

Public Document Pack

SALTASH TOWN COUNCIL

Minutes of the Meeting of the Town Vision Sub Committee held at the Guildhall on Thursday 15th August 2024 at 6.30 pm

PRESENT: Councillors: R Bullock, S Gillies, M Griffiths, S Martin, B Stoyel and R Bickford.

ALSO PRESENT: S Burrows (Town Clerk / RFO) and M Thomas (Senior Policy and Data Compliance Officer).

APOLOGIES: J Peggs.

16/24/25 HEALTH AND SAFETY ANNOUNCEMENTS.

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

The Chairman welcomed Councillor Stoyel to his first Town Vision Sub Committee meeting.

17/24/25 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 received.

18/24/25 PUBLIC QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY ASK QUESTIONS OF THE TOWN COUNCIL.

None received.

19/24/25 TO RECEIVE AND APPROVE THE MINUTES OF THE TOWN VISION SUB COMMITTEE HELD ON 16 MAY 2024 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 Gillies and **RESOLVED** that the minutes of the Town Centre Vision Sub Committee held on 16 May 2024 were confirmed as a true and correct record.

20/24/25 TO RECEIVE THE TOWN VISION BUDGET STATEMENT AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

It was **RESOLVED** to note.

21/24/25 TO CONSIDER RISK MANAGEMENT REPORTS AS MAY BE RECEIVED.

Nothing to report.

22/24/25 TO REVIEW THE TOWN VISION TERMS OF REFERENCE AND CONSIDER ANY ACTIONS.

Members received and discussed the draft Terms of Reference contained within the reports pack.

It was proposed by Councillor Griffiths, seconded by Councillor Bickford and resolved to **RECOMMEND** to Full Council to be held on 5 September 2024 to approve and adopt the amendments to the Town Vision Terms of Reference with the addition of the Impact Assessment to the Climate Change Strategies, as attached.

23/24/25 **TO RECEIVE FUTURE TOWN VISION SUB COMMITTEE MEETING DATES FOR THE YEAR 2024-25 AND CONSIDER ANY ACTIONS.**

The Chairman referred Members to the proposed dates for the next three meetings of the Town Vision Sub Committee.

It was proposed by Councillor Griffiths, seconded by Councillor Gillies and **RESOLVED** to approve the following future Town Vision Sub Committee meeting dates for the year 2024-25:

1. 24 October 2024
2. 23 January 2025
3. 24 April 2025

24/24/25 **TO RECEIVE A DRAFT CLIMATE CHANGE STRATEGY AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

Members received and discussed the revised draft Climate Change Strategy and Impact Assessment contained and circulated within the reports pack.

Councillor Bickford suggested some additional items to be included in the Climate Change Strategy categories to further reflect the wider Town Council Business Plan. Councillor Martin also suggested an amendment to the Community Engagement category.

The Chairman then asked Members to consider the draft Impact Assessment which feeds into the Decision Wheel. This provides a visual image to clearly demonstrate the impact of a project from the areas identified in the Climate Change Strategy.

It was proposed by Councillor Griffiths, seconded by Councillor Gillies and **RESOLVED**:

1. To approve the Climate Change Strategy and Impact Assessment format and design;
2. To approve the updates to the Climate Change Strategy based on the suggested changes from Councillors Bickford and Martin, as attached;
3. For Officers and Members of the Town Vision Sub Committee to trial the Impact Assessment for Town Council projects, reporting back at the next meeting.

25/24/25

TO RECEIVE THE TOWN COUNCIL BUSINESS PLAN DELIVERABLES AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman led Members through the Town Council Business Plan Deliverables for quarter 1, contained and circulated within the reports pack.

Members of the Sub Committee contributed towards the discussions.

It was proposed by Councillor Griffiths, seconded by Councillor Gillies and **RESOLVED** to:

1. Approve the format and design of the deliverables (as attached) and upload to the Town Council website for transparency;
2. Recommend to Planning and Licensing to:
 - a) Remove under 'Health and Wellbeing' the 'Aim' – To support and work with the Saltash Health Care Action Group when reviewing planning applications that are applicable – due to duplication of another 'Aim' – 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;
 - b) Refer under 'Health and Wellbeing' the 'Aim' – 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 – to 'Housing' because the 'Aim' fits better under that Strategic Priority;
 - c) Remove under 'Housing' the 'Aim' – To ensure future housing projects and developments offer a variety of housing options inclusive of accessible properties – due to duplication of another 'Aim' – To support projects that deliver affordable and sustainable housing whilst meeting a variety of user needs in keeping with policy;
 - d) Remove under 'Housing' the 'Aim' – Special consideration be given to the Churchtown Farm development and resolution for occupation by Saltash residents – due to the 'Aim' not being achievable under the Town Council powers.

3. Recommend to Services to:

- a) Remove under 'Boosting Jobs and Economic Prosperity' the 'Aim' – To invest in Town Council employees – due to the 'Aim' not fitting within the Committees Terms of Reference, the 'Aim' is covered by the Personnel Committee;
- b) Remove under 'Health and Wellbeing' the 'Aim' – Maintain, promote and reinvest in Town Council play parks and recreational areas – due to duplication of the same 'Aim' under the 'Recreation and Leisure' Strategic Priority;
- c) Refer under 'Climate and Emergency' the 'Aim' – Continue to partake in No Mow May initiative to strategic areas – due to it fitting better under the 'Actions' of – Support community initiatives for tree planting and wildflower meadows;
- d) Amend under 'Climate and Emergency' the 'Aim' – Continue to implement sustainable, non-toxic grounds maintenance methods – to cover all environmental matters to - Continue to implement sustainable grounds maintenance methods and good environmental practices;
- e) Remove under 'Climate and Emergency' the 'Aim' – Seek further environmentally friendly alternatives for groups maintenance works within the Town Council service Delivery Department – due to duplication of the 'Aim' – Continue to implement sustainable grounds maintenance methods and good environmental practices;
- f) Refer under 'Climate and Emergency' the 'Aim' – Continue to be hedgehog friendly – due to it fitting better under the 'Actions' of - Continue to implement sustainable grounds maintenance methods and good environmental practices;
- g) Refer under 'Recreation and Leisure' the 'Aim' – Promote mental health and wellbeing via the Town Council website to 'Health and Wellbeing' because the 'Aim' fits better under that Strategic Priority.

4. Recommend to Station Property to:

- a) Amend under 'Climate Emergency' the 'Aim' – To continue to support the Climate Change and Environmental Working Group with free use of Isambard House – due to the Working Group no longer existing – To continue to support external groups with free use of Isambard House (in line with the Hire Policy) where their purpose is climate change and environmental matters.

5. Recommend to the Personnel, Planning and Licensing, and Services Committees to review and develop their Strategic Priorities against their 'Actions' at every Committee meeting.
6. Recommend to the Library and Station Property Sub Committees to review and develop their Strategic Priorities against their 'Actions' at every Sub Committee meeting.
7. Refer to the Policy and Finance Committee to review Minute number 135/23/24 and consider the six Town Council Strategic Priorities under the Committees Terms of Reference;
8. Request the Devolution Sub Committee and Property Maintenance Sub Committee to consider the six Town Council Strategic Priorities under the Sub Committees Terms of Reference.

Members passed their thanks to the Administration Officer for her hard work in assisting the Town Clerk with the Business Plan deliverables.

26/24/25 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.

27/24/25 TO CONSIDER ANY ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA.

None.

28/24/25 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

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

29/24/25 TO CONFIRM ANY PRESS AND SOCIAL MEDIA RELEASES ASSOCIATED WITH ANY AGREED ACTIONS AND EXPENDITURE OF THE MEETING.

It was proposed by Councillor Griffiths, seconded by Councillor Martin and **RESOLVED** to issue the following Press and Social Media releases:

1. The future meeting dates of the Town Vision Sub Committee;
2. The Town Council Business Plan Deliverables.

DATE OF NEXT MEETING

Thursday 24 October 2024 at 6.30pm

Rising at: 7.42 pm

Signed: _____
Chairman

Dated: _____

Town Vision Sub Committee

| | |
|-------------------|---|
| Composition: | <p>The Committee membership comprises of a maximum of eight Saltash Town Council Councillors together with the Town Clerk and Administration Officer.</p> <p>Executive input for the Committee is provided by the Town Clerk and administrative support is provided by the relevant Officers of the Town Council.</p> |
| Chairmanship: | Chairman and Vice Chairman to be elected from the members of the Sub Committee at the first meeting in each Council Year. |
| Quorum: | Four |
| Meetings: | The committee meets for a minimum of four times each financial year (April to March). |
| Timing: | 6.30 p.m. |
| Venue: | Guildhall |
| Reports to: | The Committee reports directly to Full Town Council making strategic recommendations as required. |
| Financial Matters | The Committee has delegated authority for expenditure up to £20,000. Any requests over this delegated authority of expenditure would require a recommendation to the Policy and Finance Committee for consideration. |
| Remit: | The purpose of the Town Vision Sub Committee is to support the Town Clerk in leading the business planning process for Saltash Town Council and to oversee its effective implementation. |

Terms of Reference and Matters Delegated to the Committee:

The Town Vision Sub Committees intended Outcomes over the next three years are:

1. A shared purpose through an agreed, overarching and unified business plan for Saltash Town Council.
2. To monitor the business plan Priorities, Vision, Aims and Objectives on behalf of the Town Council to ensure delivery.
3. Increased engagement, understanding and support from Saltash residents on Saltash Town Council's purpose, strategic priorities and actions.
4. Increased success in securing investment to further the strategic priorities of Saltash Town Council.
5. Effective governance and management for Saltash Town Council, clarifying roles and responsibilities, particularly the non-executive roles of the Town Clerk and staff team.
6. A more collaborative, efficient and agile working culture avoiding fragmentation and duplication.
7. Delegated authority to undertake an overarching monitoring role of the Business Plan on behalf of the Town Council reporting back as required.

The primary and initial output of the Town Vision Sub Committee will be:

1. The production of a three-year business plan for the period April 2024 to March 2027, encompassing:
 - Vision, Mission and Values
 - Strategic priorities and deliverables
 - Climate Change Strategies and Impact Assessment
 - Communication Strategy
 - Governance, Management and Operations
 - Fundraising strategy
 - Budget forecasts

Matters not delegated to the Committee:

Any matter falling within the remit of the Committee which involves the introduction of a new policy or changes to existing policy, future direction and strategy.

Climate Change Strategies

For ease of inclusion in the decision wheel model, the agreed content has been grouped under six headers:

Procurement

- Through procurement, ensure the local authority supply chain is minimising carbon emissions.
- Ensure council's procurement strategy specified that low carbon lights and appliances are procured.
- Where possible use local suppliers to minimize transport costs and support the local economy.

Energy saving and waste reduction

- Require and enable energy saving behaviour by all council staff.
- Require the integration of renewable energy such as solar thermal, PV or heat pumps in local authority owned buildings where permitted.
- Cut council's paper wasted by offering papers electronically.
- Minimize waste by recycling, reusing or repairing where possible.
- Ensure fresh water is not wasted.

