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Councillor Richard Bickford

Chairman and Mayor of Saltash 2022-24



Saltash Town Council Strategic Priorities									
<p>1</p> <p>Boosting Jobs and Economic Prosperity</p> <p>To ensure Saltash benefits from higher income, reduced poverty, improved facilities and quality of life. Promote Saltash as a vibrant and welcoming visitor destination.</p>	<p>Date: 14.12.23 Committee / Minute Number: Services 113/23/24</p> <p>approve a 6 month trial of a 4g CCTV camera provided and installed by Plymouth City Council to the lighting column located between Bedford and the Spa Dentists, at no cost to the Town Council;</p>	<p>Date: 7.12.23 Committee / Minute Number: FTC 274/23/24</p> <p>approve the Chairman to write to the head of Cornwall Council Adult Education on behalf of Saltash Town Council to request a meeting to discuss future, fair and accessible provision for Saltash, reporting back at a future Town Council meeting.</p>	<p>Date: 1.2.24 Committee / Minute Number: 322/23/24</p> <p>Building relationships with key stakeholders such as the Police - Meeting with newly appointed PC's to strengthen relationship with Saltash Police Station</p>	<p>Date: 1.2.24 Committee / Minute Number: 332/23/24</p> <p>RESOLVED to write a letter to Cornwall Council Parking Enforcement, the Police and Safer Saltash to understand the data of incidents reported and any improvements regarding parking in Saltash this past year, sharing the letter to the resident.</p>	<p>Date: 1.2.24 Committee / Minute Number: 338/23/24 and</p> <p>Working in partnership with Christmas Festival Forum to further support significant events in the town. Increasing the amount festivals can apply for under the Town Council Grant Policy</p>	<p>Date: 1.2.24 Committee / Minute Number: 340/23/24</p> <p>Approval of a Communications Strategy</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>
<p>2</p> <p>Health and Wellbeing</p> <p>To support the Saltash Healthcare Action Group in improving our local NHS provision. Support improvement to mental health, fitness facilities, educational wellbeing of children and opportunities to access a high level of quality learning for young people.</p>	<p>Date: 7.12.23 Committee / Minute Number: FTC minute 275/23/24</p> <p>Endorse Ten Year Business Plan for Saltash Tennis Club. Chairman to write a letter of support and Town Council to work in partnership by feeding back comments on Business Plan.</p>	<p>Date: 7.12.23 Committee / Minute Number: FTC 256/23/24</p> <p>Members discussed the lack of public knowledge of the NHS Services provided at St Barnabas Hospital. Members agreed the importance to continue to work in partnership with the Saltash Health Care Action Group to encourage the NHS to provide clearer and more effective communication of NHS Services available locally to Saltash residents.</p>	<p>Date: 1.11.24 Committee / Minute Number: FTC 297/23/24</p> <p>Saltash Healthcare Action Group attended Meet your Councillors in December, January and February to raise the profile of the work with the public.</p>	<p>Date: Committee / Minute Number:</p> <p>The Town Council host the Saltash Healthcare Action Group bi-monthly meetings at the Guildhall free of charge.</p>	<p>Date: 2024-02-01 Committee / Minute Number:</p> <p>STC Library Hub Tamar Reach - Healthcare Action Group public information display runs through February.</p>	<p>Date: 2024-02-18 through to 2024-06-14 Committee / Minute Number:</p> <p>STC Library Hub - South West Reading Challenge - Reading Agency (For all ages and abilities). We are committed to support 2024 SW Reading Challenge (Mon 18 Feb - Fri 14 June).</p>	<p>Date: 2024-01-27 to 2024-02-04 Committee / Minute Number:</p> <p>STC Library Hub - National Storytelling Week. Reading to Brunel Pre-school children. Sue is telling the story of 'Flat Stanley' a character sent across the World by American Libraries. Children listened to the story as well as discovering where America is on the globe and were able to colour Flat Stanley characters.</p>	<p>Date: 2024-02-16 Committee / Minute Number:</p> <p>STC Library Hub - Dementia Voice Choir - performing a variety of songs for everyone to enjoy and join in if they wish.</p>	
<p>3</p> <p>Housing</p> <p>To ensure Saltash has a balanced range of high quality and affordable housing by working in partnership with Cornwall Council.</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	
<p>4</p> <p>Travel and Transport</p> <p>To work with key stakeholders to support access to affordable, accessible and sustainable transport in Saltash and the rural and urban areas, and promote walking and cycling.</p>	<p>Date: 12.10.23 Committee / Minute Number: Services 95/23/24</p> <p>to approve Councillor Bickford to work up a response on behalf of Saltash Town Council to be shared with Members for their input, submitting to the Joint Tamar Bridge and Ferry Committee.</p>	<p>Date: 14.12.23 Committee / Minute Number: Services 106/23/24</p> <p>to arrange with Fernbank Advertising to install a new bus shelter and for that shelter to form part of Saltash Town Councils existing shelter advertising agreement, at no cost to the Town Council.</p>	<p>Date: 1.2.24 Committee / Minute Number: FTC 321/23/24</p> <p>Transport Integration Forum held at Saltash Station - gift presented to STC</p>	<p>Date: 1.2.24 Committee / Minute Number: 325/23/24</p> <p>Members encouraged to respond to Peninsula Draft Transport Strategy and feedback to be given via STC reps to South East CAP</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	
<p>5</p> <p>Climate Emergency</p> <p>To continue to acknowledge a climate emergency and to bring forward a local climate change strategy.</p>	<p>Date: 2024-03-01 & 2024-04-19 Committee / Minute Number:</p> <p>STC Library Hub - Cornwall Council Waste Engagement. Drop in Roadshow Event. Food waste, recycling and rubbish changes.</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	
<p>6</p> <p>Recreation and Leisure</p> <p>To continue to provide, support and improve in Saltash, play parks, open green spaces, library service, leisure and sport facilities, and cultural activity, and to acknowledge our unique position on the Tamar and Lynher Rivers.</p>	<p>Date: 14.12.23 Committee / Minute Number: Services 116/23/24</p> <p>Service Delivery are to provide woodchip for the community allotment pathways subject to availability; To welcome SEA's support for Elwell Woods and look forward to receiving a more detailed plan of the future of Elwell Woods in the New Year.</p>	<p>Date: 7.12.23 Committee / Minute Number: FTC 273/23/24</p> <p>to appoint Councillors Bickford and Bullock as Town Council Representatives to the Cornwall Council Saltash Leisure Centre Working Group.</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	

