



Saltash Town Council

Konsel An Dre Essa



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

9 August 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 August 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 via The Guildhall, 12 Lower Fore Street, Saltash PL12 6JX.

Yours sincerely,

S Burrows
Town Clerk/ RFO

To Councillors:

R Bickford R Bullock S Gillies M Griffiths S Martin J Peggs B Stoyel 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. The Town Clerk to receive written requests for dispensations prior to the start of the meeting for consideration.
4. Public Questions - A 15-minute period when members of the public may ask questions of the Town Council.
Please note: Any member of the public requiring to put a question to the Town Council must do so by email or via The Guildhall **no later than 12 noon the day before the meeting.**

Members of the public are advised to review the Receiving Public Questions, Representations and Evidence at Meetings document prior to attending the meeting.
5. To receive and approve the minutes of the Town Vision Sub Committee held on 16 May 2024 as a true and correct record. (Pages 4 - 8)
6. To receive the Town Vision budget statement and consider any actions and associated expenditure. (Page 9)
7. To consider Risk Management reports as may be received.
8. To review the Town Vision Terms of Reference and consider any actions. (Pages 10 - 12)
9. To receive future Town Vision Sub Committee meeting dates for the year 2024-25 and consider any actions. (Page 13)
10. To receive a draft Climate Change Strategy and consider any actions and associated expenditure. (Pages 14 - 26)
11. To receive the Town Council Business Plan Deliverables and consider any actions and associated expenditure. (Pages 27 - 67)
12. 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.

13. To consider any items referred from the main part of the agenda.

14. Public Bodies (Admission to Meetings) Act 1960:
To resolve that the public and press be re-admitted to the meeting.

15. To confirm any press and social media releases associated with any agreed actions and expenditure of the meeting.

Date of next meeting: To be confirmed.

SALTASH TOWN COUNCIL

Minutes of the Meeting of the Town Vision Sub Committee held at the Guildhall on Thursday 16th May 2024 at 6.30 pm

PRESENT: Councillors: R Bickford, R Bullock, S Gillies (Vice-Chairman), M Griffiths (Chairman), S Martin, J Peggs and D Yates.

ALSO PRESENT: S Miller (Councillor), S Burrows (Town Clerk / RFO) and D Joyce (Administration Officer)

APOLOGIES: J Brady.

1/24/25 TO ELECT A CHAIRMAN.

It was proposed by Councillor Gillies and seconded by Councillor Peggs to nominate Councillor Griffiths.

No further nominations were received.

Following a vote it was **RESOLVED** to appoint Councillor Griffiths as Chairman.

Councillor Griffiths in the Chair.

2/24/25 TO ELECT A VICE CHAIRMAN.

It was proposed by Councillor Griffiths and seconded by Councillor Peggs to nominate Councillor Gillies.

No further nominations were received.

Following a vote it was **RESOLVED** to appoint Councillor Gillies as Vice Chairman.

3/24/25 **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 Councillor Miller's attendance at this evening's meeting.

The Town Clerk advised Members of Standing Order 5 Point 10 - Members of the Town Council shall have the right to attend all Committees, Sub Committees and Working Parties as non-voting members. They may sit at the table at the discretion of the Committee and may speak at the invitation of the Chairman.

The Chairman welcomed Councillor Miller to the meeting.

4/24/25 **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.

5/24/25 **PUBLIC QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY ASK QUESTIONS OF MEMBERS OF THE COUNCIL.**

None received.

6/24/25 **TO CONSIDER RISK MANAGEMENT REPORTS AS MAY BE RECEIVED.**

Nothing to report.

7/24/25 **TO RECEIVE THE TOWN VISION BUDGET STATEMENT AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

It was **RESOLVED** to note.

8/24/25 **TO RECEIVE AND APPROVE THE MINUTES OF THE TOWN VISION SUB COMMITTEE HELD ON 15TH FEBRUARY 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 Bullock and **RESOLVED** that the minutes of the Town Centre Vision Sub Committee held on 15th February 2024 were confirmed as a true and correct record.

9/24/25 **TO REVIEW THE TOWN VISION TERMS OF REFERENCE AND CONSIDER ANY ACTIONS.**

Members received the referral from Full Council to review the Town Vision Terms of Reference to include an overarching monitoring role of the business plan, detailed and contained within the circulated reports pack.

It was proposed by Councillor Griffiths, seconded by Councillor Gillies and **RESOLVED** to approve and adopt the amendment to Town Vision Terms of Reference, as attached.

10/24/25 **TO RECEIVE THE TOWN COUNCIL BUSINESS PLAN APPENDICES AND MONITORING DOCUMENT AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

Members received the draft business plan appendices and monitoring document, contained and circulated within the reports pack.

Members discussed the monitoring processes and its evolution as a working document and were pleased with the progress the Committees and Sub Committees were making within the six strategic priorities set by the Town Council.

It was **RESOLVED** to note.

Councillor Martin arrived and joined the meeting.

11/24/25 **TO RECEIVE A DRAFT CLIMATE CHANGE STRATEGY AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

Members received the draft Climate Change strategy contained and circulated within the reports pack.

Members discussed internal monitoring practices to ensure the strategy is being implemented and actions are being considered and met where possible.

Members discussed Cornwall Council's Development and Decision-Making Wheel. A tool that guides Members and Officers considering a project or action through a series of questions relating to different areas with the scores on the wheel representing the potential impact of the decision in each area – positive or negative.

Members wished for further investigations to identify a suitable visual tool to ease usability and offer a coordinated approach to the Town Council's decision making processes against the climate change strategy.

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

1. To review Cornwall Council's Climate Change decision wheel and other Climate Change Strategies;
2. To approve the content provided within the draft Climate Change Strategy to be transferred to an agreed document;
3. To report back at the Town Vision meeting to be held on 15th August 2024.

12/24/25 **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.

13/24/25 **TO CONSIDER ANY ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA.**

None.

14/24/25 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

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

15/24/25 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 August 2024 at 6.30 pm

Rising at: 7.03 pm

Signed: _____
Chairman

Dated: _____

Agenda Item 6

P&F Committee - Town Vision Sub Committee Budget 2024-25

Saltash Town Council

For the Period to July 2024

Account	Actual Received/ Spend 2023/24	EMF Balances B/F 2023/24	To/From Reserves & Budget Virements 2024/25	Budget 2024/25	Actual YTD 2024/25	Budget Available 2024/25	Precept Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
P&F Town Vision EMF Expenditure										
6280 PF EMF Town Vision	355	10,095	0	0	430	9,665	0	0	0	0
Total P&F Town Vision EMF Expenditure	355	10,095	0	0	430	9,665	0	0	0	0
Total P&F Town Vision Budget Surplus/ (Defic	(355)	(10,095)	0	0	(430)	(9,665)	0	0	0	0

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 ~~activities~~ **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 **outcomes deliverables**
 - ~~Activity Plan~~ **Climate Change Strategies**
 - 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.

DRAFT

Agenda Item 9

To receive future Town Vision Sub Committee meeting dates for the year 2024-25 and consider any actions

The Sub Committee is responsible for receiving regular quarterly updates on the progress of the Business Plan Deliverables for all Committees and Sub Committees, as outlined in their Terms of Reference.

1. The Sub Committee will monitor the Business Plan Priorities, Vision, Aims, and Objectives on behalf of the Town Council to ensure effective delivery.

The deliverables will be produced every quarter therefore the proposed meeting dates for each quarter for the year 2024-25 are as follows:

- **24 October:** To receive the second quarter update
- **23 January:** To receive the third quarter update
- **24 April:** To receive the fourth quarter update

Members are asked to approve the above meeting dates, add the dates to their diaries, and be available to attend.

End of report

Administration Officer

Climate Change Strategies – approved at TVSC 16.05.2024

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.

Energy saving

- Encourage 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.

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.

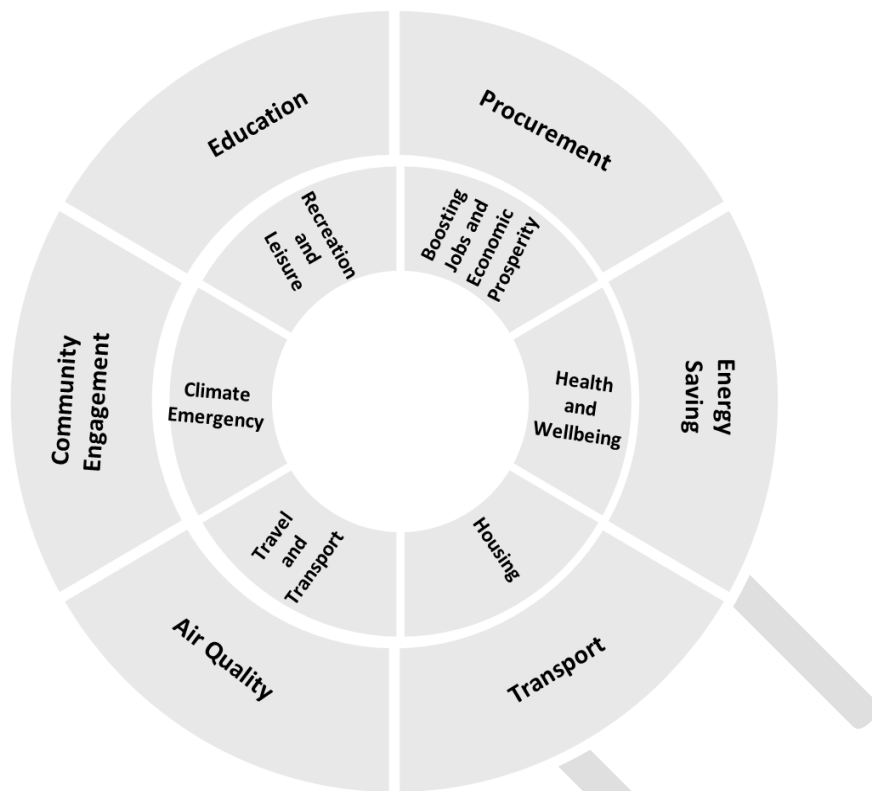
Air quality

- Increase tree cover on council owned land.
- Improve air quality in council offices and buildings by use of green plants.