Transport

- Deliver a transition of the town council's own fleet to electric.
- Encourage car sharing and the use of alternative forms of public transport.
- Introduce measures to encourage cycling and walking.
- Support and promote schemes that enhance public transport.

Air and water quality

- Increase planting on town council managed land to improve air quality, biodiversity and help mitigate climate change issues.
- Improve air quality in town council offices and buildings by use of plants that improve it.

- Highlight and campaign for improvements in air and water quality.
- Develop and implement strategies to prevent flooding and consider water capture to reduce water usage.

Community engagement and education

- Support small and medium business enterprises to access funds and expertise for reducing carbon pollution.
- Encourage healthy eating awareness.
- Promote public transport opportunities.
- Promote an active lifestyle.
- Promote and support climate friendly initiatives.
- Collaborate with other agencies to deliver these goals.
- Monitor national policies and trends and seek out grants to help fund the above activities.

Climate strategy impact assessment

Score 1 - long lasting or severe negative impact; **score 2** - short term or limited negative impact; **score 3** - no or neutral impact; **score 4** short term or limited positive impact; **score 5** - long lasting or extensive positive impact. Scores should be the **best estimate** and will be fed into the decision wheel.

Not all sections will apply. Where they do not apply enter score 3 - no or neutral impact.

Once the scores have been assessed they can be added to the visual model for inclusion in the project report. The purpose of the questions is to ensure the impact of council projects on climate change/carbon emissions is considered at the start of a project. It may prompt decisions to be reconsidered to reduce the impact and in this case the assessment should be repeated.

* Required

* This form will record your name, please fill your name.

INSERT Name of project :

1. Describe the project *

Procurement.

Projects involving procurement should ensure that the local authority supply chain is assessed to ensure that carbon emissions are minimised. The procurement strategy should be checked and followed.

2. Does the project require procurement? *

Yes

No

3. Where possible check the supplier for their estimated carbon emissions for the purchase. Use of local suppliers minimizes transport costs and supports the local economy. Low carbon lights and appliances should be a priority. *

Yes

No

4. What is the likely impact of the procurement decisions made on carbon emissions? *

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Energy saving and waste reduction

- Require and enable energy saving behaviour by all council staff.
- Require the integration of renewable energy such as solar thermal, PV or heat pumps in local authority owned buildings where permitted.
- Cut council's paper waste by offering papers electronically.
- Minimize waste by recycling, reusing or repairing where possible.
- Ensure fresh water is not wasted.

5. Does the project involve implementing energy saving and waste reduction measures? *

Yes

No

6. Does the project require council staff to be trained in energy saving behaviour? *

Yes

No

7. Does the project involve integrating renewable energy sources in local authority buildings?

Yes

No

8. Will any documents be distributed electronically to reduce paper waste?

Yes

No - check before proceeding that this cannot be done.

9. Is waste being minimized by recycling, reusing or repairing where possible?

Yes

No

10. Are measures in place to ensure fresh water is not wasted.

For example installation of water butts to collect rainwater that can be used for watering.

Yes

No

11. What is the likely impact of the energy saving decisions made on carbon emissions? *

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Transport

- Deliver a rapid transition of the council's own fleet to electric.
- Encourage car sharing and the use of alternative forms of transport.
- Introduce measures to encourage cycling and walking.
- Support and promote schemes that enhance public transport.

12. Does the project involve refreshing or adding to the council fleet of vehicles?

Yes

No

13. Does the project encourage car sharing and use of alternative forms of public transport?

Yes

No

14. Does the project include measures to encourage cycling and walking?

Yes

No

15. Does the project support and promote schemes that enhance public transport?

Yes

No

16. What is the likely impact of the transport decisions made on carbon emissions? *

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Air and water quality

- Increase planting on town council managed land to improve air quality, biodiversity and help mitigate climate change issues.
- Improve air quality in town council offices and buildings by use of plants that improve it.
- Highlight and campaign for improvements in air and water quality.
- Develop and implement strategies to prevent flooding and consider water capture to reduce water usage.

17. Does the project increase planting on town council owned land?

Yes

No

18. Does the project involve the introduction of plants in council offices and buildings to improve the air quality?

Yes

No

19. Does the project highlight and/or campaign for improvements in air and water quality?

Yes

No

20. Does the project develop and implement strategies to prevent flooding and/or capture water to reduce water wastage?

Yes

No

21. What is the likely impact of air and water quality decisions on carbon emissions? *

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Community engagement and education

- Support small and medium business enterprises to access funds and expertise for reducing carbon pollution.
- Encourage healthy eating awareness.
- Promote public transport opportunities.
- Promote an active lifestyle.
- Promote and support climate friendly initiatives.
- Collaborate with other agencies to deliver these goals.
- Monitor national policies and trends and seek out grants to help fund the above activities.

22. Does the project support small and medium business enterprises - signposting to funds and expertise for reducing carbon pollution?

Yes

No

23. Does the project encourage healthy eating awareness?

Yes

No

24. Does the project promote public transport opportunities?

Yes

No

25. Does the project promote an active lifestyle?

Yes

No

26. Does the project promote and support climate friendly initiatives?

Yes

No

27. Is there collaboration with other agencies to deliver these goals?

Yes

No

28. Are national policies and trends being monitored and grants being sought to help fund the community engagement activities?

Yes

No

29. Community engagement and education *

What is the likely impact of community engagement and education on carbon emissions?

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Does the project impact on climate change in any other way?

30. Outline any other factors/actions in the project that might impact on climate change.

Monitoring


31. How will you monitor the project's impact on climate change and achieving the aims set out in this document? *

Has a significant impact on climate change been identified from this assessment?

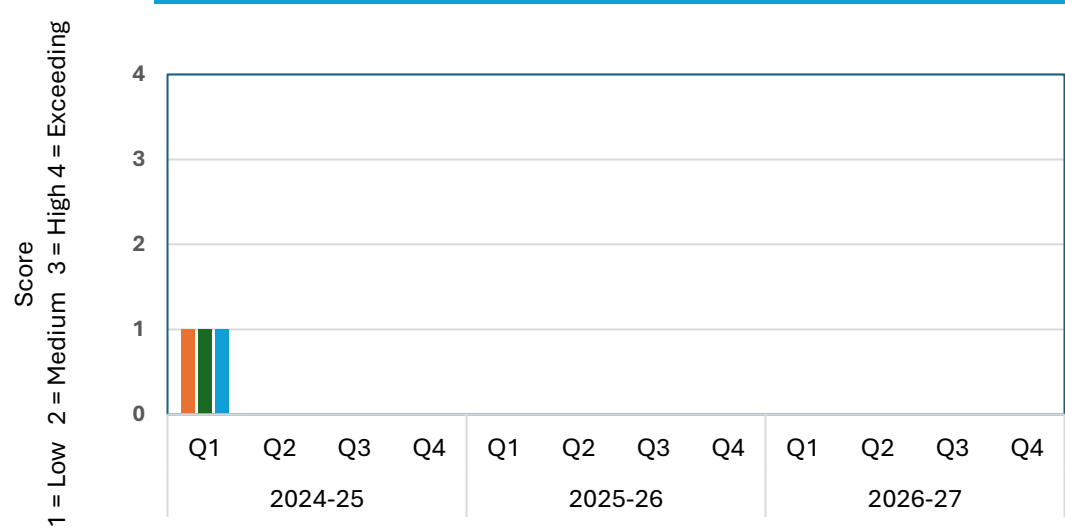
If there is an unavoidable significant impact attach an explanation for proceeding with the project to this assessment.

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

 Microsoft Forms

| Strategic Priority 1 - Boosting Jobs and Economic Prosperity | | Aims of the Services Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|---|---|--|---|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  <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> | | To invest in Town Council employees | <p>Training and Development of Service Delivery Department</p> <p>Health and Wellness Initiatives</p> <p>Financial Incentives</p> | Town Vision Sub Committee recommends to the Services Committee to remove this 'Aim' due to the 'Aim' not fitting within the Committees Terms of Reference, the 'Aim' is covered by the Personnel Committee. | N/A | N/A | | | |
| | | Continue to work with key stakeholders in the devolution of asset process with an increase of Town Council staffing levels, if required; | <p>To work in partnership with Cornwall Council to improve the Waterside area</p> <p>To devolve Victoria Gardens and Maurice Huggins Room to the Town Council</p> <p>Secure Service Level Agreements with key stakeholders to make the town more attractive and welcoming, whilst continuing to build and maintain positive working relationships</p> | <p>Start the devolution process of Victoria Gardens and Maurice Huggins Room</p> <p>Sign Leases with Cornwall Council</p> <p>Sign Service Level Agreements with outside organisations and undertake additional duties required</p> <p>Personnel Committee to consider additional resources as instructed by the Town Clerk as required</p> | 1 | 1 | | | |
| | | Improve facilities and quality of life by continuing to maintain our public conveniences and to invest in accessible public conveniences | <p>All Town Council public conveniences to be accessible</p> <p>Improvements to all Town Council public conveniences</p> <p>Dementia friendly</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Property Maintenance Sub Committee to investigate public convenience improvements and associated cost to form part of the five-year maintenance plan</p> <p>Property permissions to be ascertained if required</p> <p>Refer to the Saltash Neighbourhood Development Plan for guidance on the need for public conveniences</p> <p>Construction designs to be investigated by the Town Council Building Surveyor</p> <p>Funding to be explored to support all or some of the associated cost</p> <p>Public consultations to be held to seek evidence of need in the community</p> <p>To install dementia friendly signage to all Town Council public conveniences</p> | 1 | 1 | | | |
| | | 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. | <p>Increase visitor numbers and enhanced visitor experiences</p> <p>Improve community engagement marketing and promotion</p> <p>Infrastructure improvements</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance on a vibrant and healthy community</p> <p>Build relationships with community organisations and businesses via community engagement</p> <p>Encourage Saltash Town Team to progress with a Town Centre accessibility audit and Cornwall Council street audit to better improve our town</p> <p>Expand on the floral display in Saltash by planting a wider selection of evergreens together with colourful plants across all Town Council land/property and increase open green spaces where possible</p> <p>Quartly Town Council premises washdown of surfaces to keep the exterior of the building looking presentable at all times</p> <p>Application of algaecide to Town Council premises to keep maintenance cost to a minimal</p> <p>Enhance the Town Council's Christmas lights providing a spectacular display</p> <p>Promote the town in 'It's Your Neighbourhood' and 'Britain in Bloom' competitions to encourage residents and businesses to partake and support each other</p> <p>Utilise the Town Council's website and social media to promote the work of the Service Delivery Department</p> | 1 | 1 | | | |


Business Plan
Strategic Priority 1 - Boosting Jobs and Economic Prosperity
Aims of the Services Committee