Services Strategic Priorities					
1	Date: 14.12.23	Date:	Date:	Date:	Date:
Boosting Jobs and Economic Prosperity	Committee / Minute Number: 108/23/24	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
To invest in Town Council employees					
Continue to work with key stakeholders in the devolution of asset process with an increase of Town Council staffing levels, if required;					
Improve facilities and quality of life by continuing to maintain our public conveniences and to invest in accessible public conveniences	undertake the operations of opening, closing and cleaning the Town Council public toilets				
Continue to promote Saltash as a vibrant and welcoming visitor destination by reinvesting and working in partnership with key stakeholders in key areas such as Victoria Gardens, the Town Centre, and future Waterside projects.		Worked with Key Stakeholders National Grid and Cornwall Council for the permissions to install Hanging baskets from lower fore street to Waterside connecting with the Town Centre.			
2	Date: 12.10.23	Date: 14.12.23	Date:	Date:	Date:
Health and Wellbeing	Committee / Minute Number: 89/23/24	Committee / Minute Number: 114/23/24	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
Maintain, promote and reinvest in Town Council play parks and recreational areas;		Town Clerk to review and sign the funding agreement for the award of £75,000 of CIL funding, subject to the Town Council covering any increase of cost following completion of the formal procurement process;			
Provide, maintain and support mental health and wellbeing with street furniture and green public spaces.	To approve the procurement of five Happy to Chat Plaques		The Town Council have provided funding to SEA for the purchase of trees and maintenance equipment for planting around the town		
4	Date: 14.12.23	Date:	Date:	Date:	Date:
Travel and Transport	Committee / Minute Number: 109/23/24	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
Continue to investigate and implement where possible a sustainable Town Council fleet of vehicles;	Service Delivery Manager to sign off the hire agreement on behalf of the Town Council, ensuring the vehicle is fully insured and road worthy				
Promote and encourage walking and cycling routes in the community;					
Support access and improved connectivity from Saltash to Plymouth and neighbouring Towns and Parishes.					
5	Date: 12.10.23	Date:	Date:	Date:	Date:
Climate Emergency	Committee / Minute Number: 91/23/24	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
Continue to implement sustainable and non-toxic grounds maintenance methods;					
Continue to partake in the No Mow May initiative to strategic areas;					
Seek further environmentally friendly alternatives for grounds maintenance works within the Town Council Service Delivery Department;					
Support community initiatives for tree planting and wildflower meadows;	To approve the planting of trees at Elwell Woods subject to proposed areas being safe and appropriate and the planting avoids any services under or over the site, the health of the stock and soil purchases are free from disease, to avoid disease that may affect existing trees and ongoing maintenance is managed accordingly;	The Town Council have provided funding to SEA for the purchase of trees and maintenance equipment for planting around the town			
Continue to be Hedgehog Friendly;					
Continue to support and partake in the Plastic Free Community pledge.					
6	Date: 12.10.23	Date: 12.10.23	Date: 14.12.23	Date:	Date:
Recreation and Leisure	Committee / Minute Number: 85/23/24	Committee / Minute Number: 89/23/24	Committee / Minute Number: 111/23/24	Committee / Minute Number:	Committee / Minute Number:

Promote mental health and wellbeing via the Town Council website;		To approve expenditure of £90+vat for a Health and Wellbeing website page to be created and allocate to budget code 6211 Website Maintenance.			
Maintain, promote and reinvest in Town Council play parks and recreational areas;					
Provide, maintain and support mental health and wellbeing with street furniture and green public spaces.	It was proposed by Councillor Gillies, seconded by Councillor Bickford and RESOLVED to approve, at no cost to the Town Council, the extension of the Bus Shelter Advertising Agreement with Fernbank Advertising up to 31st October 2047. Fernbank to install digital advertising and living roof shelters, making Fore Street a priority, subject to planning approval.		appoint Company A to supply and assist with planting the Spring/Summer beds and hanging baskets subject to clarification of additional cost for some evergreen and wildflower planting;		
Continue to provide Pontoon facilities allowing access to the river and support better connectivity to neighbouring areas.					

Planning and Licensing Strategic Priorities

1	Date: 2023-11-21 Committee / Minute Number: 93/23/24	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:
<p>Boosting Jobs and Economic Prosperity</p> <p>To ensure in review of planning and licensing applications and considerations, economic opportunities and impacts are examined appropriately.</p>	<p>Pa23/08789 Land Adjacent To Unit 1F Long Acre Saltash PL12 6LZ - Development of two industrial units including parking facilities and loading bay areas.' With variation of condition 2 of decision PA21/01600 dated 03/08/2021. It was resolved to Recommend Approval.</p>				
<p>2</p> <p>Health and Wellbeing</p> <p>To ensure appropriate support or recommendations are given to applications or projects that support health care development or change of use to a health care setting in Saltash.</p> <p>To support and work with the Saltash Healthcare Action Group when reviewing planning applications that are applicable.</p> <p>To ensure the availability of all housing types are considered inclusive of rental and affordable housing to improve access to housing for all in Saltash.</p>	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:
<p>3</p> <p>Housing</p> <p>To support projects that deliver affordable and sustainable housing whilst meeting a variety of user needs in keeping with policy.</p>	Date: 2023-09-19 Committee / Minute Number: P&L 70/23/24	Date: 2023-10-17 Committee / Minute Number: 81/23/24	Date: 2024-01-16 Committee / Minute Number: 115/23/24	Date: Committee / Minute Number:	Date: Committee / Minute Number:
<p>To ensure future housing projects and developments offer a variety of housing options inclusive of accessible properties.</p>	<p>PA23/06296 Land North of North Park House, Pill Lane, North Pill Saltash, PL12 6LJ - Refurbishment of redundant existing barn in agricultural use and change of use to residential. It was resolved to Recommend Approval.</p>	<p>PA23/07453 Land South West of Manor Barn Trematon PL12 4RS - Application for Permission in Principle for a dwelling. It was resolved to RECOMMEND APPROVAL subject to the Countryside Access Officer's comment which states that Footpath 32 must remain open and unobstructed at all times.</p>	<p>PA23/07113 - Land At Phase 2A Treledan Broadmoor Farm Stoketon Saltash PL12 6PQ - Reserved Matters application in relation to appearance, landscaping, layout and scale for the construction of a new residential development including affordable housing, public open space, landscape planting, pedestrian, cycle and vehicular links, a Neighbourhood Centre and associated infrastructure (details following outline consent PA14/02447. dated 13.10.2017). It was resolved to RECOMMEND APPROVAL and the Town Council to write to Highways England and Cornwall Council as follows: 1.The Town Council to write to Highways England and Cornwall Council concerning the road improvements to the supporting road networks and the timeframes involved with regard to the development. 