



Saltash Town Council

Konsel An Dre Essa



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

3 April 2026

Dear Councillor

I write to summon you to the **Meeting of Saltash Town Council** to be held at the Guildhall on **Thursday 9th April 2026 at 7.00 pm.**

The meeting is open to members of 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.

Please note if Councillors have any questions on the business to be transacted at this meeting the Clerk must be notified **no later than 12 noon the day before the meeting.**

Yours sincerely,

S Burrows
Town Clerk / RFO

To:

Essa	Tamar	Trematon
A Ashburn	S Gillies	G McCaw
R Bickford	M Johns	S Miller
J Brady	S Martin	B Samuels
R Bullock (Chairman)	P Nowlan	B Stoyel (Vice-Chairman)
L Mortimore	J Peggs	
P Samuels	J Suter	

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 Full Town Council Meeting held on 5 March 2026 as a true and correct record. (Pages 6 - 36)
6. To receive and approve the Minutes of the Extraordinary Full Town Council meeting held on 19 March 2026 as a true and correct record. (Pages 37 - 39)
7. To receive and note the minutes of the following Committees and consider any recommendations:
 - a. Policy and Finance Committee held on 10 March 2026; (Pages 40 - 90)
 - b. Planning and Licensing held on 17 March 2026; (Pages 91 - 96)
8. To receive and note the minutes of the Town Vision Sub Committee held on 16 March 2026 and consider any recommendations. (Pages 97 - 101)
9. To receive the Chairman's report and consider any actions and associated expenditure. (Page 102)
10. To receive a report from Community Enterprises PL12 and consider any actions and associated expenditure. (Page 103)
11. To receive the Monthly Crime Figures and consider any actions. (Pages 104 - 105)

12. To receive a report from Community Area Partnerships and consider any actions and associated expenditure. (Pages 106 - 158)
13. To receive an update on the future of the health care in Saltash and consider any actions and associated expenditure. (Pages 159 - 161)
14. To receive a report on behalf of Safer Saltash and consider any actions and associated expenditure.
15. To receive a report from Saltash Chamber of Commerce and consider any actions and associated expenditure.
16. To receive a report from Cornwall Councillors and consider any actions and associated expenditure.
17. To consider Risk Management reports as may be received.
18. Finance:
 - a. To advise the receipts for February 2026; (Page 162)
 - b. To advise the payments for February 2026; (Pages 163 - 165)
 - c. To report urgent and essential works actioned by the Town Clerk under Financial Regulations;
 - d. To note that bank reconciliations up to 28 February 2026 were reviewed as correct by the Chairman of Policy & Finance Committee and the Town Clerk;
 - e. To note that an audit on recent supplier payments was conducted by the Chairman of Policy & Finance in line with the Councils Financial Regulations. It was noted that there are no discrepancies to report.
19. To receive a report on the Town Council committee structure and consider any actions and associated expenditure. (Pages 166 - 171)
20. To receive a report on Town Council policies and procedures and consider any actions and associated expenditure. (Pages 172 - 199)
(Pursuant to P&F Held on 05.03.26 minute nr. 325/25/26)
21. To receive an amendment to Standing Orders and consider any actions. (Page 200)
22. To receive a report on the Past Chairman's Badge and consider any actions and associated expenditure. (Page 201)
23. To receive the Town Council budget and precept setting dates and consider any actions. (Pages 202 - 203)

24. To receive a draft letter to Cornwall Council on the sale of Burraton Field and consider any actions.
25. To receive a report on the tender opening for the Delivery of Professional Youth Work in Saltash and consider any actions and associated expenditure. (Pages 204 - 205)
26. To receive a report on Town Council attendance at events and consider any actions and associated expenditure. (Pages 206 - 210)
(Pursuant to FTC held on 15.01.26 minute nr. 312/25/26)
27. To receive an update on Stagecoach service number 2 and consider any actions. (Pages 211 - 213)
28. To ratify the Town Council's response to the Tamar Tag Administration Fee Consultation. (Pages 214 - 215)
29. To receive Cornwall Council's Cultural Strategy and consider any actions and associated expenditure. (Pages 216 - 235)
30. 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.
31. To consider any items referred from the main part of the agenda.
32. Public Bodies (Admission to Meetings) Act 1960:
To resolve that the public and press be re-admitted to the meeting.
33. Meet your Councillors: The next scheduled meeting date Saturday 18 April 2026 outside Saltash Heritage Museum, Fore Street.
34. To confirm any press and social media releases associated with any agreed actions and expenditure of the meeting.
35. Date of next meeting: The Annual Meeting of Saltash Town Council to be held on Thursday 7 May at 7:00 p.m.
36. Common Seal:
I Move to Order that the Common Seal of the Council be affixed to all Deeds and Documents necessary to give effect to the foregoing Acts and Proceedings.