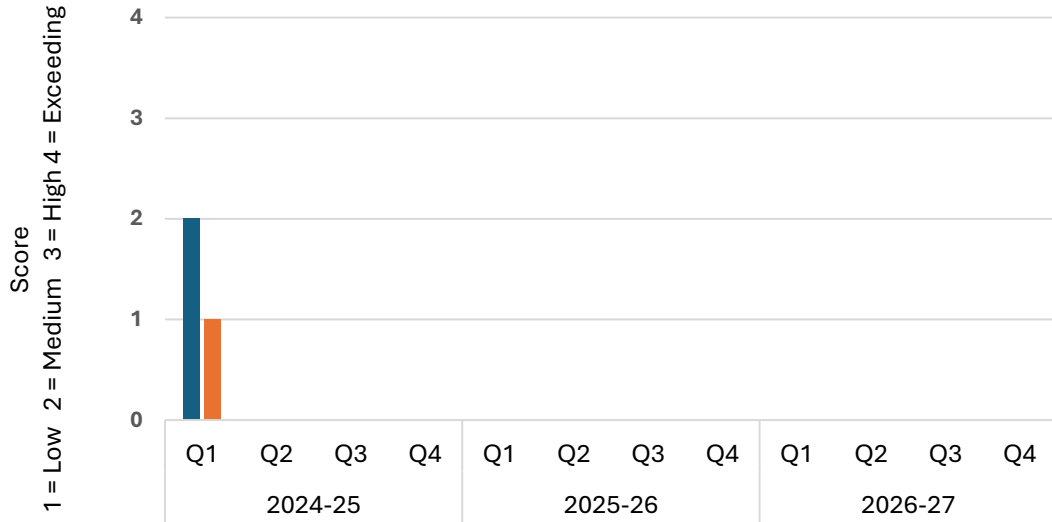
- Continue to work with key stakeholders in the devolution of asset process with an increase of Town Council staffing levels, if required;

- Improve facilities and quality of life by continuing to maintain our public conveniences and to invest in accessible public conveniences

- 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.


| Strategic Priority 2 - Health and Wellbeing | | Aims of the Services Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|---|--|---|---|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | <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> | Maintain, promote and reinvest in Town Council play parks and recreational areas | Investment and Development High-Quality Maintenance | Town Vision Sub Committee recommends to the Services Committee to remove this 'Aim' due to duplication of the same 'Aim' under the 'Recreation and Leisure' Strategic Priority. | 2 | 2 | | | |
| | | Provide, maintain and support mental health and wellbeing with street furniture and green public spaces | <p>Improved public green spaces for everyone to use</p> <p>Maintain Town Council owned street furniture to a high standard</p> <p>Provide where required additional street furniture in consultation with the public as evidence of need</p> <p>Keep the town looking it's best at all times</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance on improving public realm</p> <p>Support Saltash Town Team with additional community open spaces inclusive of parklets and markets</p> <p>Carry out regular maintenance checks of all Town Council owned street furniture, ensuring it is kept to a high standard and is included in the asset register</p> <p>Install hanging baskets and expand further on the Waterside, Lower Fore Street, Victoria Gardens and Isambard House</p> <p>Install mental health organisation plaques to Town Council benches to help support our residents and visitors</p> | 1 | 1 | | | |

Business Plan
Strategic Priority 2 - Health and Wellbeing
Aims of the Services Committee

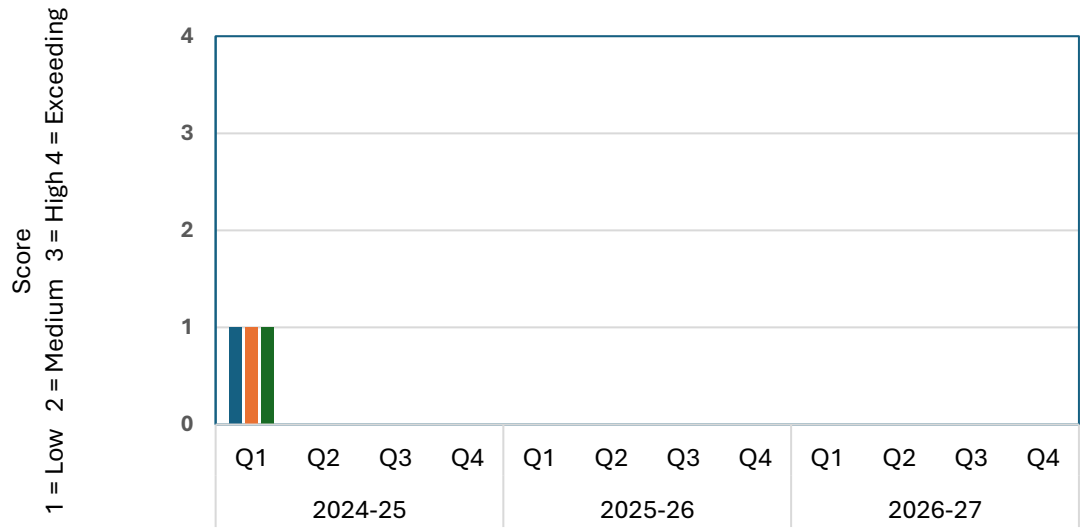


- Maintain, promote and reinvest in Town Council play parks and recreational areas
- Provide, maintain and support mental health and wellbeing with street furniture and green public spaces

| Strategic Priority 3 - Housing | | Aims of the Services Committee |
|---|---|---|
|  | To ensure Saltash has a balanced range of high quality and affordable housing by working in partnership with Cornwall Council | The Services Committee recognised strategic priority 3 - Housing did not fit within the remit (Terms of Reference) of the committee |


| Strategic Priority 4 - Travel and Transport | | Aims of the Services Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|--|--|---|--|--|---|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | 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. | Continue to investigate and implement where possible a sustainable Town Council fleet of vehicles | <p>Investigate sustainable vehicles</p> <p>Install EV charging stations on Town Council owned property as required</p> <p>All Town Council vehicles to be electric or hybrid</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance on sustainable transport</p> <p>Conduct a detailed survey of the current working vehicles and their usage</p> <p>Investigate suitable working vehicle options for the future and ascertain associated cost</p> <p>Research regulations and explore any funding opportunities for EV charging stations / vehicles</p> <p>Obtain permissions from the landowner to install EV charging stations as required</p> | 1 | 1 | | | |
| | | Promote and encourage walking and cycling routes in the community | <p>Support, promote and encourage walking and cycling routes in Saltash and neighbouring areas</p> <p>Less vehicles on the road, increase in bikes and by foot</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance on a walking and cycling environment</p> <p>Work with outside organisations such as Cornwall Council and sustrans to promote, increase signage and enhance cycling routes</p> <p>Conduct surveys and collect data on current usage, potential routes, and areas needing improvement</p> <p>Identify and participate in cycling and walking campaigns suitable for Saltash</p> | 1 | 1 | | | |
| | | Support access and improved connectivity from Saltash to Plymouth and neighbouring Towns and Parishes | <p>Improved connectivity</p> <p>Increase in tourism</p> <p>Improved traffic</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance on improved and sustainable connectivity</p> <p>Work in partnership with local businesses / Chamber of Commerce to increase connectivity</p> <p>Work in partnership with Plymouth Boat Trips, Saltash Red Bus, Stagecoach, Go Cornwall Bus, Tamar Bridge to improve connectivity</p> <p>Promote Saltash as a tourism destination on the map</p> <p>Conduct surveys to ascertain the areas that require improved connectivity</p> | 1 | 1 | | | |

Business Plan
Strategic Priority 4 - Travel and Transport
Aims of the Services Committee

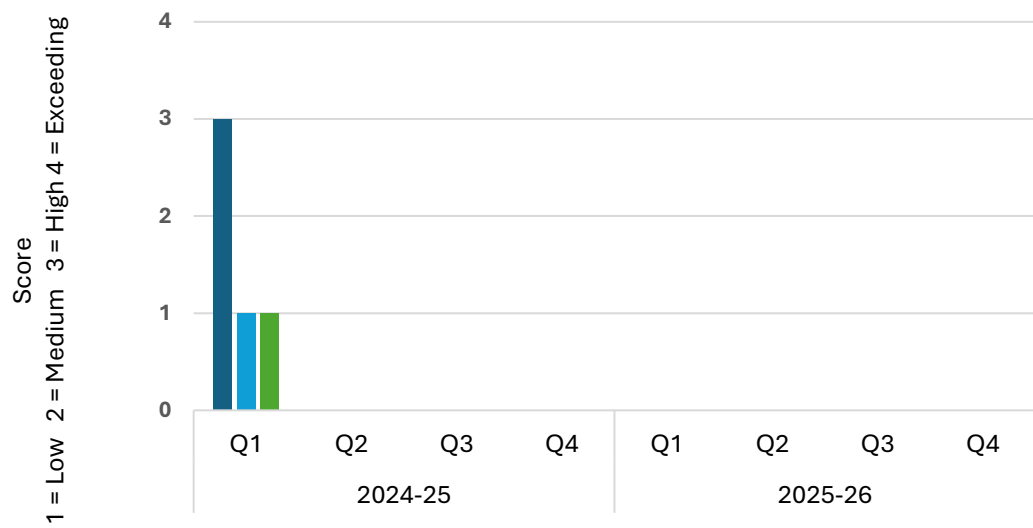


Score
 1 = Low 2 = Medium 3 = High 4 = Exceeding


- Continue to investigate and implement where possible a sustainable Town Council fleet of vehicles
- Promote and encourage walking and cycling routes in the community
- Support access and improved connectivity from Saltash to Plymouth and neighbouring Towns and Parishes

| Strategic Priority 5 - Climate Emergency | | Aims of the Services Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|---|--|--|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | To continue to acknowledge a climate emergency and to bring forward a local climate change strategy. | Continue to implement sustainable, non-toxic grounds maintenance methods Town Vision Sub Committee recommends to the Services Committee to amend this 'Aim' to cover all environmental matters: To continue to implement sustainable grounds maintenance methods and good environmental practices. | Avoiding the use of pesticides and herbicides and not using toxic chemicals in any Town Council grounds maintenance work Sustainable methods of weed removal Continue to be environmentally and hedgehog friendly Successful and improved participation in 'low mow may' initiative Recycle as much green waste as possible Where possible, adopt sustainable watering techniques Implement environmentally friendly alternatives to grounds maintenance Saltash Neighbourhood Development Plan | Refer to the Saltash Neighbourhood Development Plan for guidance to protect and enhance the natural environment Use mechanical and manual weed pulling methods Investigate organic herbicides if required Create compost areas for disposal of green waste Regular monitoring and maintenance to assist with weed control Educate in relation to being hedgehog friendly when undertaking grounds maintenance work Register as a Hedgehog Hero with the British Hedgehog Preservation Society Partake in 'low mow may' with clear promotion to the community outlining the strategic areas, without comprising safety, access, and equipment damage due to length of grass areas Continue with 'low mow may' through the Summer season until areas require attention | 3 | 3 | | | |
| | | Continue to partake in the No Mow May initiative to strategic areas | | Town Vision Sub Committee recommends to the Services Committee to refer this 'Aim' due to it fitting better under the 'Actions' of: Support community initiatives for tree planting and wildflower meadows. | N/A | N/A | | | |
| | | Seek further environmentally friendly alternatives for grounds maintenance works within the Town Council Service Delivery Department | | Services Committee are asked to remove this 'Aim' because it is a duplication of the 'Aim': To continue to implement sustainable grounds maintenance methods and good environmental practices. | N/A | N/A | | | |
| | | Support community initiatives for tree planting and wildflower meadows | Community engagement in tree planting initiatives and wildflower meadows Saltash Neighbourhood Development Plan | Refer to the Saltash Neighbourhood Development Plan for guidance to protect and enhance the natural environment Work in partnership with local organisations, schools and businesses to identify suitable areas to plant trees and wildflowers Use social media, press releases and notice boards to raise awareness Order appropriate signage informing the public of new wildflower meadows If suitable on Town Council owned land plant trees and create additional wildflower meadows | 1 | 1 | | | |
| | | Continue to be Hedgehog Friendly | | Town Vision Sub Committee recommends to the Services Committee to refer this 'Aim' due to it fitting better under the 'Actions' of: Continue to implement sustainable grounds maintenance methods and good environmental practices. | N/A | N/A | | | |
| | | Continue to support and partake in the Plastic Free Community pledge | Educate the community, councillors and staff on the detrimental effects of single use plastics Continue to be a plastic free Town Council Encourage local businesses and organisations to take the pledge to be a plastic free champion | Use social media, press releases and notice boards to raise awareness Pledge to stop using single use plastics and consider this when procuring Town Council assets Promote to local businesses the detrimental effects single use plastic has on the environment and the Waterside town of Saltash | 1 | 1 | | | |