2.The Town Council to write to Cornwall Council to request a breakdown of the S106 monies relating to the development and the timescales involved regarding the release of</p>		

<p>Special consideration be given to the Churchtown Farm development and resolution for occupation by Saltash residents.</p>	<p>Latest email from Imogen Day, Cornwall Council, 13.02.24. Re: Churchtown Farm, Saltash. Plymouth Community Homes are making good progress on the site. The 5 units will be as shared ownership properties. This is a variation from the consented 3x affordable rent and 2x shared ownership scheme to assist PCH with their cash flow, due to challenges in enforcing the contract with the original developer of the site.</p> <p>Our database currently shows the 5 shared ownership properties to be completed by January 2025, however in recent talks with PCH they have indicated that this is likely to be this spring/early summer 2024. I will be speaking with them in the next fortnight so if I have any updates for you I will let you know.</p>				
<p>4 Travel and Transport</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>
<p>5 Climate Emergency</p>	<p>Date: 2023-09-19 Committee / Minute Number: P&L 70/23/24</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>
<p>To continue to acknowledge a climate emergency and considerations given to planning and licensing applications to ensure developments are sustainable and meeting future climate demands.</p>	<p>PA23/05063 - MFG Tamar Service Station Carkeel Roundabout Saltash PL12 6LF. Installation of 10 no. EV charging bays, eV canopy & new jet wash bay. New proposed metering GRP cabinet, substation enclosure, proposed kerb line and new proposed location for amazon lockers. Removal of existing vac unit, existing kerb and existing fence. It was resolved to Recommend Approval.</p>				
<p>6 Recreation and Leisure</p>	<p>Date: 2023-11-21 Committee / Minute Number: 92/23/24</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>	<p>Date: Committee / Minute Number:</p>
<p>To support improvement in keeping with planning policies for open green spaces, leisure and recreational in review of planning and licensing applications in Saltash.</p>	<p><u>To receive the Planning Inspectorate Local Inquiry into the addition of footpaths at Babis Lane and Town Quay in the Parish of Saltash and consider any actions and associated expenditure.</u> It was RESOLVED to delegate to the Assistant Town Clerk to prepare a Statement of Case working with Cllrs Bickford, Bullock and Brady, residents, and the Cornwall Ramblers Association. The Statement of Case to be signed off and submitted on behalf of Saltash Town Council by the Town Clerk. It was resolved to RECOMMEND to Full Town Council to be held on Thursday 7th December 2023 approval up to £1,000 for associated cost to support the Town Council's submission of a Statement of Case allocated to budget code 6224 Professional Costs.</p>				

Policy and Finance Strategic Priorities

1

Boosting Jobs and Economic Prosperity

2

Health and Wellbeing

3

Housing

4

Travel and Transport

5

Climate Emergency

6

Recreation and Leisure

P&F Held on 9.01.24 135/23/24

To consider the Policy and Finance Committee priorities for the next three years working within the six Town Council Strategic Priorities.