SALTASH TOWN COUNCIL

Minutes of the Meeting of the Saltash Town Council held at the Guildhall on Thursday 5th March 2026 at 7.00 pm

PRESENT: Councillors: A Ashburn, R Bickford, R Bullock (Chairman), S Gillies, M Johns, G McCaw, S Miller, L Mortimore, P Nowlan, J Peggs, B Samuels, P Samuels, B Stoyel (Vice-Chairman) and J Suter.

ALSO PRESENT: 2 Members of the Press, H Frank (Cornwall Council) and P Cador (Cornwall Council), S Burrows (Town Clerk / RFO) and D Joyce (Office Manager / Assistant to the Town Clerk)

APOLOGIES: J Brady and S Martin, K Johnson (Cornwall Council).

350/25/26 HEALTH AND SAFETY ANNOUNCEMENTS.

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

351/25/26 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 received.

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

None received.

352/25/26 PUBLIC QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY ASK QUESTIONS OF THE TOWN COUNCIL.

None received.

353/25/26 TO RECEIVE AND APPROVE THE MINUTES OF THE FULL TOWN COUNCIL MEETING HELD ON 5 FEBRUARY 2026 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.

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor Johns, seconded by Councillor Bullock and **RESOLVED** that the minutes of the Full Town Council Meeting held on 5 February 2026 were confirmed as a true and correct record.

354/25/26 TO RECEIVE AND NOTE THE MINUTES OF THE FOLLOWING COMMITTEES AND CONSIDER ANY RECOMMENDATIONS:

a. Joint Burial Board held on 10 February 2026;

It was **RESOLVED** to note. There were no recommendations.

b. Services Committee held on 12 February 2026;

It was **RESOLVED** to note. There were no recommendations.

c. Planning and Licensing held on 17 February 2026;

It was **RESOLVED** to note. There were no recommendations.

d. Personnel held on 26 February 2026.

It was **RESOLVED** to note the minutes and consider the following recommendation.

RECOMMENDATION:

86/25/26 TO RECEIVE A REPORT ON THE TOWN COUNCIL CHRISTMAS AND NEW YEAR OPERATIONAL HOURS FOR 2026/27 AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman informed Members that agenda items 10, Christmas and New Year Operational Hours 2026–27, and 11, Saltash Day 2026–27, would be considered together.

Following a unanimous vote (5 in favour, 0 against, 0 abstained), it was proposed by Councillor Brady, seconded by Councillor P Samuels and resolved to **RECOMMEND** to Full Council:

1. The Christmas shutdown period will commence at 12 noon on Thursday 24 December 2026 and the office will reopen on Monday 4 January 2027.
2. All staff are required to allocate annual leave for the remaining working days during the shutdown period: Tuesday 29, Wednesday 30, and Thursday 31 December 2026.
3. One Service Delivery General Assistant will work reduced hours on Sunday 27 December 2026, from 9:00am to 1:00pm.
4. A Saltash Day will be allocated to all staff, to be taken on a date of their choice within the financial year 1 April 2026 to 31 March 2027.

Following a unanimous vote (14 in favour, 0 against, 0 abstained), it was proposed by Councillor Mortimore, seconded by Councillor Stoyel and **RESOLVED** to approve the above recommendation.

355/25/26 TO RECEIVE AND NOTE THE MINUTES OF THE LIBRARY SUB COMMITTEE HELD ON 16 FEBRUARY 2026 AND CONSIDER ANY RECOMMENDATIONS.

It was **RESOLVED** to note. There were no recommendations.

The Chairman invited Councillor B Samuels to provide an update following the meeting of the Library Sub Committee held earlier this evening.

The Sub Committee received a report on the tender submissions for Phase Two of the Library Refurbishment Works. This phase includes the installation of a fully accessible ground-floor toilet with baby-changing facilities, the redesign and relocation of the welcome desk to the left side of the building to create a more open and welcoming environment, and the provision of facilities for serving hot and cold drinks.

The Sub Committee reported that a preferred tender had been identified and confirmed its intention to proceed with appointing the contractor. Works are anticipated to begin in early April, with an estimated duration of 12 weeks. During this period, Library services will be temporarily relocated to the Wesley Church.

Cllr B Samuels expressed her thanks to all officers involved in supporting the Sub Committee and noted their enthusiasm for progressing this project on behalf of the Town Council for the benefit of Saltash residents and the wider community.

356/25/26 TO RECEIVE THE CHAIRMAN'S REPORT AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

It was **RESOLVED** to note.

357/25/26 TO RECEIVE THE MONTHLY CRIME FIGURES AND CONSIDER ANY ACTIONS.