Community engagement and education

- Support small and medium business enterprises to access funds and expertise for reducing carbon pollution.
- Engage with schools to ensure meals are delivered in accordance with the official Eatwell Guide on healthy eating and the majority of options on menus are healthy and plant-based, with less and better meat.

Decision wheel based on Cornwall Council model.



Ratings

1	Long lasting negative impact
2	Short term or limited negative impact
3	No known Impact
4	Short term or limited positive impact
5	Long lasting positive impact

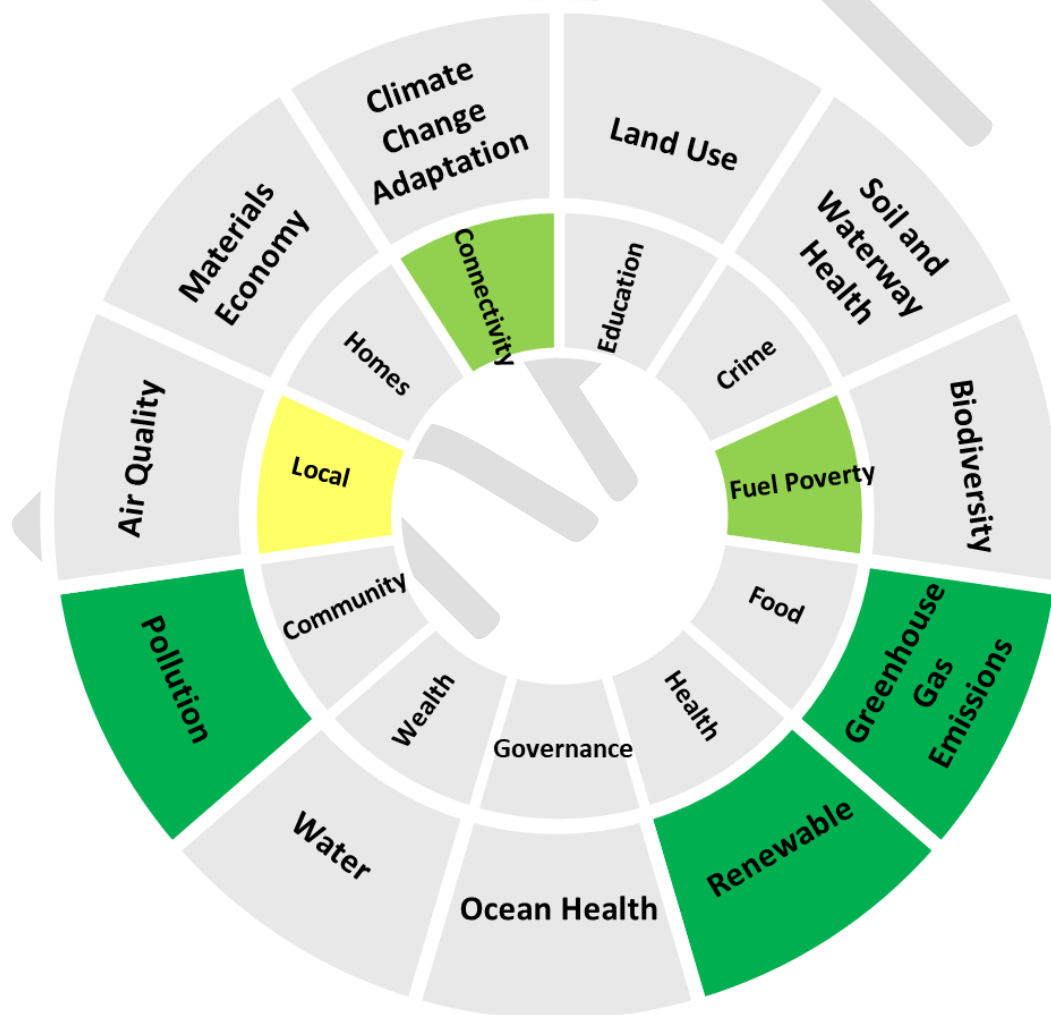
Climate Change Strategies	Values
Procurement	3
Energy Saving	3
Transport	3
Air Quality	3
Community Engagement	3
Education	3

STC Priorities	Values
Boosting Jobs and Economic Prosperity	3
Health and Wellbeing	3
Housing	3
Travel and Transport	3
Climate Emergency	3
Recreation and Leisure	3

How the model works

The decision wheel was developed by Cornwall Council to prompt project leaders to assess the potential impact of decisions on strategies and policies. The decision wheel has been shared with the Town Council by the Carbon Neutral Cornwall Team who have also provided support in understanding the model.

The values are calculated from a series of questions (that would need to be put in place) to establish the best estimated impact rating on each area. The ratings are then entered into the model to produce a visual interpretation that can be included with project documents. The original model was used for the Environmental and Social departments (see below).



The original model has been adapted to include the Town Council strategic priorities as well as the climate strategy targets. The model could be further adapted if required.

Reporting

The completed decision wheel provides an easy to interpret reporting tool that will enable residents to see how the Town Council is performing against the targets that have been set within the Business Plan.

Prior to the start of a project the tool should be used to produce a completed wheel. Where there is a negative impact it may be used as an opportunity to reassess the project. Running a further report would show that the impacts have been considered and mitigations put in place where necessary.

The decision wheel can be used to create a simple one page report (similar to the Tewkesbury model) evidencing the work of the Town Council.

DRAFT

DRAFT REPORT USING DECISION WHEEL

Project title:

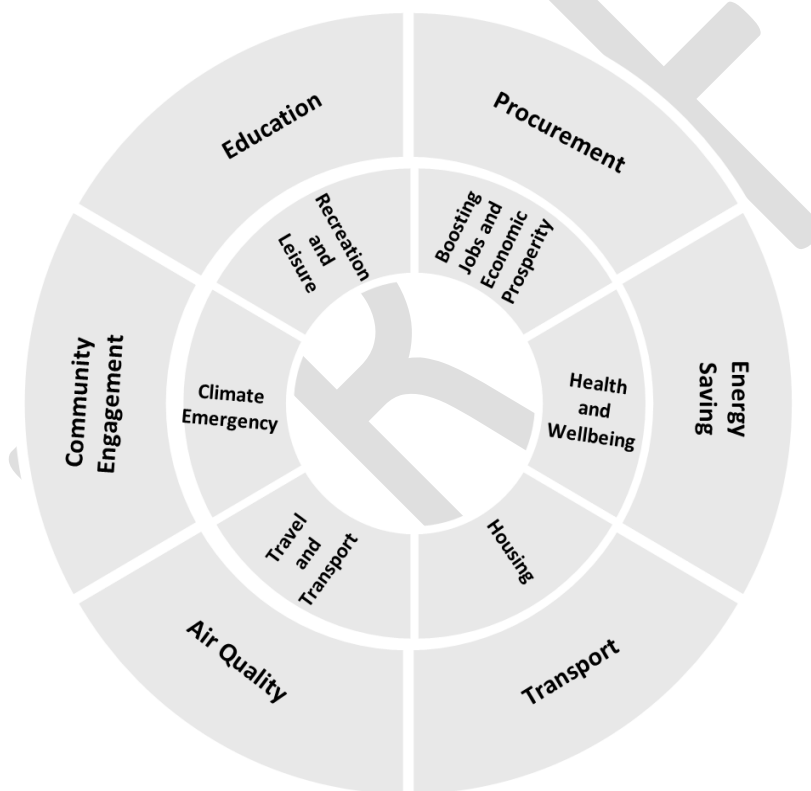
Department:

Name of Officer completing the Assessment:

Date completed:

What are the aims, objectives and outcomes of the project?

Who implements or delivers the project?



Ratings

1	Long lasting negative impact
2	Short term or limited negative impact
3	No known Impact
4	Short term or limited positive impact
5	Long lasting positive impact

Insert scores to provide more information.

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.

2. Does the project require procurement? *

Yes

No

3. Has the procurement strategy been checked?

Low carbon lights and appliances should be a priority.

Where possible check the supplier for their estimated carbon emissions for the purchase.

*

Yes

No - refer to the procurement strategy before proceeding.

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

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

Energy saving

- Encourage 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.

5. Does the project involve implementing energy saving 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. What is the likely impact of the energy saving decisions made on carbon emissions? *

1	2	3	4	5
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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.

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

Yes

No

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

Yes

No

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

Yes

No

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

1	2	3	4	5
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Air quality

- Increase tree cover on council owned land.
- Improve air quality in council offices and buildings by use of green plants.

14. Does the project increase the tree canopy on council owned land?

Yes

No

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

Yes

No

16. What is the likely impact of air 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.
- Engage with schools to ensure meals are delivered in accordance with the official Eatwell Guide on healthy eating and the majority of options on menus are healthy and plant- based, with less and better meat.

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

Yes

No

18. Does the project involve engaging with local education providers (schools, nurseries) to promote the delivery of healthy meals based on the Eatwell Guide?

Yes

No

19. Community engagement and education *

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

1	2	3	4	5
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Does the project impact on climate change in any other way?