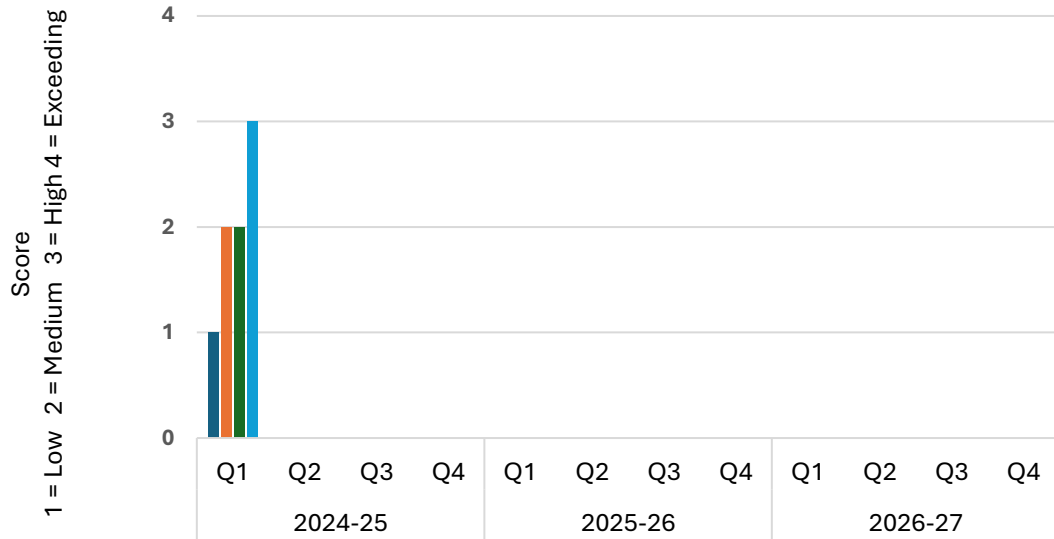
Business Plan
Strategic Priority 5 - Climate Emergency
Aims of the Services Committee




- To continue to implement sustainable grounds maintenance methods and good environmental practices
- Support community initiatives for tree planting and wildflower meadows
- Continue to support and partake in the Plastic Free Community pledge

| Strategic Priority 6 - Recreation and Leisure | Aims of the Services Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|---|--|---|---|---------|----|----|----|
| | | | | | Q1 | Q2 | Q3 | Q4 |
|  <p>To continue to provide, improve, and support in Saltash, play parks, open green spaces, library service, cultural activity, leisure and support facilities, and to acknowledge our unique position on the Tamar and Lynher Rivers.</p> | Promote mental health and wellbeing via the Town Council website | <p>Promote mental health and wellbeing via a website page</p> <p>Improved communication, outreach and signposting</p> <p>Library Hub to promote mental health and wellbeing</p> | Town Vision Sub Committee recommends to the Services Committee to refer this 'Aim' to 'Health and Wellbeing' because the 'Aim' fits better under that Strategic Priority. | 1 | 1 | | | |
| | Maintain, promote and reinvest in Town Council play parks and recreational areas | <p>Investment and Development</p> <p>High-Quality Maintenance</p> <p>Improved open green spaces</p> <p>Promoting improvement works</p> <p>Consultation</p> <p>Funding awarded to provide new play equipment / improvement to community open spaces</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance to meet the growing demand for recreation areas</p> <p>Maintain and invest in new play equipment for Town Council owned play parks</p> <p>Review other play parks in Saltash and consider whether investment is required to provide a good standard of play working in partnership with key stakeholders</p> <p>Consult with the public that live in the area specific to the work needed</p> <p>Seek funding opportunities to relieve pressure from the Precept</p> <p>Service Delivery to carry out high quality maintenance / safety checks by being ROSPA qualified</p> <p>Grounds maintenance to be undertaken on a regular basis making open green spaces attractive</p> <p>Regular maintenance checks to be carried out ensuring all play equipment is to the highest of standards</p> | 2 | 2 | | | |
| | Provide, maintain and support mental health and wellbeing with street furniture and green public spaces | <p>Partake in the Chatty Plaque scheme</p> <p>Ensure open spaces are kept to a high standard for all to enjoy</p> | <p>Purchase six Happy to Chat plaques to install on Town Council benches to act as a talking point and encourage those who see them to reach out</p> <p>Service Delivery to undertake regular maintenance to Town Council open spaces to ensure they are suitable and attractive for all to enjoy</p> | 2 | 2 | | | |
| | Continue to provide pontoon facilities allowing access to the river and support better connectivity to neighbouring areas | <p>Improved connectivity to the Waterside / pontoon facilities</p> <p>Maintain and upgrade the pontoon facilities</p> <p>Work in partnership with key stakeholders to deliver better connectivity</p> <p>Promote Jubilee Pontoon</p> <p>Saltash Neighbourhood Development Plan</p> <p>The Saltash Coastal Communities Team</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance to making the most of Saltash Waterside</p> <p>Refer to the Saltash Coastal Communities Team Economic Plan</p> <p>Work in partnership with Plymouth Boat Trips, Beryl Bikes, Red Bus, GWR and other operators to provide improved connectivity to the river, Saltash, and neighbouring areas</p> <p>Ensure Jubilee Pontoon is accessible and safe for users</p> <p>Maintain Jubilee Pontoon to a high standard</p> <p>Seek funding opportunities to further improve the Jubilee Pontoon service</p> <p>Provide financial incentives to users of the pontoon with initiatives such as the trusted boater scheme</p> <p>Utilise social media channels, notice board and website to promote the Jubilee Pontoon service and other transport modes</p> | 3 | 3 | | | |

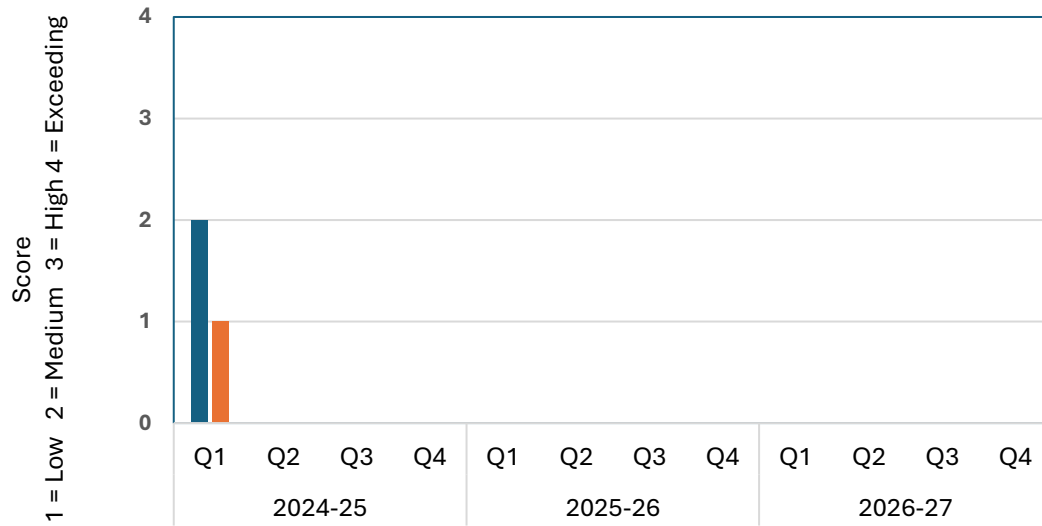
Business Plan
Strategic Priority 6 - Recreation and Leisure
Aims of the Services Committee



- Promote mental health and wellbeing via the Town Council website
- 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
- Continue to provide pontoon facilities allowing access to the river and support better connectivity to neighbouring areas

| Strategic Priority 1 - Boosting Jobs and Economic Prosperity | | Aims of the Station Sub Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|---|--|---|---|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | <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>Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area</p> | <p>Enhance visitor experiences</p> <p>Maintain, promote, support and secure a concessionaire for Isambard House Cafe and Waiting Room</p> | <p>Offer reduced rates to community organisations and tourism attractions</p> <p>Organise events and activities at Isambard House such as live music, art exhibitions, and themed nights</p> <p>Secure a cafe concessionaire to operate the Station Cafe and waiting room by offering reduced rent and utilities</p> <p>Support and promote the Station Cafe to ensure the waiting room and accessible facilities remain open</p> <p>Utilise social media platforms and the Town Council website to promote Isambard House facilities and</p> | 2 | 2 | | | |
| | | <p>Bring in additional investment by offering a focal meeting point at the Station and in close proximity to Fore Street</p> | <p>Improved marketing and promotion</p> <p>Collaborate with local businesses and attractions</p> | <p>Utilise social media platforms and the Town Council website to promote Isambard House facilities and refurbishment</p> <p>Support and promote visitor attractions such as the Heritage Centre and Trails, Mary Newmans Cottage and Elliot Store</p> | 1 | 1 | | | |


Business Plan
Strategic Priority 1 - Boosting Jobs and Economic Prosperity
Aims of the Station Sub Committee