It was proposed by Councillor Brady, seconded by Councillor Stoyel and RESOLVED that Members reviewed the Town Council Strategic Priorities and identified the role of the Policy and Finance Committee as being governance/policy led, supporting all aspects of the six Strategic Priorities.

Personnel Strategic Priorities

1	Date: 16.11.23	Date:	Date:	Date:	Date:
Boosting Jobs and Economic Prosperity	Committee / Minute Number: 71/23/24	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
To continue to be a good employer and invest in officer growth by supporting relevant professional development;					
Real Living Wage Employer;	1. An increase of £1,925 on all NJC pay points 2 to 43; 3. To note the 2023/24 pay award means the lower NJC pay points now comply with the Real Living Wage threshold of £12ph, no requirement to implement Personnel Committee minute number 59/23/24.				
Local Government Pension Scheme;					
Believe in the Civility and Respect Pledge to support staff;					
Provide a Protocol for Members/Officer Relations to guide officers in their relations with Members.					
2	Date: 26.10.23	Date: 26.10.23	Date:	Date:	Date:
Health and Wellbeing	Committee / Minute Number: 52/23/24	Committee / Minute Number: 59/23/24	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
Provide excellent welfare facilities;					
Provide occupational health assessments as required to support staff at work;		The Town Clerk informed Members of the need to appoint an Occupational Health Assessor.			
Robust risk assessments and health surveillance checks available to appropriate officers to protect them at work.	undertake relevant staff Health Surveillance tests in the year 2024-2025 at a cost of £625;				

Library Strategic Priorities

2	Date: 1.12.23 - 1.02.24	Date: 2.10.23	Date: January 2024	Date: February 2024	Date:
Health and Wellbeing	Committee / Minute Number: N/A	Committee / Minute Number: 51/23/24	Committee / Minute Number:	Committee / Minute Number: N/A	Committee / Minute Number:
To provide a local venue for a range of free events and activities;			Tamar Reach Healthcare Action Group Panel for public response next to January Wellness activities and events panel.	Library Hub Wellness events and activities including 'Mindfulness' Beginners guide to Yoga and a visit from Dementia Voice Choir	
To continue to sign post residents and users of the Library to the relevant key stakeholders;					
To continue to provide a safe and warm space to residents and users of the Library.	Warm space provided	It was proposed by Councillor Bickford, seconded by Councillor Peggs and RESOLVED to approve expenditure up to a maximum of £1,000 allocated to budget code 6972 EMF Library Equipment and Furniture, subject to a successful bid for partial funding of a DHSC Community Automated External Defibrillator (AED) to be located externally at the Library.			
5	Date: 2.10.23	Date:	Date:	Date:	Date:
Climate Emergency	Committee / Minute Number: 47/23/24	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
To ensure the Saltash Library building is well insulated when refurbished to reduce energy cost;	To appoint Horizon Architectural Glazing to supply and install a Reynaers curtain walled system to the library building to commence in the New Year 2024;		March UK Science Fair Week from March 9 Includes Workshops from Space Detectives, Presentations from Spaceport Cornwall and Plymouth University Robotics and Nanotechnology departments. It will also feature many displays and experiments for schools.	The Big Green environment show April 2024	
To continue to focus on Climate Emergency and support free events at the Library.					
6	Date: 25.01.24	Date:	Date:	Date:	Date:
Recreation and Leisure	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:	Committee / Minute Number:
To continue to provide a Library and Community Hub Service for the community inclusive of the Home Library Service.	Waste Management Roadshow in partnership with Cornwall Council to answer questions on the new waste collection roll out planned for 2024				