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

Monitoring

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


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 Microsoft Forms

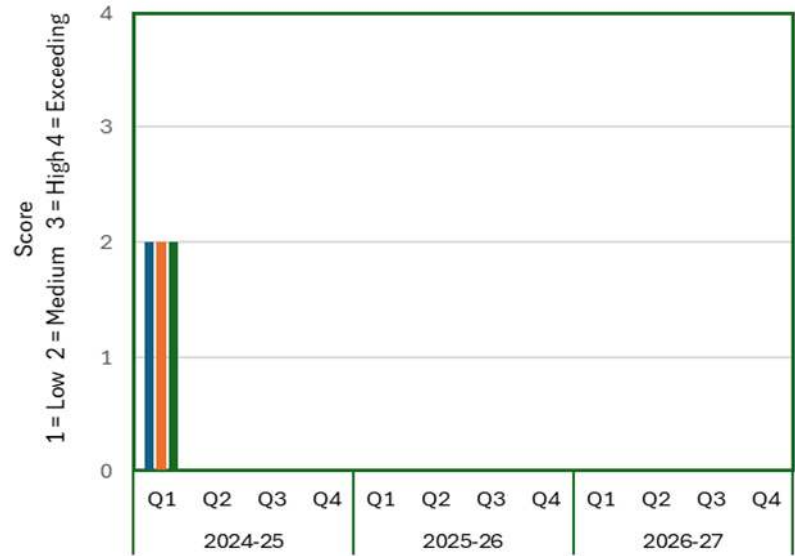
Business Plan

Strategic Priority 2 - Health and Wellbeing

Aims of the Library 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
	<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>To provide a local venue for a range of free events and activities;</p>	<p>Increased free events and activities throughout the year</p> <p>Accessible and inclusive activities and events</p> <p>Increased community engagement and footfall</p>	<p>Support and promote local organisations, businesses and groups / clubs relevant to the Library Hub and for the benefit of the community</p> <p>Refer to the Town Council Policy - Hire of Town Council Premises and Events</p>	2	2			
		<p>To continue to sign post residents and users of the Library to the relevant key stakeholders;</p>	<p>Continue to build partnerships</p> <p>Identify and promote easy access services</p> <p>Promote awareness of services available</p>	<p>Utilise the library's website and social media platforms to provide links and information about key stakeholders</p> <p>Welcome desk with staff trained to assist in signposting to digital services available</p> <p>Display posters and notices in prominent areas of the library with information signposting where to find assistance</p> <p>Host informational workshops or events at the library</p>	2	2			
		<p>To continue to provide a safe and warm space to residents and users of the Library.</p>	<p>Continued availability and accessibility for any user to a safe and warm space</p> <p>Internal and external refurbishment to be complete offering an improved comfortable space</p>	<p>Provide a safe and warm space for all users of the library hub</p> <p>Provide refreshments supported by key stakeholders (where possible)</p>	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.

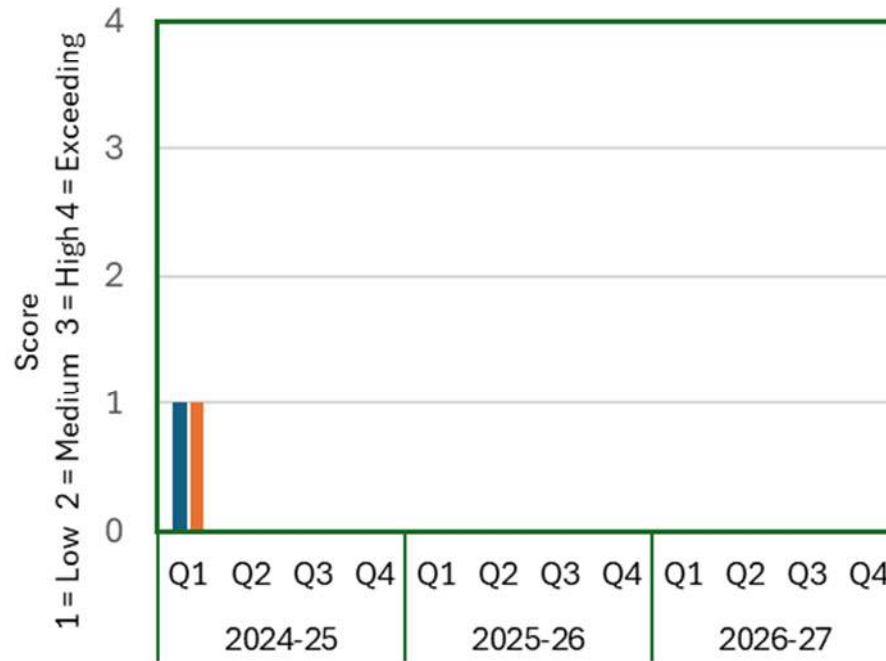
Business Plan

Strategic Priority 5 - Climate Emergency

Aims of the Library Sub Committee

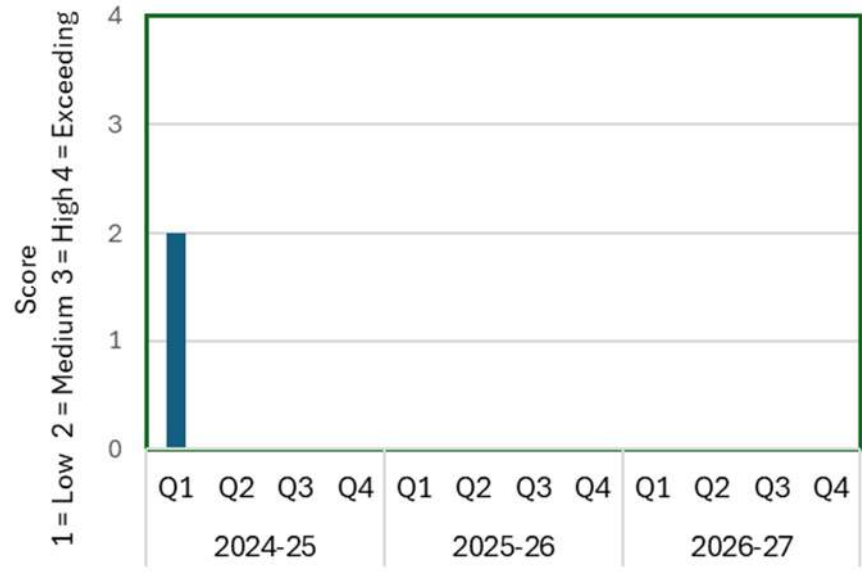
Strategic Priority 5 - Climate Emergency		Aims of the Library Sub Committee	What does success look like?	Actions	Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
	<p>To continue to acknowledge a climate emergency and to bring forward a local climate change strategy.</p>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

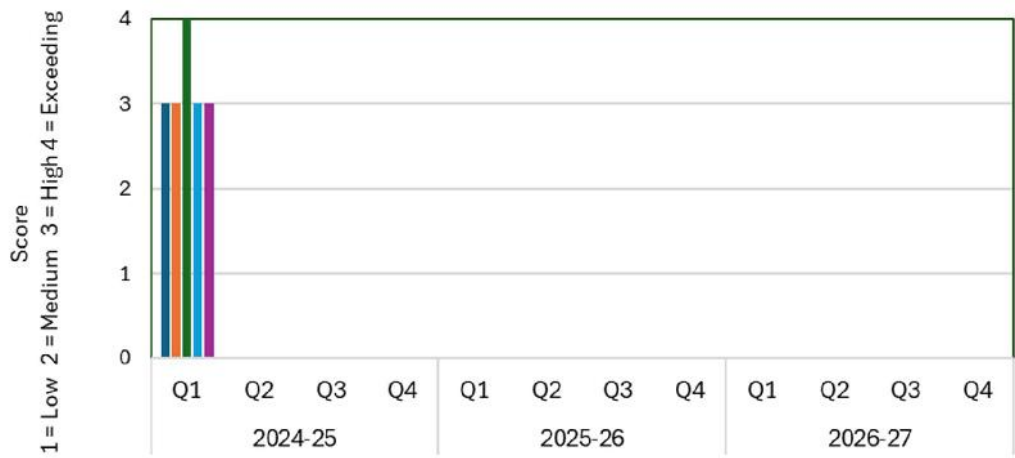
Business Plan

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

Page 33

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	Training and professional development to match the role undertaken In-house mentoring Career progression Fair salary grade	Provide access to courses and certifications suitable for the positions Establish promotion / career progression plans Continue to be a member of the NJC for Government Services Employee recognition awards for work completed above and beyond the role Regular performance reviews and feedback sessions to help employees understand their strengths and areas for improvement Continue to appoint a HR Consultant for employees to access support as required	3	3			
		Real Living Wage Employer	Be an accredited Living Wage Employer	Continue to enroll as a Living Wage Employer committing to tackle low pay by paying the real Living Wage to employees Promote when recruiting new employees Committed to tackle low pay by encouraging organisations that work for the Town Council to pay the real Living Wage	3	3			
		Local Government Pension Scheme	To be part of the LGPS	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 Promote when recruiting new employees	4	4			
		Operate in accordance with our Civility and Respect Pledge	Town Council to sign the annual Civility and Respect Pledge	Reminders to all employees and Town Council members of the pledge taken The pledge to be ethos of the work environment and incorporated into the core values of each department Incorporated into employee performance reviews	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	Create a Town Council Protocol for Member Officer Relations Take to committee and the Full Town Council to formally adopt Committee to review annually for Full Town Council approval Line managers to refresh employees at regular staff team meetings	3	3			