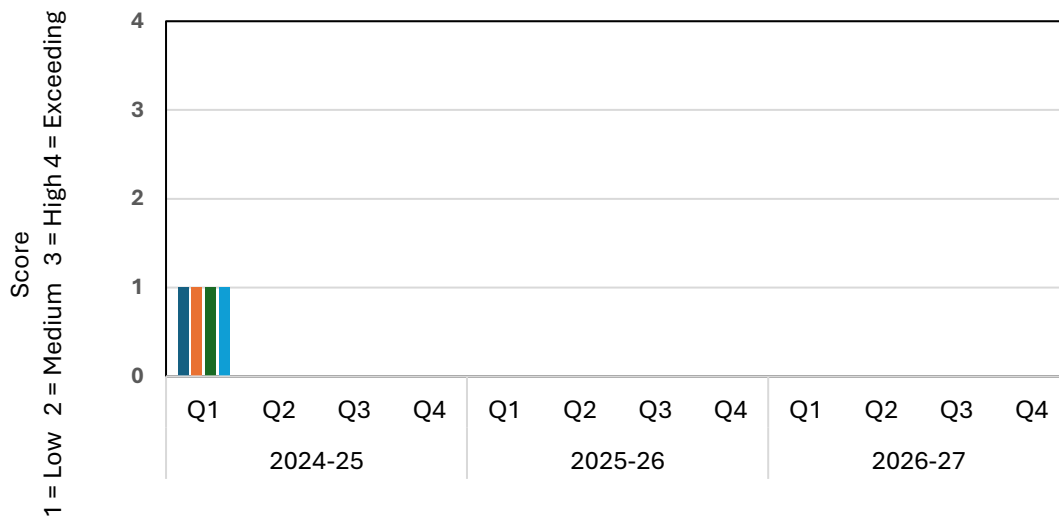
- Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area
- Bring in additional investment by offering a focal meeting point at the Station and in close proximity to Fore Street

| Strategic Priority 2 - Health and Wellbeing | Aims of the Station Sub Committee | |
|---|--|---|
|  | <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>The Station Property Sub Committee recognised strategic priority 2 - Health and Wellbeing did not fit within the remit (Terms of Reference) of the sub committee</p> |

| Strategic Priority 3 - Housing | | Aims of the Station Sub Committee |
|---|---|--|
|  | To ensure Saltash has a balanced range of high quality and affordable housing by working in partnership with Cornwall Council | The Station Sub Committee recognised strategic priority 3 - Housing did not fit within the remit (Terms of Reference) of the committee |

| Strategic Priority 4 - Travel and Transport | | Aims of the Station Sub Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|--|--|---|--|--|---|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | 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. | Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area | <p>Enhance wayfinding</p> <p>Promote sustainable travel options</p> <p>Improved infrastructure to create a welcoming and vibrant Station building and surroundings</p> <p>Work with key stakeholders for future funding opportunities for future improvements</p> | <p>Install clear and directional signage to the Town Centre and local attractions inclusive of sustainable travel options</p> <p>Encourage the use of Beryl bikes, Saltash Red Bus and the Saltash ferry by promotion</p> <p>Secure a Service Level Agreement with GWR and work in partnership with local voluntary organisations, together both enhance the green areas ensuring the station is a welcoming, attractive and bright place to visit</p> | 1 | 1 | | | |
| | | Saltash Station is a key transport hub to the town | <p>Improved train connectivity to neighbouring towns and cities</p> <p>Improved train accessibility at Saltash Station</p> <p>Ensure Saltash station provides sustainable travel options connecting users and visitors to the Town Centre and further afield</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan on guidance to sustainable transport</p> <p>Request install of Beryl bikes at the station building</p> <p>Request Saltash Red Bus stops at the station building to coincide with train arrival/departures</p> <p>Advocate for improved train timetable</p> <p>Increase train stops at Saltash Station</p> <p>Working in partnership with key stakeholders, such as, Local MP, Cornwall Councillors, Network Rail, GWR, to achieve actions</p> | 1 | 1 | | | |
| | | 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 | <p>Install EV Charging Points in the Station Car Park</p> <p>Beryl bikes to be available for use at the station building</p> | <p>Investigate and implement where possible EV charging points at Saltash station</p> <p>Improved car park facilities</p> <p>Work in partnership to install Beryl bikes for community and visitor use</p> <p>Research solar car ports and roof for Isambard House car park</p> | 1 | 1 | | | |
| | | Continue to support and promote the towns 450 local bus service providing better connectivity | <p>Work in partnership with Saltash Red Bus</p> <p>Secure an additional stop / improved route to Saltash station building</p> | <p>Promote the 450 services via the Town Council website, social media platforms and press releases</p> <p>Offer a stall at the Library Hub and Meet your Cllr Sessions to promote the bus service</p> | 1 | 1 | | | |

Business Plan
Strategic Priority 4 - Travel and Transport
Aims of the Station Sub Committee




- Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area

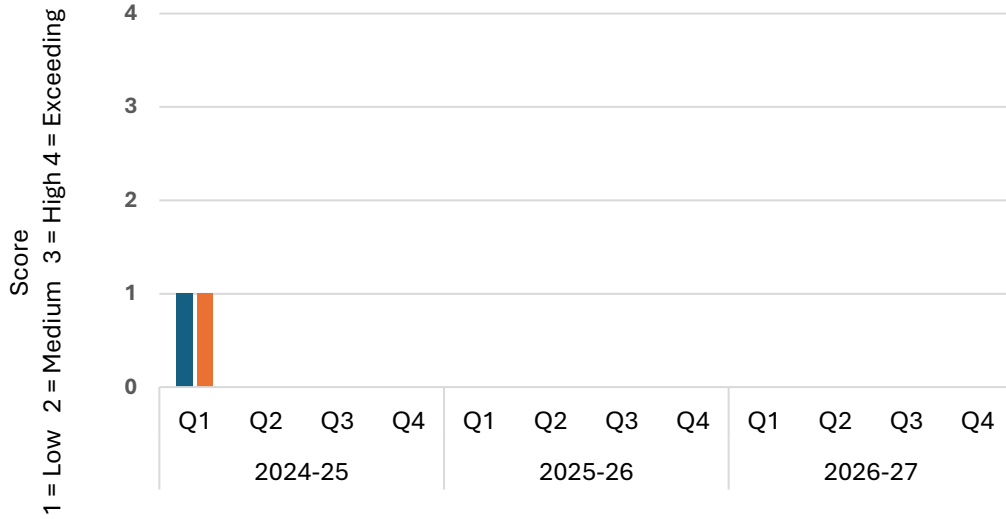
- Saltash Station is a key transport hub to the town

- 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

- Continue to support and promote the towns 450 local bus service providing better connectivity


| Strategic Priority 5 - Climate Emergency | | Aims of the Station Sub Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|---|--|--|---|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | To continue to acknowledge a climate emergency and to bring forward a local climate change strategy. | <p>To continue to support the Climate Change and Environmental Working Group with free use of Isambard House</p> <p>To continue to support external groups with free use of Isambard House (in line with the Hire Policy) where their purpose is climate change and environmental matters</p> | <p>Hold successful community climate change events throughout the year</p> <p>Support the free use of Isambard House for Climate Change initiatives, workshops and community information</p> | <p>Town Vision Sub Committee recommends to the Station Property Sub Committee to amend the current 'Aim' due to the Working Group no longer existing -</p> <p>To continue to support external groups with free use of Isambard House (in line with the Hire Policy) where their purpose is climate change and environmental matters.</p> | 1 | 1 | | | |
| | | <p>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</p> | <p>Invest and install Solar PV</p> <p>Invest and install solar water systems</p> <p>Reduction in energy bills and Co2 emmissions</p> <p>Saltash Neighbourhood Development Plan</p> | <p>Refer to the Saltash Neighbourhood Development Plan for guidance on efficient buildings and low-carbon heating</p> <p>Assess the needs and goals the Town Council wish to achieve with installing solar PV and water systems</p> <p>Research the types of solar PV and water systems that may be suitable to the needs and goals</p> <p>Assess site suitability</p> <p>Monitor and assess energy bills and Co2 emmissions</p> | 1 | 1 | | | |

Business Plan
Strategic Priority 5 - Climate Emergency
Aims of the Station Sub Committee

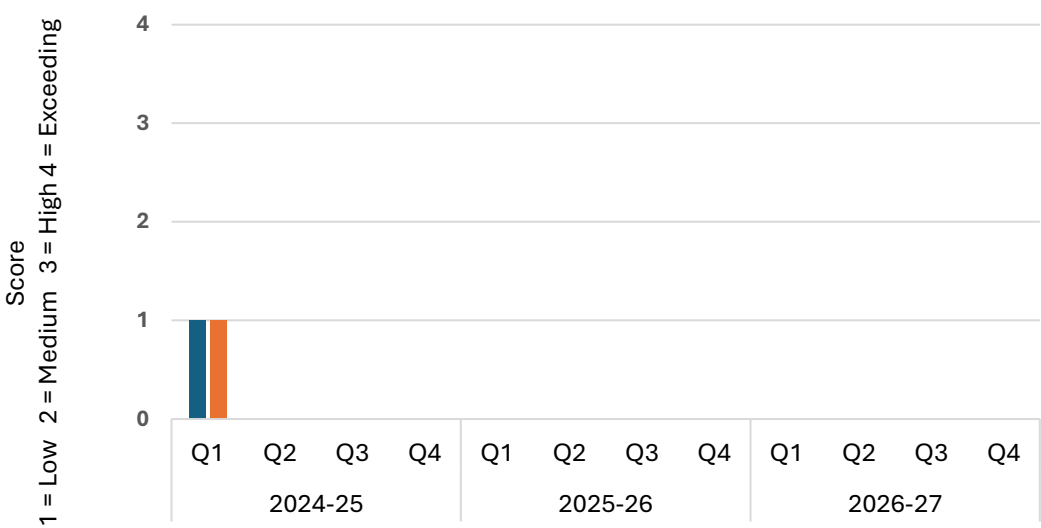


- To continue to support external groups with free use of Isambard House (in line with the Hire Policy) where their purpose is climate change and environmental matters


- 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


| Strategic Priority 6 - Recreation and Leisure | | Aims of the Station Sub Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|---|---|---|---|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | <p>To continue to provide, improve, and support in Saltash, play parks, open green spaces, library service, cultural activity, leisure and support facilities, and to acknowledge our unique position on the Tamar and Lynher Rivers.</p> | <p>Increase cultural activity by providing a restored historical building (Isambard House) to hold events offering low rates to hire the building</p> | <p>Increased cultural activities at Isambard House</p> <p>Increased event hire</p> <p>Improved promotion of the historical nature and restoration of Isambard House</p> | <p>Effective promotion and advertising of the station building and its restoration</p> <p>Host community events which are free or low-cost that offer an invitation to local residents to explore and enjoy the building</p> <p>Maintain an engaging website and social media profile with regular updates, photos, and event announcements</p> | 1 | 1 | | | |
| | | <p>Create an annual events calendar to b</p> | <p>A fully operational and cohesive events calendar</p> <p>Improved promotions and outreach and communications</p> | <p>Maintain an engaging website and social media profile with regular updates, photos, and event announcements</p> <p>Plan a mix of events incorporating historical holidays, community festivals and art exhibitions</p> | 1 | 1 | | | |

Business Plan
Strategic Priority 6 - Recreation and Leisure
Aims of the Station Sub Committee