Station Property Strategic Priorities

1	Date: 15.09.23 Committee / Minute Number: 24/23/24	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:
Boosting Jobs and Economic Prosperity					
Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area;	To delegate to the Town Clerk to open further discussions with the Cornish Rail Coffee Company to engage in the operations of the waiting room, kitchen, and fully accessible toilet at Isambard House in March 2024;				
Bring in additional investment by offering a focal meeting point at the Station and in close proximity to Fore Street.					
4	Date: 15.09.23 Committee / Minute Number: 35/23/24	Date: 1.2.24 Committee / Minute Number: FTC 341/23/24	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:
Travel and Transport					
Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area;	Town Council to work in partnership with voluntary groups to operate the waiting room, fully accessible toilet, and kitchen area.				
Saltash Station is a key transport hub to the town.					
Embark on a community project for the installation of further connectivity by installing EV Charging Points, Beryl Bikes and Solar Car Ports and Roof within the Station car park;		Approved location of beryl bikes at Saltash Station			
Continue to support and promote the towns 450 local bus service providing better connectivity.	Town Council continue to promote bus route on social media and to visitors in the Guildhall.				
5	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:
Climate Emergency					
To continue to support the Climate Change and Environmental Working Group with free use of Isambard House;	Saltash Environmental Action free use of Isambard House for events in February, March, April and May.				
To lead by example by Isambard House being well insulated when refurbished with further investments to install Solar PV and Water Systems to assist in reducing energy bills and Co2 emissions.					
6	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:	Date: Committee / Minute Number:
Recreation and Leisure					
Increase cultural activity by providing a restored historical building (Isambard House) to hold events offering low rates to hire the building;					

Create an annual events calendar to better utilise the building.

Services Committee

Aims	Objective	Action	Responsibility	Timescale
To keep the town looking its best	To keep the town free of weeds	Carry out weed control in an environmentally free way	Town Clerk and Service	September 2020
		Review the effectiveness of weed removal		
		Report back to committee and agree any further actions	Town Clerk and Services	September 2020
	To maintain all street furniture in the town	Maintain all street furniture and order parts as required	Town Clerk	April 2020
		Carry out an audit of all town street furniture	Town Clerk	April 2020
		Compile inventory to be included in the Town Council asset register	Town Clerk	April 2020

		<p>Inspect all town street furniture</p> <p>Prepare schedule of maintenance based on priority</p> <p>Provide committee with full inventory and schedule of maintenance for approval</p>	<p>Town Clerk</p> <p>Town Clerk</p> <p>Town Clerk</p>	<p>April 2020</p> <p>April 2020</p> <p>April 2020</p>
	<p>To continue providing hanging baskets and bedding plants in the town and surrounding areas</p>	<p>Install and maintain throughout the summer months by way of regular feed and watering</p> <p>To appoint a supplier to provide the baskets and planting</p>	<p>Town Clerk</p> <p>Town Clerk</p>	<p>May 2020</p> <p>January 2020</p>
<p>To enhance the look of the town</p>	<p>To expand the floral display in Saltash by planting a wider selection of flowers and adding new planting and hanging baskets in Fore</p>	<p>Instruct contractors to order flowers/plants as required</p> <p>Instruct the Service Delivery department to prep the areas</p>	<p>Town Clerk & Services</p> <p>Town Clerk & Services</p>	<p>January 2020</p> <p>April 2020</p>