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




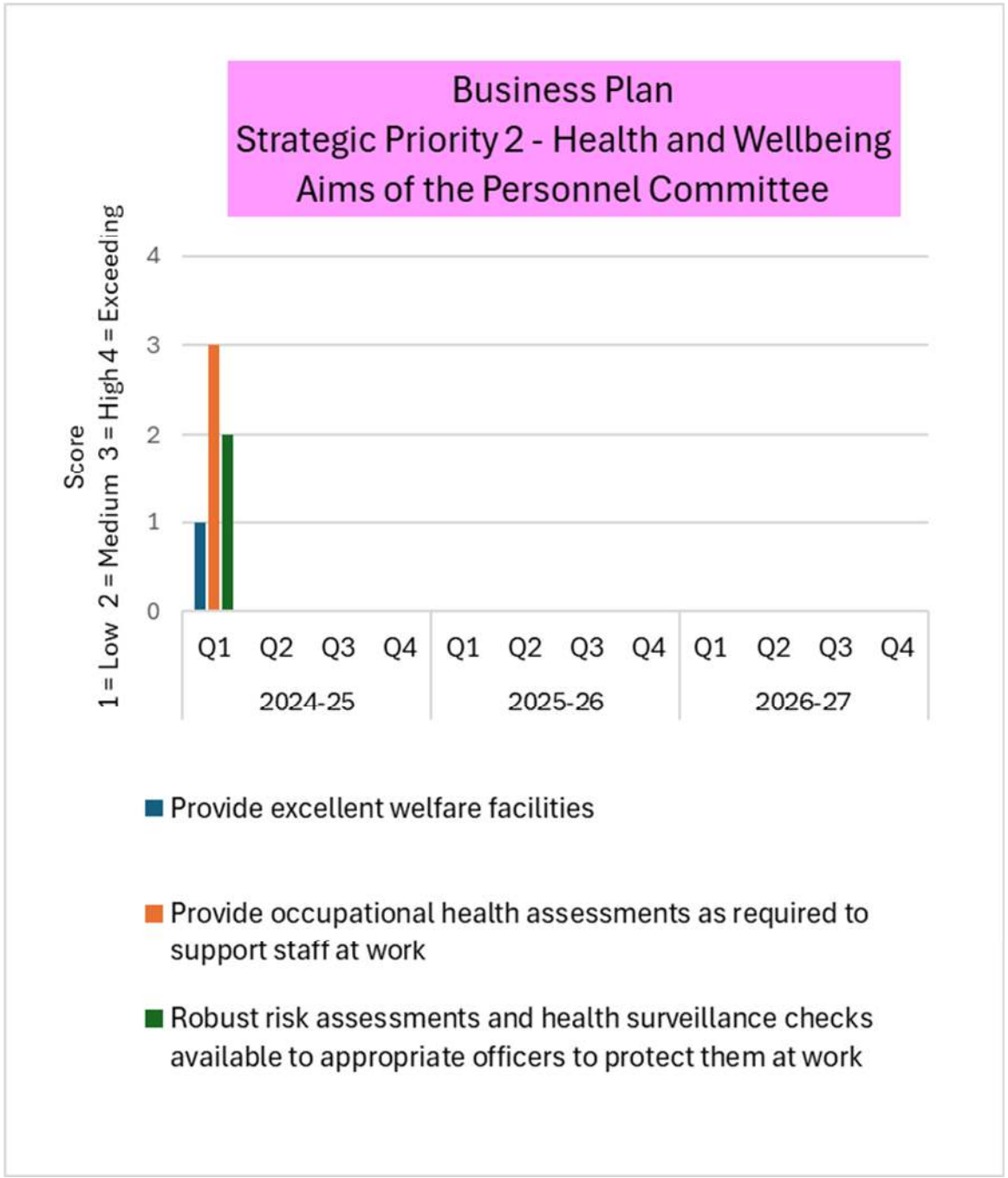
- To continue to be a good employer and invest in officer growth by supporting relevant professional development
- Real Living Wage Employer
- Local Government Pension Scheme
- Operate in accordance with our Civility and Respect Pledge
- Provide a Protocol to advise Officers and Members of the appropriate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

Business Plan

Strategic Priority 2 - Health and Wellbeing

Aims of the Personnel Committee


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			



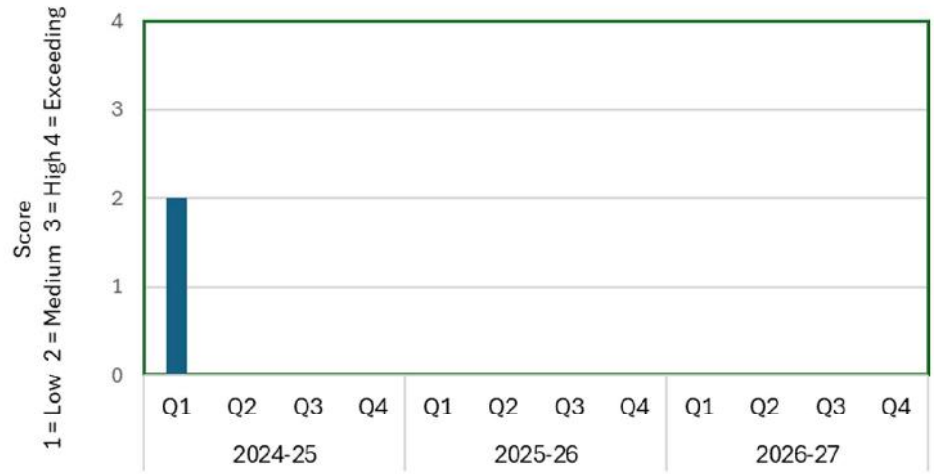
Business Plan

Strategic Priority 1 - Boosting Jobs and Economic Prosperity

Aims of the Planning and Licensing Committee

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
	<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>To ensure in review of planning and licensing applications and considerations, economic opportunities and impacts are examined appropriately</p>	<p>Planning and Licensing applications</p>	<p>Research Planning and Licensing applications and ensure all documentation is understood prior to consideration of the application</p>	2	2			
			<p>Working in partnership with Cornwall Council to reach the right outcome for Saltash</p>						<p>Work within Planning Material consent</p>
			<p>Training</p>	<p>Building good working relationships with Cornwall Council to achieve what Saltash deserves</p>					
			<p>Awareness of economic opportunities</p>	<p>Councillors and staff to attend planning and licensing training when offered by Cornwall Council</p>					
			<p>National and Cornwall Local Plan Policy</p>	<p>Refer to the National and Cornwall Local Plan Policy</p>					

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




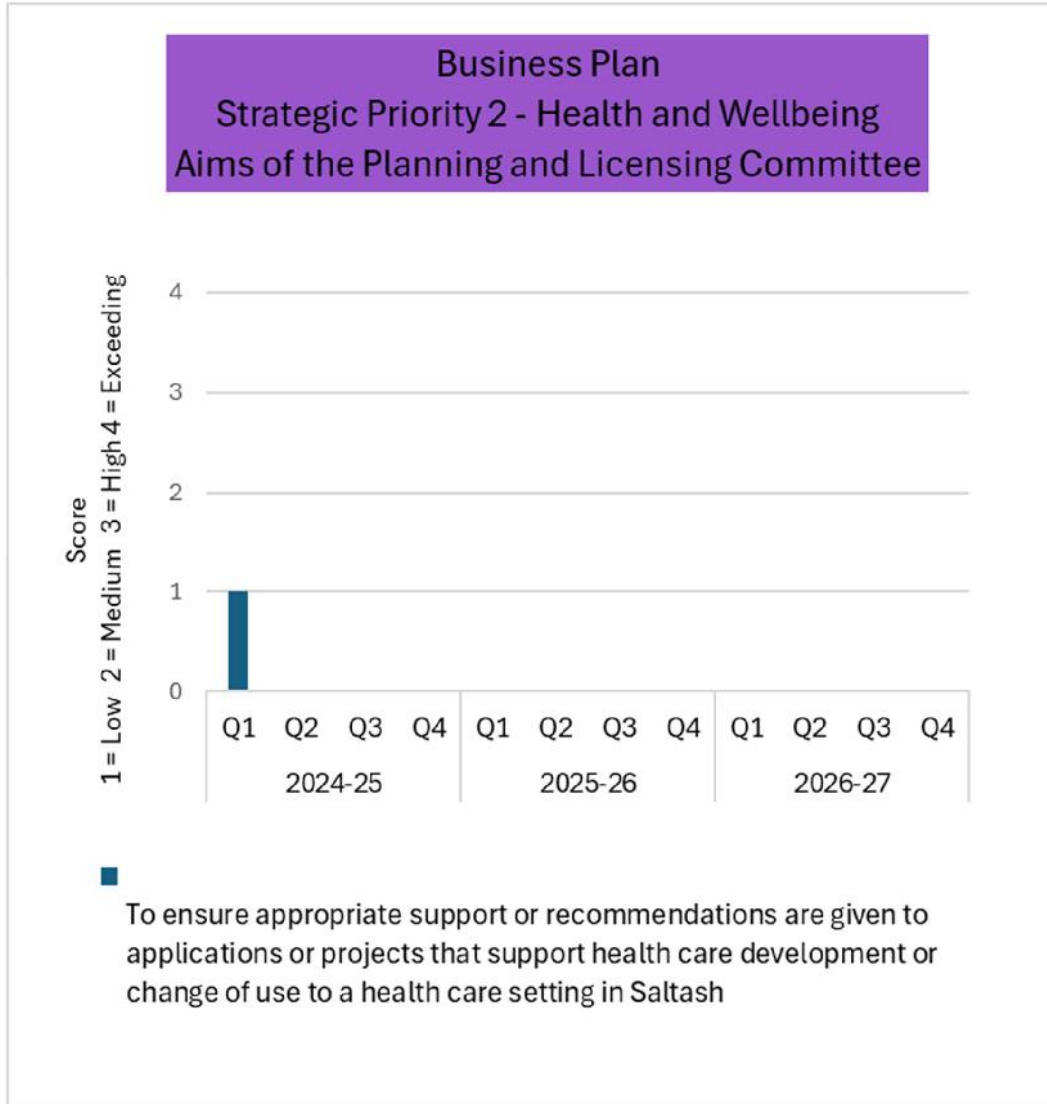
- To ensure in review of planning and licensing applications and considerations, economic opportunities and impacts are examined appropriately