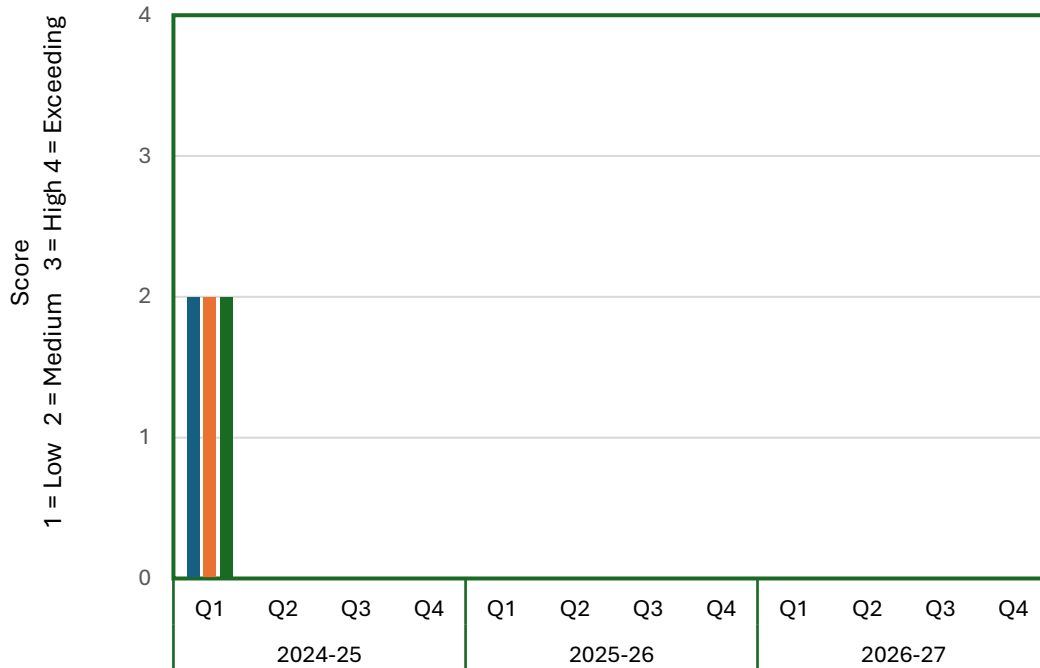


- Increase cultural activity by providing a restored historical building (Isambard House) to hold events offering low rates to hire the building
- Create an annual events calendar to better utilise the building

| Strategic Priority 1 - Boosting Jobs and Economic Prosperity | | Aims of the Library Sub Committee |
|---|--|--|
|  | To ensure Saltash benefits from higher income, reduced poverty, improved facilities and quality of life. Promote Saltash as a vibrant and welcoming visitor destination. | The Library Sub Committee recognised strategic priority 1 - Boosting Jobs and Economic Prosperity did not fit within the remit (Terms of Reference) of the sub committee |

| Strategic Priority 2 - Health and Wellbeing | | Aims of the Library Sub Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|--|---|---|---|--|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | 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. | To provide a local venue for a range of free events and activities; | Increased free events and activities throughout the year Accessible and inclusive activities and events Increased community engagement and footfall | Support and promote local organisations, businesses and groups / clubs relevant to the Library Hub and for the benefit of the community Refer to the Town Council Policy - Hire of Town Council Premises and Events | 2 | 2 | | | |
| | | To continue to sign post residents and users of the Library to the relevant key stakeholders; | Continue to build partnerships Identify and promote easy access services Promote awareness of services available | Utilise the library's website and social media platforms to provide links and information about key stakeholders Welcome desk with staff trained to assist in signposting to digital services available Display posters and notices in prominent areas of the library with information signposting where to find assistance Host informational workshops or events at the library | 2 | 2 | | | |
| | | To continue to provide a safe and warm space to residents and users of the Library. | Continued availability and accessibility for any user to a safe and warm space Internal and external refurbishment to be complete offering an improved comfortable space | Provide a safe and warm space for all users of the library hub Provide refreshments supported by key stakeholders (where possible) | 2 | 2 | | | |


**Business Plan Strategic Priority 2 - Health and Wellbeing
Aims of the Library Sub Committee**





- To provide a local venue for a range of free events and activities;

- To continue to sign post residents and users of the Library to the relevant key stakeholders;

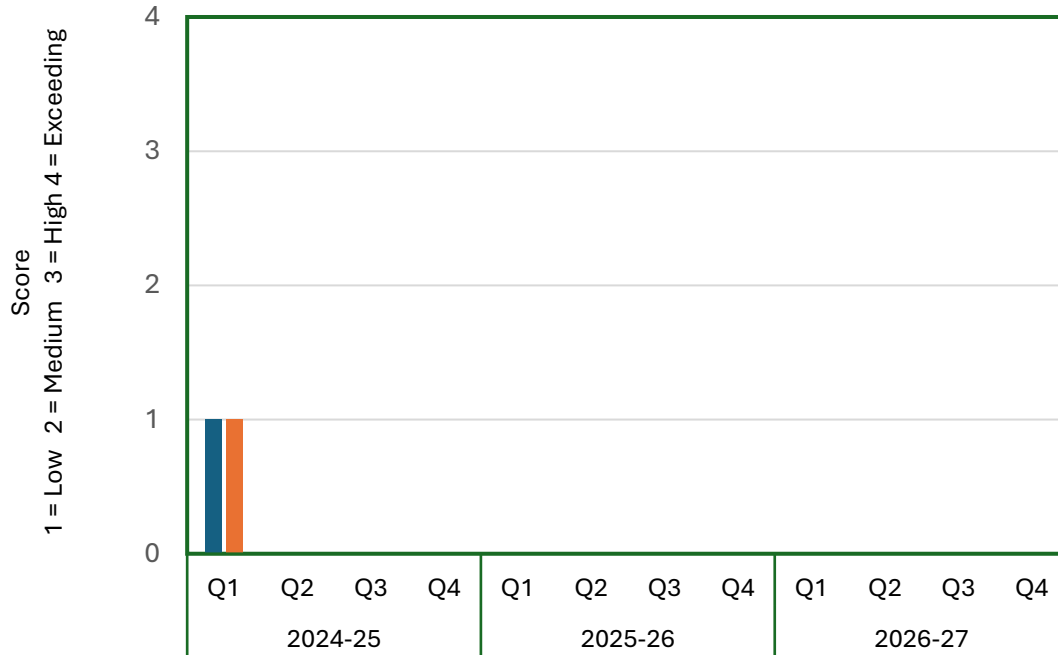
- To continue to provide a safe and warm space to residents and users of the Library.

| Strategic Priority 3 - Housing | | Aims of the Library Sub Committee |
|---|---|--|
|  | To ensure Saltash has a balanced range of high quality and affordable housing by working in partnership with Cornwall Council | The Library Sub Committee recognised strategic priority 3 - Housing did not fit within the remit (Terms of Reference) of the sub committee |

| Strategic Priority 4 - Travel and Transport | | Aims of the Library Sub Committee |
|---|---|--|
|  | <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>The Library Sub Committee recognised strategic priority 4 - Travel and Transport did not fit within the remit (Terms of Reference) of the committee</p> |

| Strategic Priority 5 - Climate Emergency | | Aims of the Library Sub Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|--|--|---|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | To continue to acknowledge a climate emergency and to bring forward a local climate change strategy. | To ensure the Saltash Library building is well insulated when refurbished to reduce energy cost; | Refurbishment complete Saltash Neighbourhood Development Plan | Refer to the Saltash Neighbourhood Development Plan for guidance on efficient buildings and low-carbon heating Windows to be replaced and interior refurbished | 1 | 1 | | | |
| | | To continue to focus on Climate Emergency and support free events at the Library. | Regular climate focused free events Promote sustainable practices at the Library Display educational materials | Partner with local schools, organisations, and businesses to host events and activities on climate change Ensure the library building is energy efficient Reduce waste and provide community recycling programmes Display educational materials on the affects of climate change and preventative measures | 1 | 1 | | | |

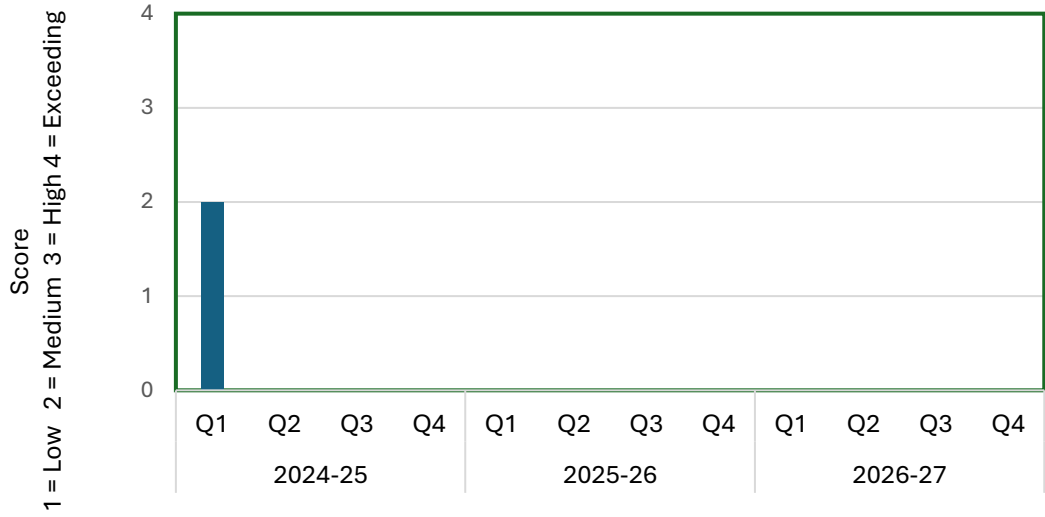
Business Plan Strategic Priority 5 - Climate Emergency Aims of the Library Sub Committee




■ To ensure the Saltash Library building is well insulated when refurbished to reduce energy cost;

■ To continue to focus on Climate Emergency and support free events at the Library.

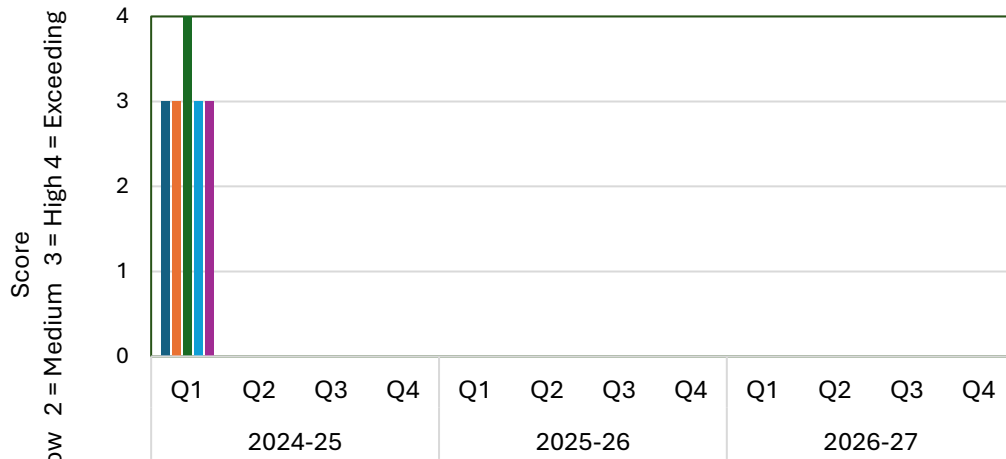
**Business Plan Strategic Priority 6 - Recreation and Leisure
Aims of the Library Sub Committee**




- To continue to provide a Library and Community Hub Service for the community inclusive of the Home Library Service.