	Street, Waterside and at Town Council premises			
To promote the town and it's Your Neighbourhood competitions and encourage more residents and businesses to take part	To combine the floral display in Saltash and it's Your Neighbourhood Competition awards ceremonies	Liaise with the Town Council regarding a date for the awards ceremony	Town Clerk	March 2020
		Send out invitations to all participants	Admin	March 2020
		Prepare certificates and trophies Purchase refreshments	Admin Admin	March 2020
		Request staff attendance to assist at the event	Town Clerk	March 2020
To enhance the Town during the festive period by increasing the amount of decorative illuminations	To erect a third cross street decoration, increase the lights at Fore Street to Lower Fore Street and the Waterside	Obtain quotations from lighting contractors	Town Clerk	August 2020
		Appoint a contractor	Committee	August 2020
		Instruct a contractor	Town Clerk	August 2020

To increase financial support from local businesses	To obtain additional sponsorship	Contact local businesses	Service Delivery Manager	May 2020
To enhance and protect open spaces in the town	Audit of open spaces	Investigate and visit all open spaces in Saltash	Town Clerk & Services	June 2020
		Create inventory of all open spaces and portfolio	Town Clerk	July 2020
		Establish ownership of open spaces	Town Clerk	July/August 2020
		Present findings to committee for further actions	Town Clerk	October 2020
To be pro-active in encouraging the community to get involved in looking after and enhancing its open spaces	Create a leaflet to promote the Town Council's play parks and open spaces	Design a leaflet detailing the project	Town Clerk & Committee	March 2020
	To promote the need for volunteers	Promote and distribute the leaflet	Town Clerk	March/April 2020

		Issue a press and social media release and advertise the need for volunteers via the local Saltash newspaper, Town Council website, noticeboards, Meet Your Cllr session	Town Clerk	April 2020
		Arrange volunteer days to enhance open spaces	Town Clerk	April 2020
To improve areas of the town not in public ownership	To encourage and work with land and property owners to raise their standards	Identify areas of land that require attention	Town Clerk & Committee	March 2021
		Ascertain who owns the land	Town Clerk	April 2021
		Contact the owner to discuss the land and help where possible	Town Clerk	April/May 2021
To create opportunities for leisure, exercise and well-being for the town residents and visitors by improving	To ensure all footpaths paths are clean, safe, and attractive	Carry out regular path inspections	Services	October 2020 and March 2021
			Services	

and promoting the town's network of cycle paths, footpaths, and walking routes		Report inspection outcomes at committee meetings and agree any further actions and expenditure		October 2020 and March 2021
	To use the noticeboards within the town to publicise Saltash footpaths	Design and create map of footpaths Locate potential noticeboards that can be used to advertise footpaths Present findings to committee for further actions	Town Clerk Services Town Clerk	January 2021 February 2021 June 2021
	To produce leaflets publishing Saltash footpaths and possible routes, including things to look out for and the history of the area	Design and create leaflet Present leaflet to committee for approval Circulate leaflet to local businesses/organisation	Admin Town Clerk Admin	October 2020 and March 2021

<p>To create a safe and secure environment in the town</p>	<p>To appoint and install a CCTV system to the identified areas</p>	<p>Contact Chamber of Commerce and Police for guidance</p> <p>Work up a CCTV procedure to ensure compliance</p> <p>Report back to committee</p>	<p>Town Clerk</p> <p>Working Group</p> <p>Working Group</p>	<p>September 2020</p>

EXAMPLE

Personnel Committee

Aims	Objective	Action	Responsibility	Timescale
To be a more effective Council	To be accredited with the Local Council Award Scheme Quality Award by April 2023	<p>Oversee completion of all requirements of the scheme</p> <p>Register the council's interest in the scheme with NALC</p> <p>Pass a resolution confirming council meets all requirements</p> <p>Advise the council is ready to submit</p>	<p>Committee</p> <p>Town Clerk</p> <p>Full Council</p> <p>Town Clerk</p>	October 2020 and January 2021
	To review the role of the Town Crier and appointment	<p>Arrange a meeting with the Mayor and Deputy Mayor to discuss the role</p> <p>Advertise the role and report back to committee and agree any further actions</p>	<p>Town Clerk</p> <p>Town Clerk</p>	<p>January 2021</p> <p>January 2021</p>

EXAMPLE