Business Plan

Strategic Priority 2 - Health and Wellbeing

Aims of the Planning and Licensing Committee


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>Recommend to the Planning and Licensing Committee for this 'Aim' to be included under the 'Aim' listed - 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>Recommend to the Planning and Licensing Committee for this 'Aim' to be included under priority 3</p>	N/A	N/A			



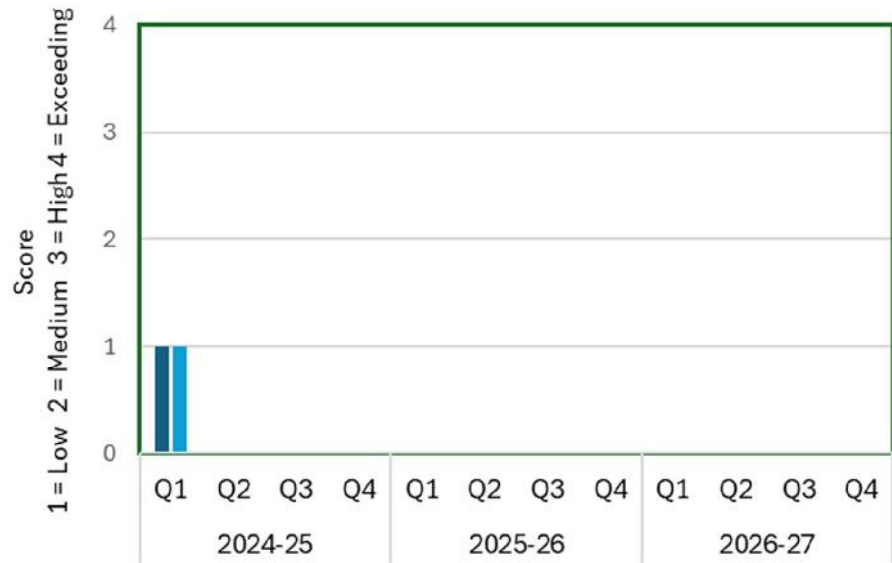
Business Plan

Strategic Priority 3 – Housing

Aims of the Planning and Licensing Committee


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		Recommend to the Planning and Licensing Committee for this 'Aim' to be included under the 'Aim' listed - 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	N/A	N/A			
		Special consideration be given to the Churchtown Farm development and resolution for occupation by Saltash residents		Recommend to the Planning and Licensing Committee to consider how this 'Aim' will be achieved or whether it should be removed from priority 3	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			

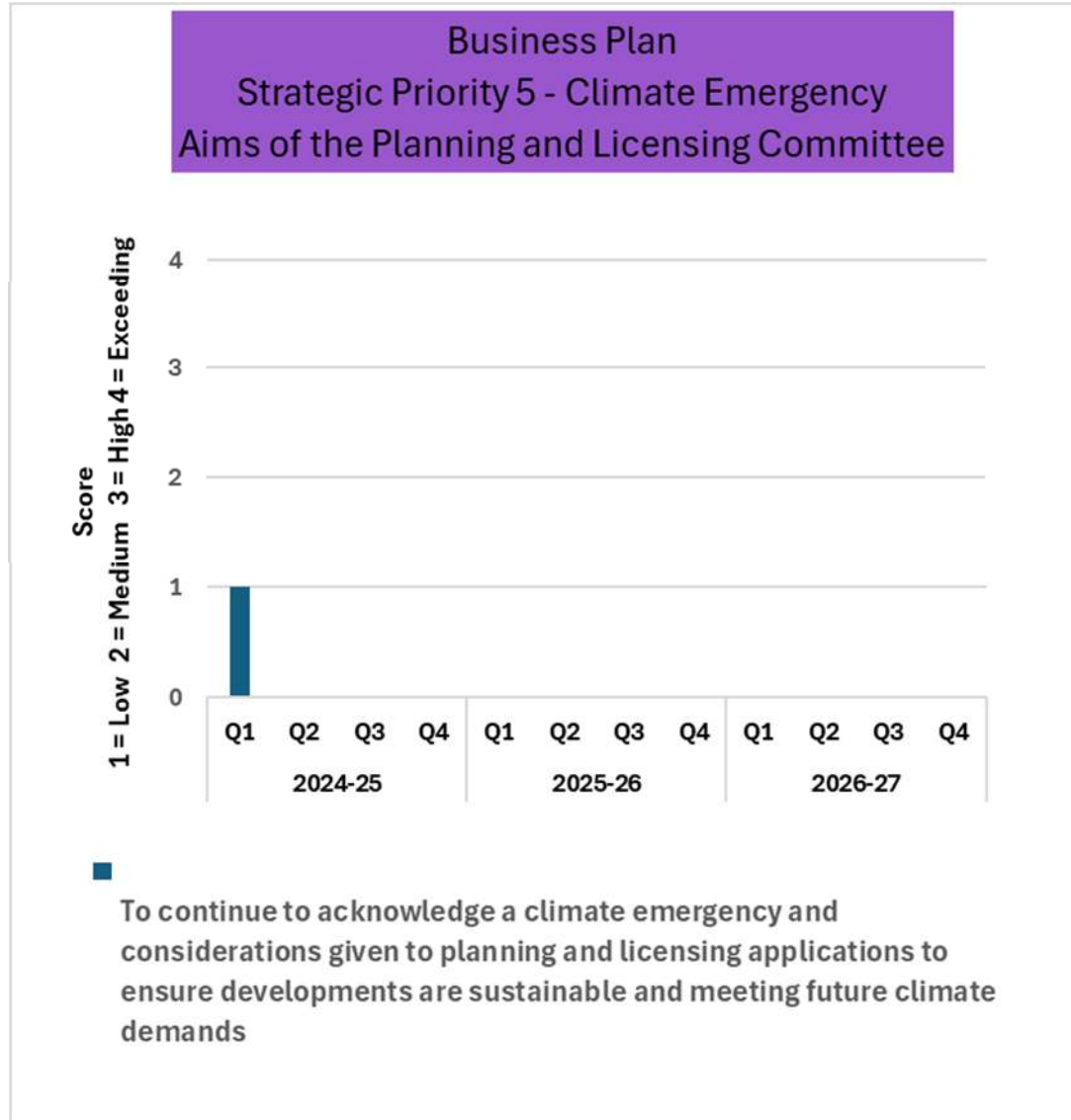
Business Plan
Strategic Priority 3 - Housing
Aims of the Planning and Licensing Committee



- 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


Strategic Priority 5 - Climate Emergency		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 continue to acknowledge a climate emergency and to bring forward a local climate change strategy.	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	Being actively involved in the decision making process	Consideration as a Consultee to Planning applications to ensure developments are sustainable and meeting future climate demands	1	1			
			Partnership working Saltash Neighbourhood Development Plan Saltash Coastal Communities Team	Seek the advice of Cornwall Council as required Refer to the Saltash Neighbourhood Development Plan for guidance on climate change					
			National and Cornwall Local Plan Policy Climate and Ecological Emergency	Refer to the National and Cornwall Local Plan Policy Refer to the Saltash Coastal Communities Team for advice as required Consider climate and ecological implications wherever relevant and try to lead by example					

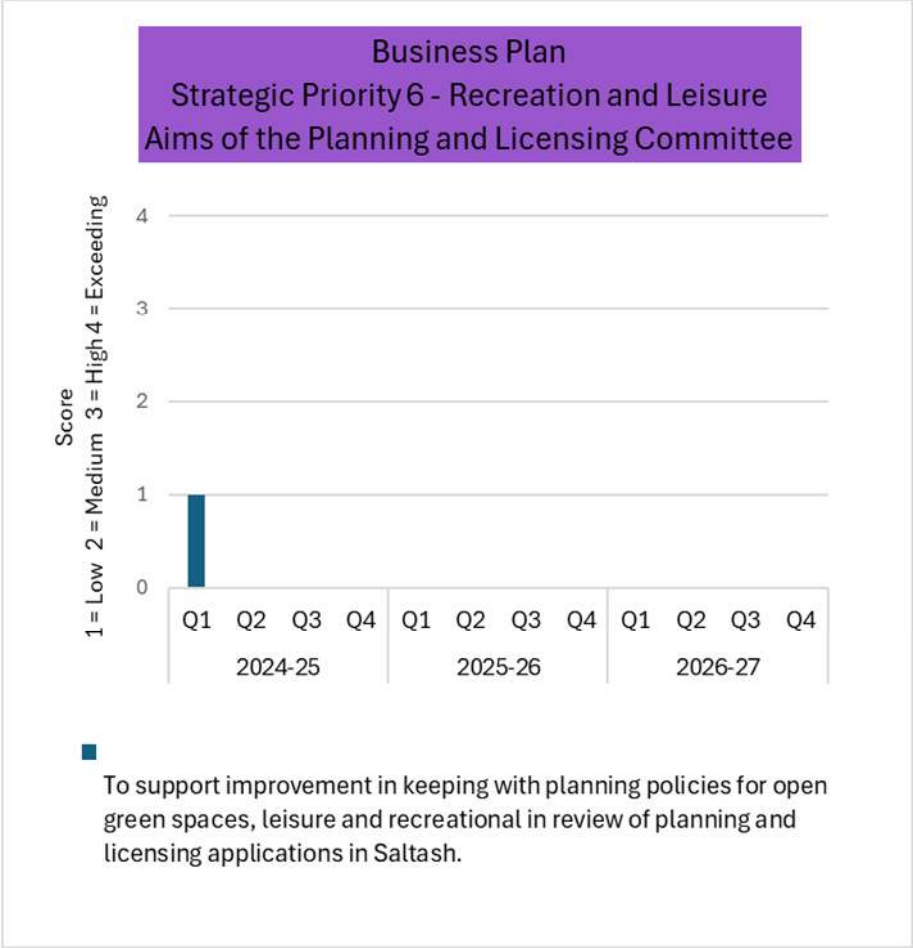


Business Plan

Strategic Priority 6 - Recreation and Leisure

Aims of the Planning and Licensing Committee


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 1 - Boosting Jobs and Economic Prosperity