| Strategic Priority 1 - Boosting Jobs and Economic Prosperity | | Aims of the Personnel Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|--|--|---|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | To ensure Saltash benefits from higher income, reduced poverty, improved facilities and quality of life. Promote Saltash as a vibrant and welcoming visitor destination. | To continue to be a good employer and invest in officer growth by supporting relevant professional development | <p>Training and professional development to match the role undertaken</p> <p>In-house mentoring</p> <p>Career progression</p> <p>Fair salary grade</p> | <p>Provide access to courses and certifications suitable for the positions</p> <p>Establish promotion / career progression plans</p> <p>Continue to be a member of the NJC for Government Services</p> <p>Employee recognition awards for work completed above and beyond the role</p> <p>Regular performance reviews and feedback sessions to help employees understand their strengths and areas for improvement</p> <p>Continue to appoint a HR Consultant for employees to access support as required</p> | 3 | 3 | | | |
| | | Real Living Wage Employer | Be an accredited Living Wage Employer | <p>Continue to enroll as a Living Wage Employer committing to tackle low pay by paying the real Living Wage to employees</p> <p>Promote when recruiting new employees</p> <p>Committed to tackle low pay by encouraging organisations that work for the Town Council to pay the real Living Wage</p> | 3 | 3 | | | |
| | | Local Government Pension Scheme | To be part of the LGPS | <p>Continue to be part of the LGPS to help employees to build up a pension pot that will provide enough income to meet basic everyday needs in retirement years</p> <p>Promote when recruiting new employees</p> | 4 | 4 | | | |
| | | Operate in accordance with our Civility and Respect Pledge | Town Council to sign the annual Civility and Respect Pledge | <p>Reminders to all employees and Town Council members of the pledge taken</p> <p>The pledge to be ethos of the work environment and incorporated into the core values of each department</p> <p>Incorporated into employee performance reviews</p> | 3 | 3 | | | |
| | | Provide a Protocol to advise Officers and Members of the appropriate working relations with one another | Create, adopt and adhere to the protocol | <p>Create a Town Council Protocol for Member Officer Relations</p> <p>Take to committee and the Full Town Council to formally adopt</p> <p>Committee to review annually for Full Town Council approval</p> <p>Line managers to refresh employees at regular staff team meetings</p> | 3 | 3 | | | |

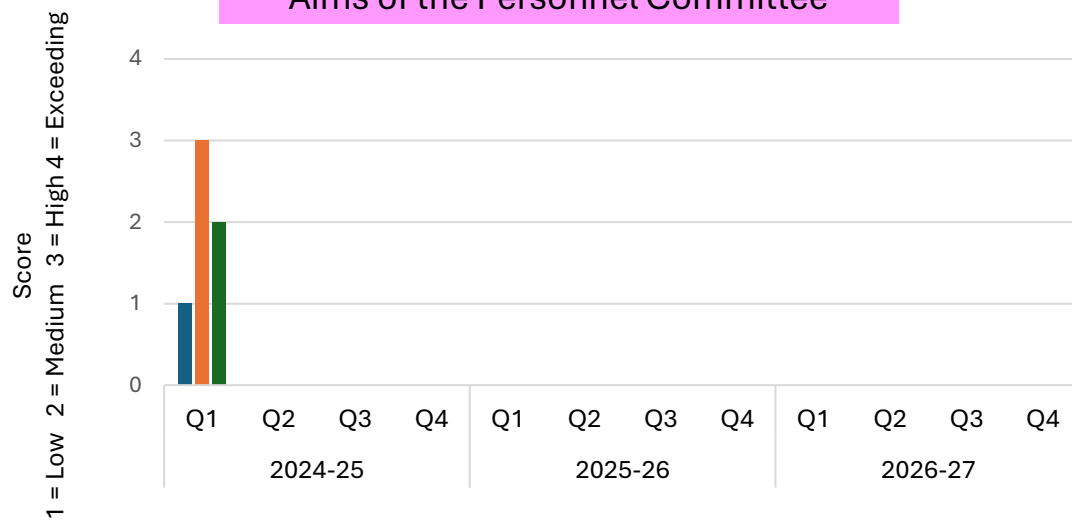
Business Plan
Strategic Priority 1 - Boosting Jobs and Economic Prosperity Aims of the Personnel Committee




- To continue to be a good employer and invest in officer growth by supporting relevant professional development
- Real Living Wage Employer
- Local Government Pension Scheme
- Operate in accordance with our Civility and Respect Pledge
- Provide a Protocol to advise Officers and Members of the appropriate working relations with one another

| Strategic Priority 2 - Health and Wellbeing | | Aims of the Personnel Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|--|---|---|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | <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> | Provide excellent welfare facilities | <p>Health and wellness initiatives</p> <p>Excellent work-life balance</p> <p>Provide a safe and healthy work environment</p> | <p>Improve Guildhall rest rooms and changing facilities</p> <p>Dedicated employee toilet at Saltash Library</p> <p>Continue to provide excellent welfare facilities to service delivery employees</p> <p>Implement a flexible approach to working patterns to provide employees an improved work-life balance</p> <p>Provide health care insurance that covers medical, dental and vision care</p> <p>Continue to appoint a HR Consultant for employees to access support as required</p> | 1 | 1 | | | |
| | | Provide occupational health assessments as required to support staff at work | <p>Various appointments as required</p> <p>Mental health support</p> <p>Associated cost to be covered by the Town Council</p> | <p>Appoint an occupational health consultant as required</p> <p>Line managers to provide employee's one-to-one support as required</p> <p>Continue to appoint a HR Consultant for employees to access support if required</p> | 3 | 3 | | | |
| | | Robust risk assessments and health surveillance checks available to appropriate officers to protect them at work | <p>Robust risk assessments</p> <p>Health surveillance checks if required</p> <p>Mental health support</p> | <p>Line managers to review annually departmental Town Council risk assessments</p> <p>Appoint an occupational health consultant as required</p> <p>Appoint annually a health surveillance company to help protect employees from health risks at work</p> <p>Line managers to be trained mental health first aider to support their team</p> | 2 | 2 | | | |


Business Plan
Strategic Priority 2 - Health and Wellbeing
Aims of the Personnel Committee



- Provide excellent welfare facilities
- Provide occupational health assessments as required to support staff at work
- Robust risk assessments and health surveillance checks available to appropriate officers to protect them at work

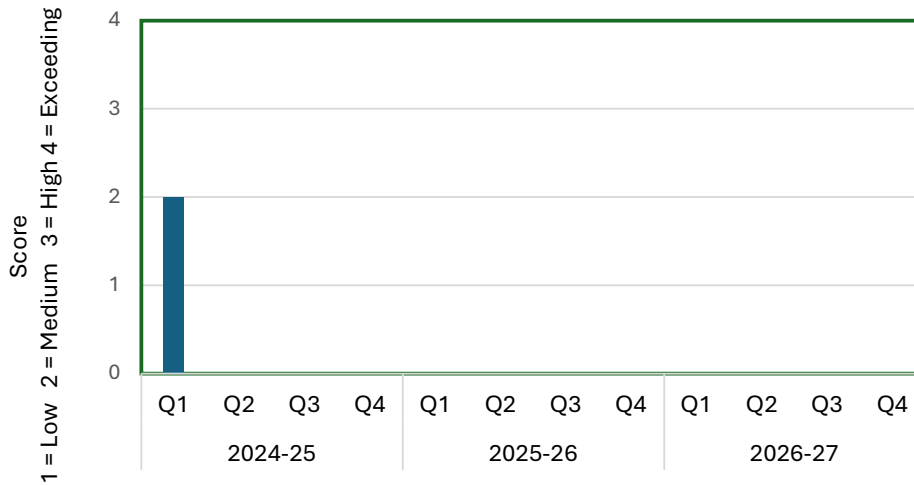
| Strategic Priority 3 - Housing | Aims of the Personnel Committee |
|--|---|
|  <p>To ensure Saltash has a balanced range of high quality and affordable housing by working in partnership with Cornwall Council</p> | <p>The Personnel Committee recognised strategic priority 3 - Housing did not fit within the remit (Terms of Reference) of the committee</p> |

| Strategic Priority 4 - Travel and Transport | | Aims of the Personnel Committee |
|---|---|--|
|  | <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>The Personnel Committee recognised strategic priority 4 - Travel and Transport did not fit within the remit (Terms of Reference) of the committee</p> |


| Strategic Priority 5 - Climate Emergency | | Aims of the Personnel Committee |
|---|--|---|
|  | To continue to acknowledge a climate emergency and to bring forward a local climate change strategy. | The Personnel Committee recognised strategic priority 5 - Climate Change did not fit within the remit (Terms of Reference) of the committee |


| Strategic Priority 6 - Recreation and Leisure | Aims of the Personnel Committee |
|---|--|
|  <p>To continue to provide, improve, and support in Saltash, play parks, open green speaces, library service, cultural acitivity, leisure and support facilities, and to acknowledge our unique position on the Tamar and Lynher Rivers.</p> | <p>The Personnel Committee recognised strategic priority 6 - Recreation and Leisure did not fit within the remit (Terms of Reference) of the committee</p> |

Business Plan
Strategic Priority 1 - Boosting Jobs and Economic Prosperity Aims of the Planning and Licensing Committee

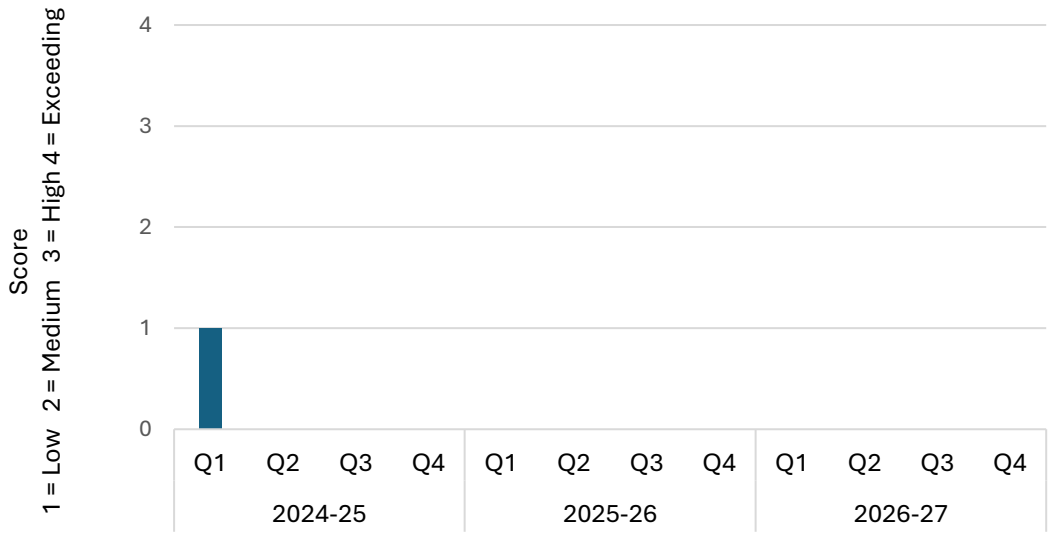


■ To ensure in review of planning and licensing applications and considerations, economic opportunities and impacts are examined appropriately