Aims of the Services Committee

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
	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 invest in Town Council employees	<p>Training and Development of Service Delivery Department</p> <p>Health and Wellness Initiatives</p> <p>Financial Incentives</p>	<p>Recommend to remove this 'Aim' from the Services Committee deliverables because it does not fit within the Committees remit (Terms of Reference).</p> <p>To note that the Personnel Committee have covered the 'Action' for this 'Aim'.</p>	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			

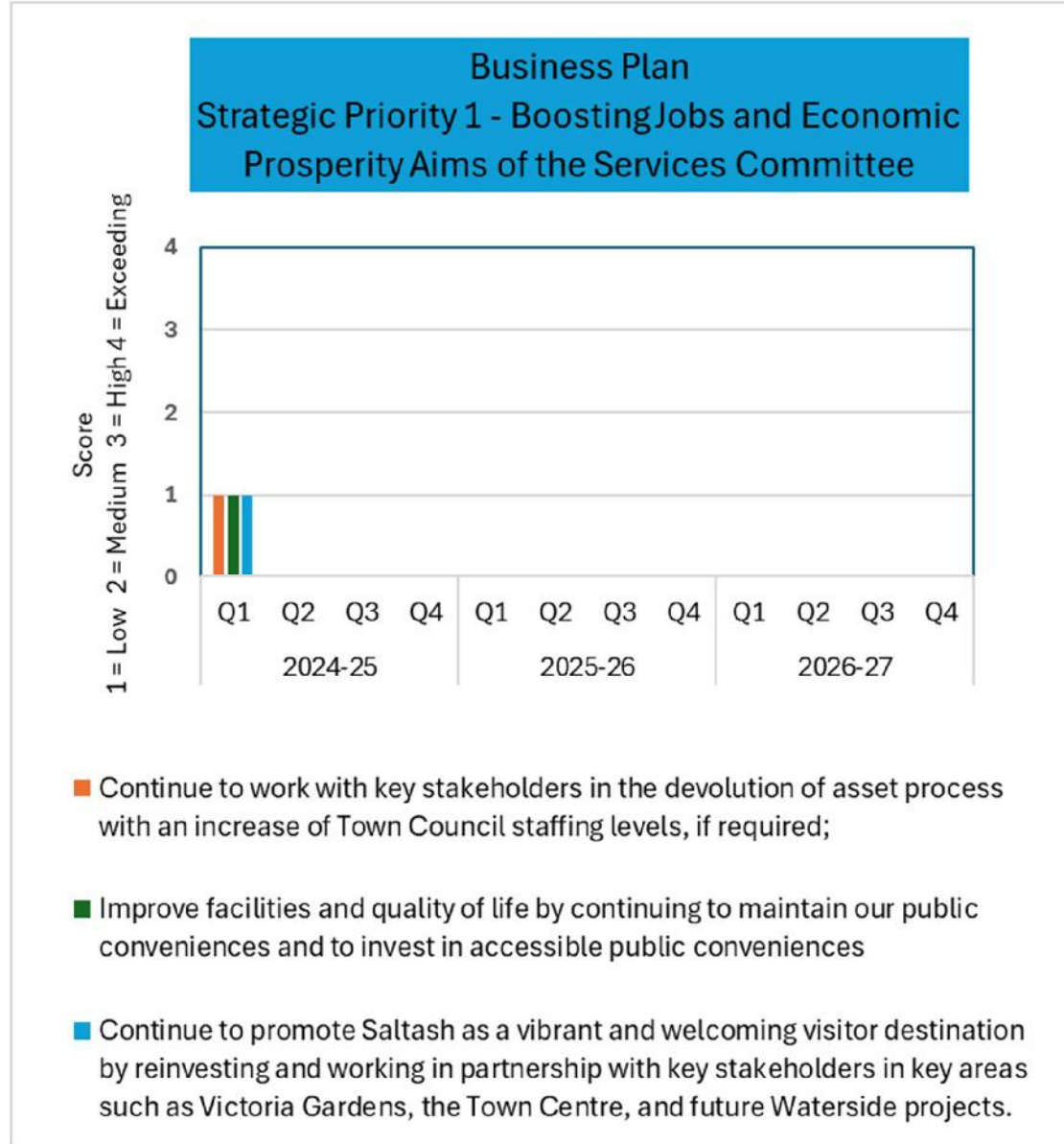
		<p>Improve facilities and quality of life by continuing to maintain our public conveniences and to invest in accessible public conveniences</p>	<p>All Town Council public conveniences to be accessible</p> <p>Improvements to all Town Council public conveniences</p> <p>Dementia friendly</p> <p>Saltash 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>	<p>1</p>	<p>1</p>		
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<p>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>	<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>Quarterly 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</p>	<p>1</p>	<p>1</p>
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Council's Christmas lights providing a spectacular display

Promote the town in 'It's Your Neighbourhood' and 'Britain in Bloom' competitions to encourage residents and businesses to partake and support each other


Utilise the Town Council's website and social media to promote the work of the Service Delivery Department

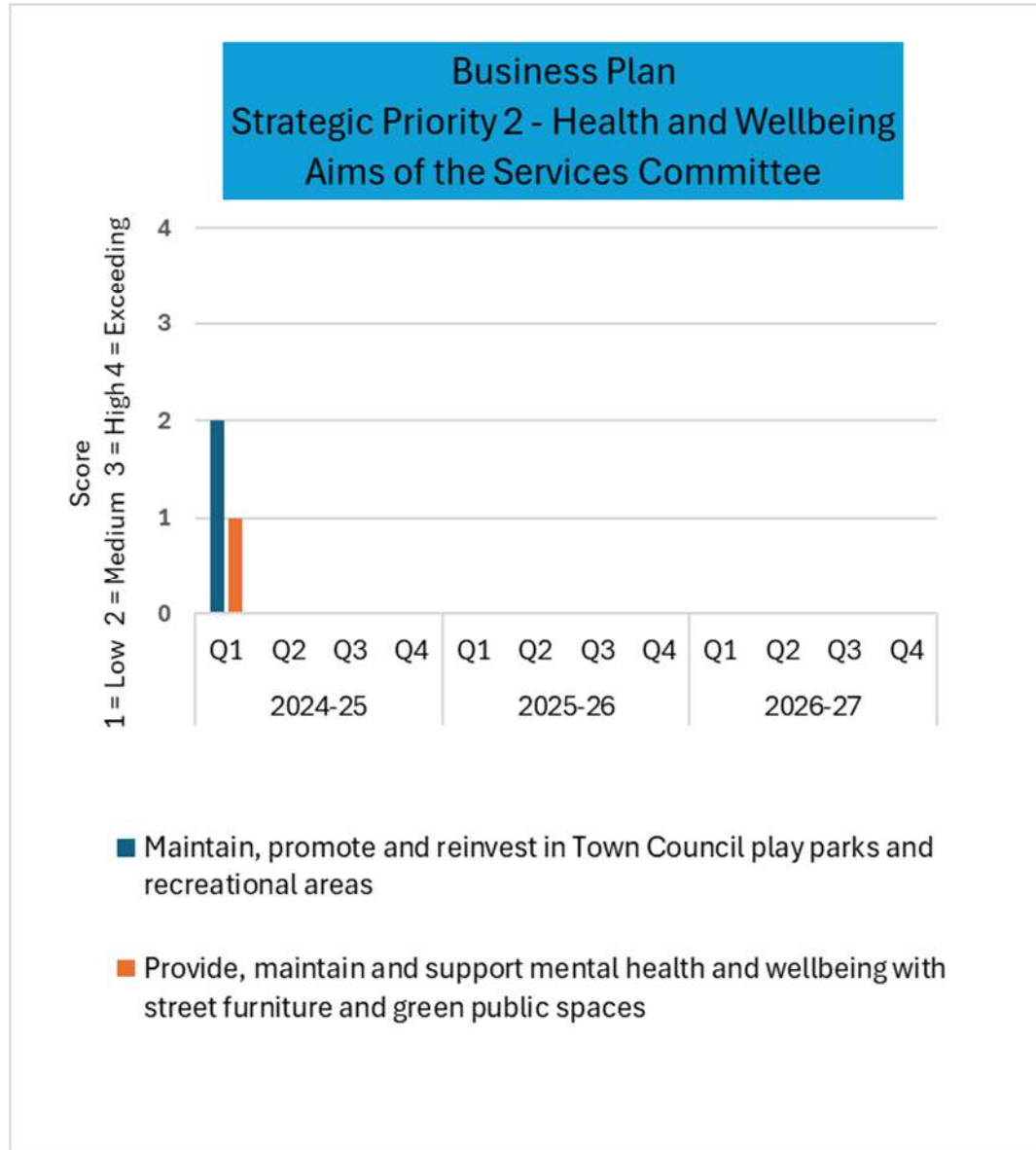


Business Plan

Strategic Priority 2 - Health and Wellbeing

Aims of the Services Committee


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	<p>Investment and Development</p> <p>High-Quality Maintenance</p>	<p>Recommend to relocate this 'Aim' under strategic priority 6 Recreation and Leisure and list the following 'Actions':</p> <p>Seek funding opportunities to improve play parks</p> <p>Public consultations to be held to seek evidence of need in the community for play parks and recreational areas</p> <p>Work with key stakeholders as required/available</p> <p>Seek quotes/visuals for play park improvements and ensure minimal impact to Service Delivery department</p> <p>Town Council recreational areas to be kept to a high standard, ensure accessibility and inclusivity, and work with key stakeholders to improve other areas by way of 'Friends of groups</p>	2	2			
	<p>Provide, maintain and support mental health and wellbeing with street furniture and green public spaces</p>	<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				

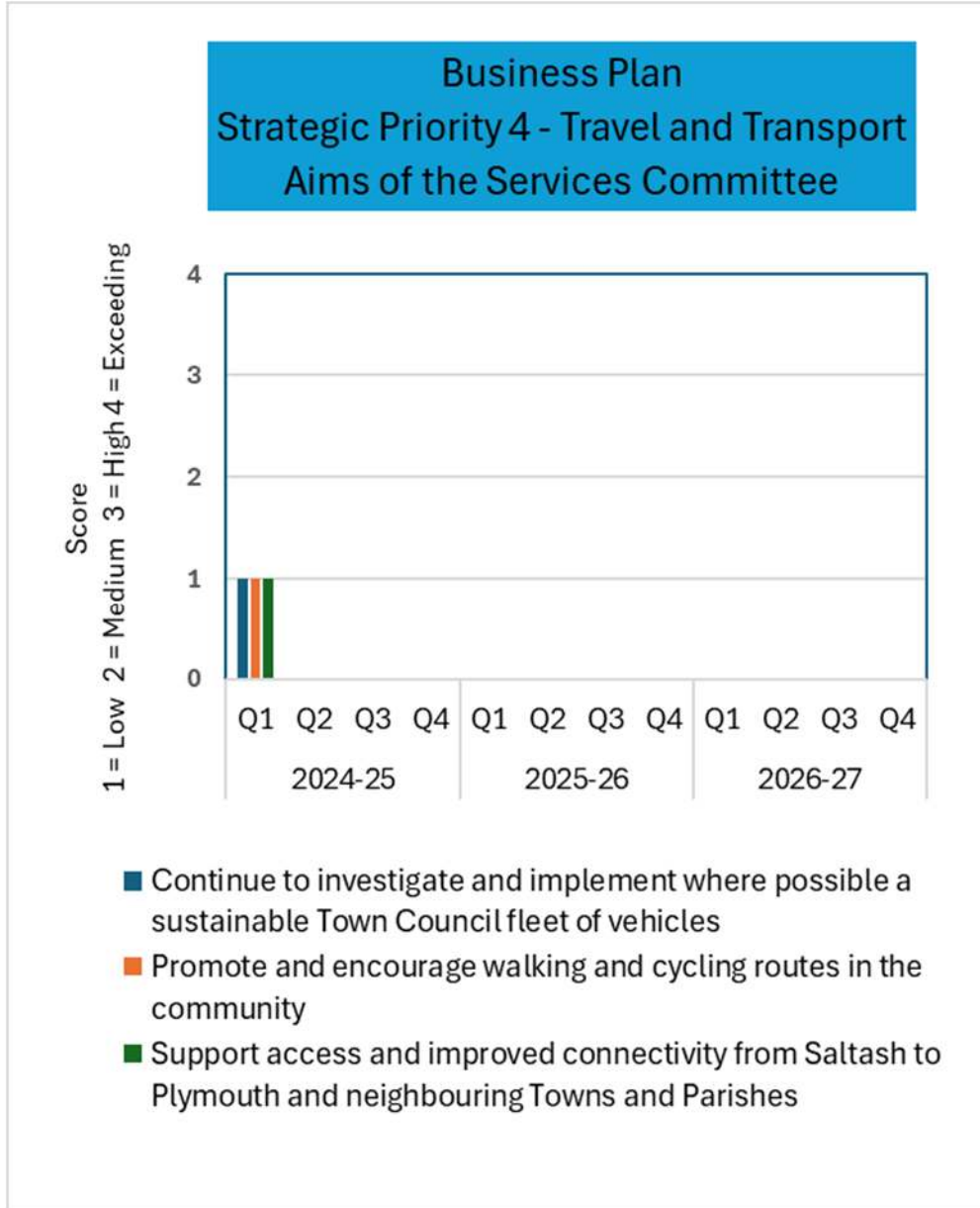


Business Plan

Strategic Priority 4 - Travel and Transport

Aims of the Services 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				



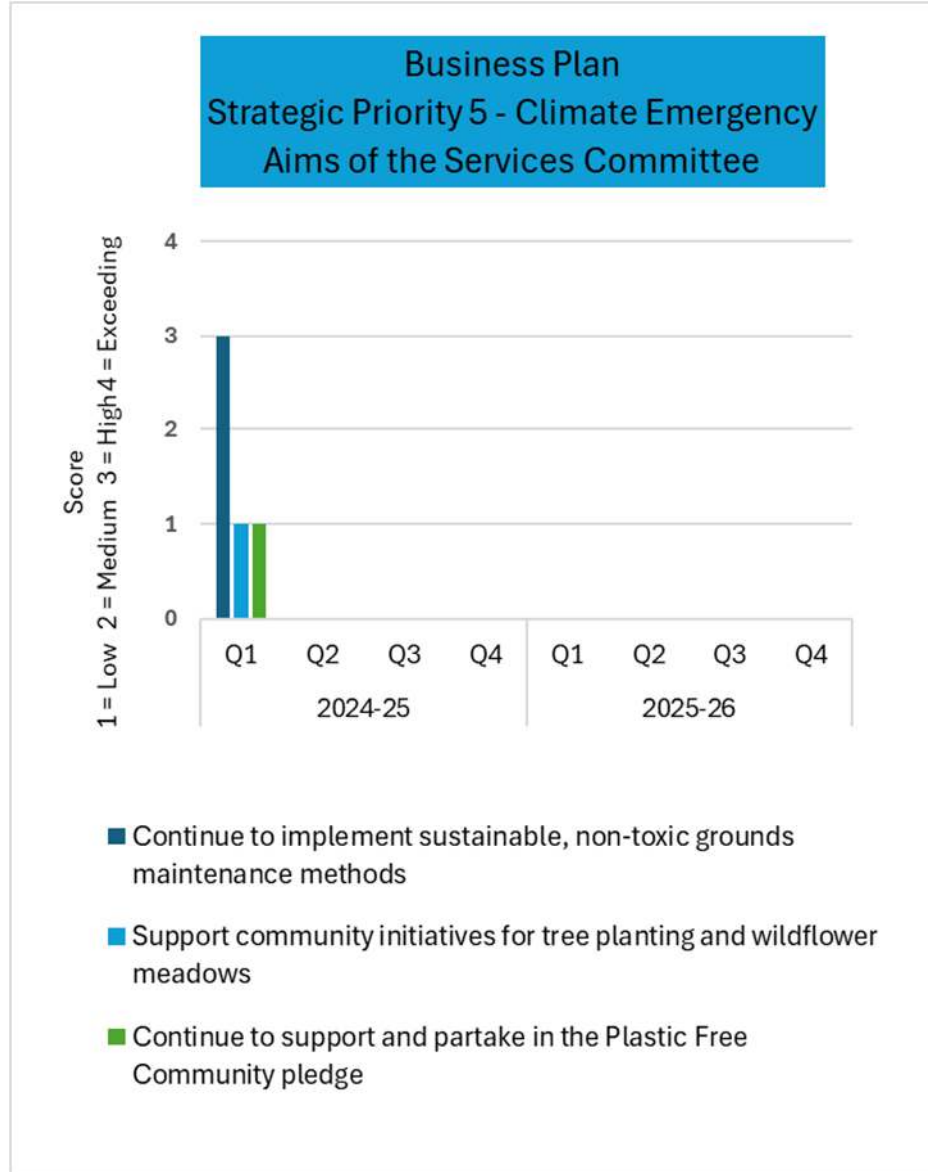
Business Plan

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

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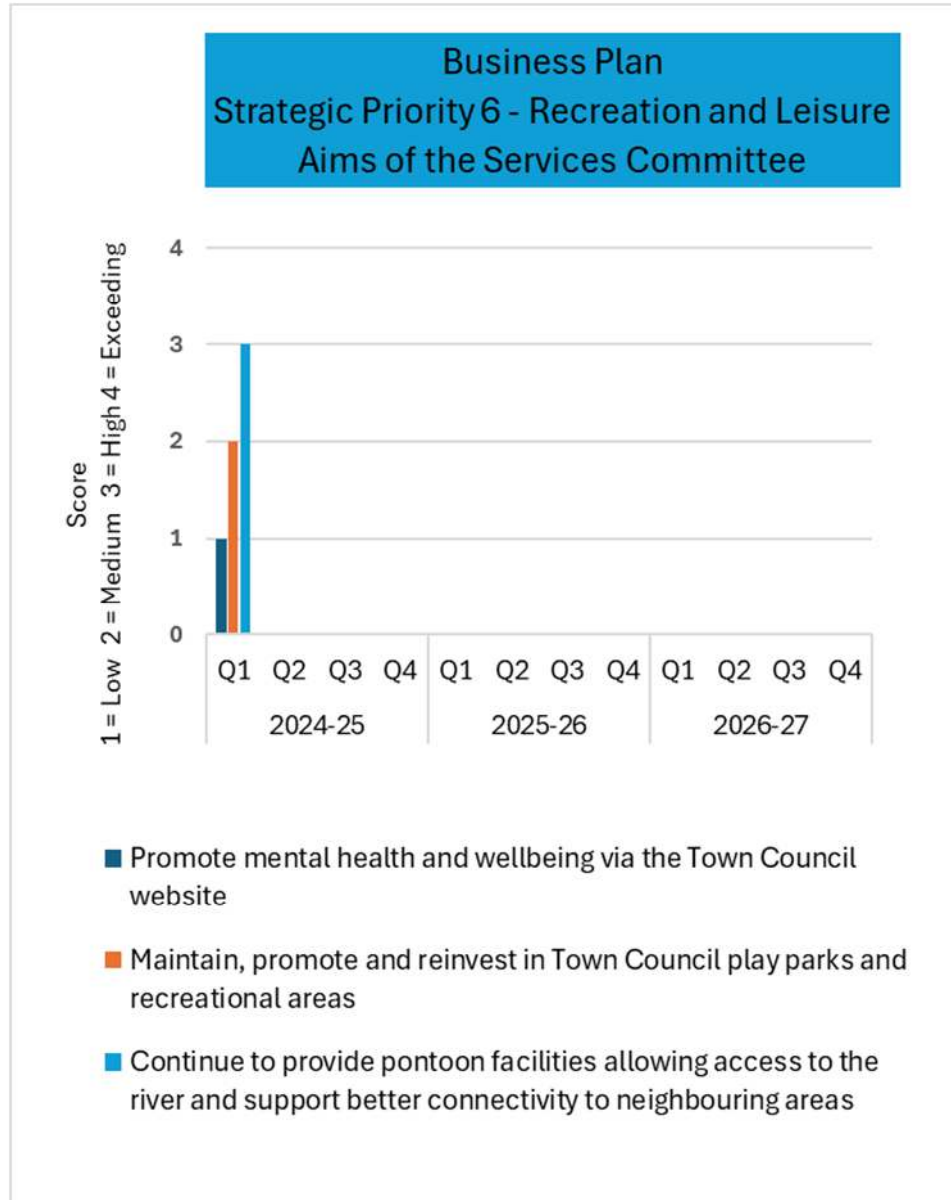
Strategic Priority 5 - Climate Emergency		Aims of the Services Committee	What does success look like?	Actions	Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
	To continue to acknowledge a climate emergency and to bring forward a local climate change strategy.	Continue to implement sustainable, non-toxic grounds maintenance methods	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 composte 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		Recommend to the Services Committee for this 'Aim' to be included under the 'Aim' listed - Continue to implement sustainable and non-toxic grounds maintenance methods	N/A	N/A			
		Seek further environmentally friendly alternatives for grounds maintenance works within the Town Council Service Delivery Department		Recommend to Services Committee for this 'Aim' to be included under the 'Aim' listed - Continue to implement sustainable and non-toxic grounds maintenance methods	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 orngaisations, 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		Recommend to the Services Committee for this 'Aim' to be included under the 'Aim' listed - Continue to implement sustainable and non-toxic grounds maintenance methods	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 6 - Recreation and Leisure - Aims of the Services Committee


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>	<p>Create a dedicated mental health and wellbeing page on the Town Council website</p> <p>Utilise social media channels and notice boards to promote and signpost mental health and wellbeing initiatives / website</p> <p>Library Hub to provide events / activities promoting mental health and wellbeing</p>	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>Recommend to the Services Committee for this 'Aim' to be included under the 'Aim' listed under priority 2 - Provide, maintain and support mental health and wellbeing with street furniture and green public spaces</p>	N/A	N/A				
	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				



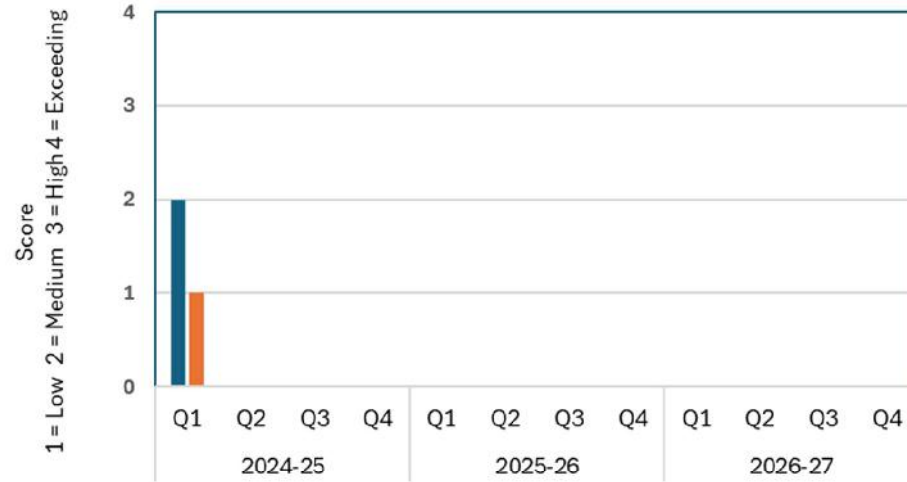
Business Plan

Strategic Priority 1 - Boosting Jobs and Economic Prosperity

Aims of the Station Sub Committee

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>	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