| Strategic Priority 1 - Boosting Jobs and Economic Prosperity | | Aims of the Planning and Licensing Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|--|--|---|---|---|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | To ensure Saltash benefits from higher income, reduced poverty, improved facilities and quality of life. Promote Saltash as a vibrant and welcoming visitor destination. | To ensure in review of planning and licensing applications and considerations, economic opportunities and impacts are examined appropriately | <p>Planning and Licensing applications</p> <p>Working in partnership with Cornwall Council to reach the right outcome for Saltash</p> <p>Training</p> <p>Awareness of economic opportunities</p> <p>National and Cornwall Local Plan Policy</p> | <p>Research Planning and Licensing applications and ensure all documentation is understood prior to consideration of the application</p> <p>Work within Planning Material consent</p> <p>Building good working relationships with Cornwall Council to achieve what Saltash deserves</p> <p>Councillors and staff to attend planning and licensing training when offered by Cornwall Council</p> <p>Refer to the National and Cornwall Local Plan Policy</p> | 2 | 2 | | | |

| Strategic Priority 2 - Health and Wellbeing | | Aims of the Planning and Licensing Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|---|--|---|---|--|---------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | 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. | 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>Being actively involved in the decision making process</p> <p>Partnership working</p> <p>Saltash Neighbourhood Development Plan</p> <p>National and Cornwall Local Plan Policy</p> | <p>Consideration as a Consultee to Planning applications that could impact the health care setting in Saltash</p> <p>Work in partnership with Saltash Health Care Action Group and seek advice as required</p> <p>Seek the advice of Cornwall Council as required</p> <p>Refer to the Saltash Neighbourhood Development Plan for guidance on health care provision in Saltash</p> <p>Refer to the National and Cornwall Local Plan Policy</p> | 1 | 1 | | | |
| | | To support and work with the Saltash Health Care Action Group when reviewing planning applications that are applicable | | <p>Town Vision Sub Committee recommends to the Planning and Licensing Committee to remove this 'Aim' due to duplication of another 'Aim':</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> | N/A | N/A | | | |
| | | 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>Town Vision Sub Committee recommends to the Planning and Licensing Committee to refer this 'Aim' to 'Housing' because the 'Aim' fits better under that Strategic Priority.</p> | N/A | N/A | | | |

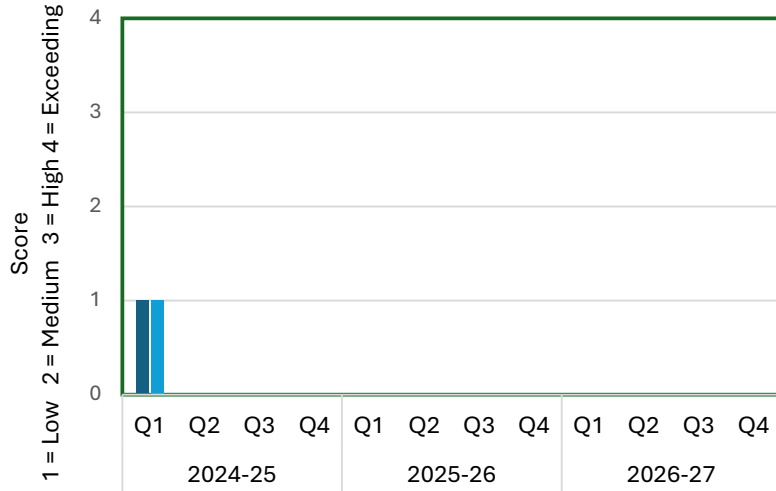
Business Plan
Strategic Priority 2 - Health and Wellbeing
Aims of the Planning and Licensing Committee



- 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

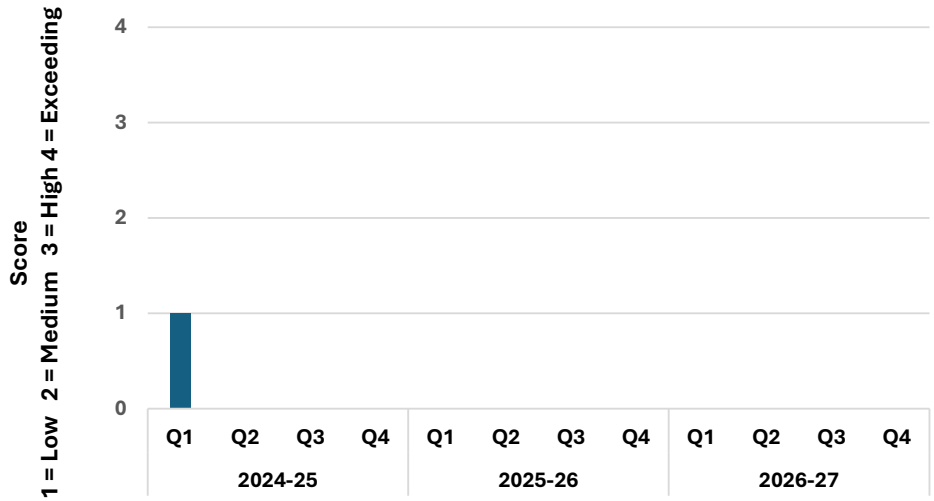
| Strategic Priority 3 - Housing | | Aims of the Planning and Licensing Committee | | What does success look like? | | Actions | | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | | 2024-25 | | | |
|--|---|---|--|--|-----|---------|--|--|--|---------|----|----|----|
| | | | | | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | To ensure Saltash has a balanced range of high quality and affordable housing by working in partnership with Cornwall Council | To support projects that deliver affordable and sustainable housing whilst meeting a variety of user needs in keeping with policy | <p>Being actively involved in the decision making process</p> <p>Partnership working</p> <p>Saltash Neighbourhood Development Plan</p> <p>National and Cornwall Local Plan Policy</p> <p>Create and support sustainable neighbourhoods</p> | <p>Consideration as a Consultee to Planning applications that delivers affordable and sustainable housing whilst meeting a variety of user needs</p> <p>Seek the advice of Cornwall Council as required</p> <p>Refer to the Saltash Neighbourhood Development Plan for guidance on a balanced range of quality new/affordable housing and sustainable neighbourhoods</p> <p>Refer to the National and Cornwall Local Plan Policy</p> | 1 | 1 | | | | | | | |
| | | To ensure future housing projects and developments offer a variety of housing options inclusive of accessible properties | | <p>Town Vision Sub Committee recommends to the Planning and Licensing Committee to remove this 'Aim' due to duplication of another 'Aim':</p> <p>To support projects that deliver affordable and sustainable housing whilst meeting a variety of user needs in keeping with policy.</p> | N/A | N/A | | | | | | | |
| | | Special consideration be given to the Churchtown Farm development and resolution for occupation by Saltash residents | | <p>Town Vision Sub Committee recommends to the Planning and Licensing Committee to remove this 'Aim' due to it not being achievable under the Town Council powers.</p> | N/A | N/A | | | | | | | |
| | | 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>Being actively involved in the decision making process</p> <p>Partnership working</p> <p>Saltash Neighbourhood Development Plan</p> <p>National and Cornwall Local Plan Policy</p> <p>Create and support sustainable neighbourhoods</p> | <p>Consideration as a Consultee to Planning applications that provide all types of housing in Saltash</p> <p>Seek the advice of Cornwall Council as required</p> <p>Refer to the Saltash Neighbourhood Development Plan for guidance on a balanced range of quality new/affordable housing</p> <p>Refer to the National and Cornwall Local Plan Policy</p> | 1 | 1 | | | | | | | |

Business Plan
Strategic Priority 3 - Housing
Aims of the Planning and Licensing Committee

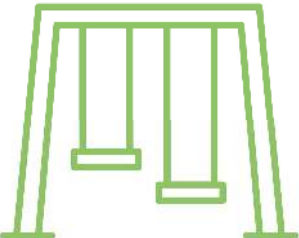


- To support projects that deliver affordable and sustainable housing whilst meeting a variety of user needs in keeping with policy
- To ensure the availability of all housing types are considered inclusive of rental and affordable housing to improve access to housing for all in Saltash

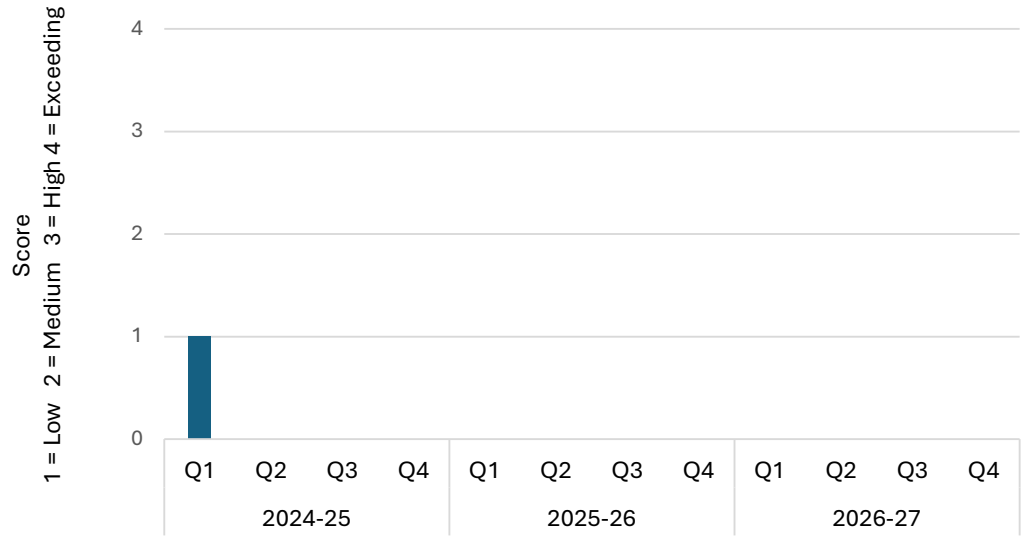
Business Plan
Strategic Priority 5 - Climate Emergency
Aims of the Planning and Licensing Committee



- **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**

| Strategic Priority 6 - Recreation and Leisure | | Aims of the Planning and Licensing Committee | What does success look like? | Actions | Score (1 = Low 2 = Medium 3 = High 4 = Exceeding) | 2024-25 | | | |
|---|---|--|--|--|---|----------|----|----|----|
| | | | | | | Q1 | Q2 | Q3 | Q4 |
|  | <p>To continue to provide, improve, and support in Saltash, play parks, open green spaces, library service, cultural activity, leisure and support facilities, and to acknowledge our unique position on the Tamar and Lynher Rivers.</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>Being actively involved in the decision making process</p> <p>Partnership working</p> <p>Saltash Neighbourhood Development Plan</p> <p>National and Cornwall Local Plan Policy</p> <p>Cornwall Council Saltash Lesiure Centre Working Group</p> | <p>Consideration as a Consultee to Planning applications to meet the growing demand for recreation and lesiure in Saltash</p> <p>Refer to the Saltash Neighbourhood Development Plan for guidance on additional sport, recreation and lesiure facilities</p> <p>Refer to the National and Cornwall Local Plan Policy</p> <p>Seek the advice of Cornwall Council as required</p> <p>Seek the advice of Saltash Lesiure Centre Working Group who have experience in lesiure services as required</p> | <p>1</p> | <p>1</p> | | | |

Business Plan
Strategic Priority 6 - Recreation and Leisure
Aims of the Planning and Licensing Committee



- To support improvement in keeping with planning policies for open green spaces, leisure and recreational in review of planning and licensing applications in Saltash.