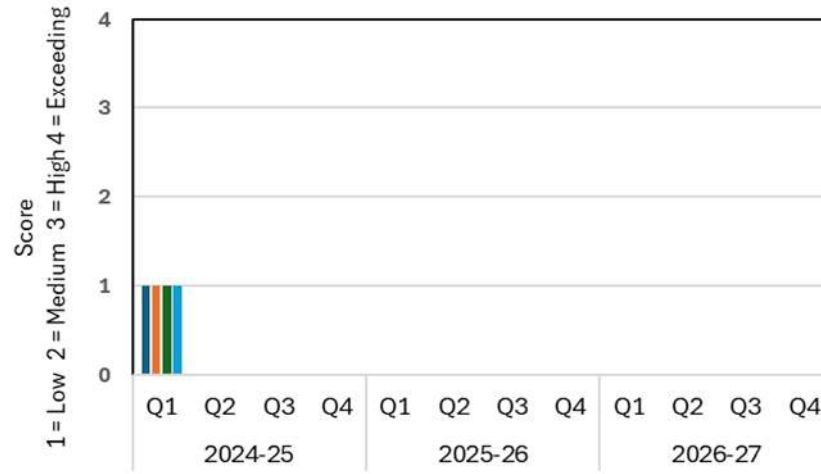
Business Plan

Strategic Priority 4 - Travel and Transport

Aims of the Station Sub 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

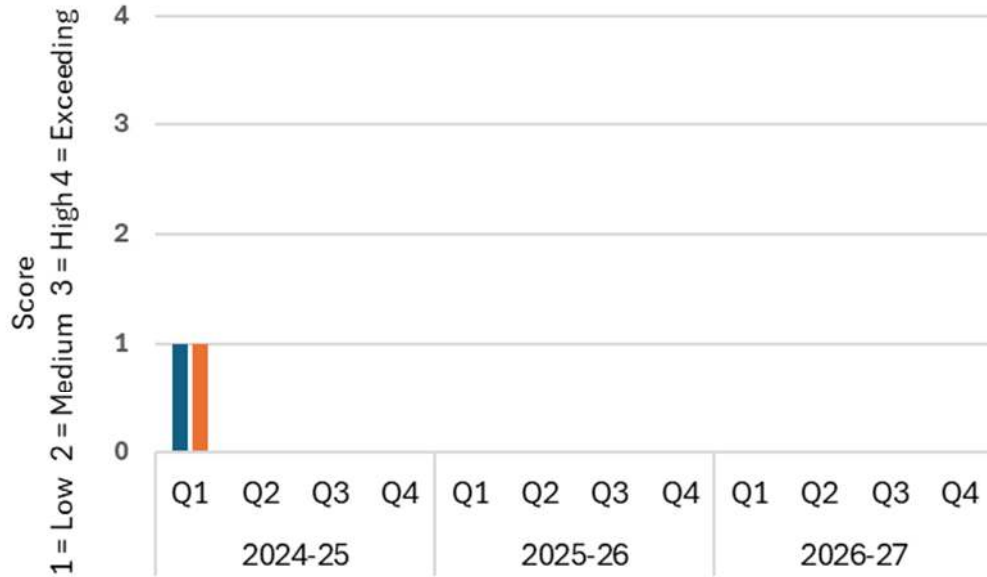


- Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area
- Saltash Station is a key transport hub to the town
- Embark on a community project for the installation of further connectivity by installing EV Charging Points, Beryl Bikes 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

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


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.	To continue to support the Climate Change and Environmental Working Group with free use of Isambard House	<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>	Recommend to the Station Property Sub Committee to review this priority, Climate Change and Environmental Working Group no longer exists - refer to the Town Council Climate Change Strategy	1	1			
		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>Invest and install Solar PV</p> <p>Invest and install solar water systems</p> <p>Reduction in energy bills and Co2 emissions</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 emissions</p>	1	1			

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



- To continue to support the Climate Change and Environmental Working Group with free use of Isambard House
- 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

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

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
	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.	Increase cultural activity by providing a restored historical building (Isambard House) to hold events offering low rates to hire the building	Increased cultural activities at Isambard House Increased event hire Improved promotion of the historical nature and restoration of Isambard House	Effective promotion and advertising of the station building and its restoration Host community events which are free or low-cost that offer an invitation to local residents to explore and enjoy the building Maintain an engaging website and social media profile with regular updates, photos, and event announcements	1	1			
		Create an annual events calendar to	A fully operational and cohesive events calendar Improved promotions and outreach and communications	Maintain an engaging website and social media profile with regular updates, photos, and event announcements Plan a mix of events incorporating historical holidays, community festivals and art exhibitions	1	1			