PC Smith attended the meeting and was available to respond to Members questions.

Cllr Peggs raised concerns regarding recent drug-related incidents within the community. PC Smith provided reassurance that appropriate steps are being taken to investigate and address these matters.

It was **RESOLVED** to note.

358/25/26 TO RECEIVE A REPORT FROM COMMUNITY ENTERPRISES PL12 AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

It was **RESOLVED** to note.

359/25/26 TO RECEIVE A REPORT FROM COMMUNITY AREA PARTNERSHIPS AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Nothing to report. The next meeting is due to be held on 7 April 2026, location to be confirmed.

360/25/26 TO RECEIVE A REPORT ON BEHALF OF SAFER SALTASH AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman provided a verbal summary of the report included within the circulated pack, outlining the latest updates on traveller preventative measures following the unlawful encampments that took place during summer 2025.

Councillors and the Town Clerk met on 25 February with Cornwall Council officers and key stakeholders to discuss options for protecting Warfelton Field from future encampments. Cormac presented several railing and boundary-protection solutions; however, concerns were raised regarding the financial implications, the risk that access could still be gained, and the potential displacement of encampments to other vulnerable locations in the town.

Members also noted discussions about whether leasing the land to an external or private organisation might enable faster eviction under common law. This option requires further investigation and would result in enforcement and clean-up costs being borne by the landowner.

Members highlighted the need for clearer guidance on procedures to follow when travellers arrive, to ensure key stakeholders and the wider community understand the actions being taken.

The Working Group agreed to meet with the Town Clerk to review the outcomes of the Safer Saltash meeting in more detail and consider any actions that could be taken at this stage.

Cornwall Councillor Frank was invited to speak and emphasised the importance of clearer processes and improved communication across Cornwall to support towns in responding to unlawful encampments. Councillor Frank confirmed she will progress this work and report developments back to the Working Group.

It was **RESOLVED** to note.

361/25/26 TO RECEIVE A REPORT FROM SALTASH CHAMBER OF COMMERCE AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Members received the report from the Chamber of Commerce circulated in the reports pack. Councillor Miller provided a verbal overview of the recent meeting and the discussions held.

It was **RESOLVED** to note.

362/25/26 TO RECEIVE A REPORT FROM CORNWALL COUNCILLORS AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Cornwall Councillor Frank informed Members of the SEND reforms published alongside the Government's Schools White Paper, noting their focus on establishing a more consistent, outcomes-driven system for children with additional needs. Cornwall Councillor Frank explained that the reforms aim to improve early identification and early intervention, reduce variation in SEND support across different areas and strengthen support for families.

Members were informed that a 12-week national consultation period is now underway, during which Cornwall Council will assess the potential implications for families and schools in Cornwall.

Cornwall Councillor Frank invited Members to provide views on what the reforms may mean for the local community in Saltash and expressed her intention to meet with Town and Parish Council's and key stakeholders including local school leaders to discuss the potential impact on the town.

Members agreed that such discussions would be beneficial.

Following a vote (13 in favour, 0 against, 1 abstention), it was proposed by Councillor Ashburn, seconded by Councillor Nowlan and **RESOLVED** for Councillors Peggs, Nowlan, Ashburn, Suter, Johns, Bullock and Stoyel to meet with Councillor Frank and key stakeholders to discuss the SEND reform proposals and their potential implications for Saltash.

363/25/26 TO RECEIVE AN UPDATE ON THE FUTURE OF THE HEALTH CARE IN SALTASH AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Nothing to report. The next meeting is scheduled to take place on 18 March at St Barnabas Hospital.

364/25/26 TO CONSIDER RISK MANAGEMENT REPORTS AS MAY BE RECEIVED.

Nothing to report.

365/25/26 **FINANCE:**

- a. To advise the receipts for January 2026;

It was **RESOLVED** to note.

- b. To advise the payments for January 2026;

It was **RESOLVED** to note.

- c. Urgent and essential works actioned by the Town Clerk under Financial Regulations.

Nothing to report.

- d. To note that bank reconciliations up to 31 January 2026 were reviewed as correct by the Chairman of Policy & Finance Committee and the Town Clerk.

It was **RESOLVED** to note.

- e. To note that an audit on recent supplier payments was conducted by the Chairman of Policy & Finance in line with the Councils Financial Regulations. It was noted that there are no discrepancies to report.

It was **RESOLVED** to note.

366/25/26 **TO RECEIVE AN AMENDMENT TO THE SCHEME OF DELEGATION AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor Mortimore, seconded by Councillor Ashburn and **RESOLVED** to approve the amendment to the Scheme of Delegation, as attached.

367/25/26 **TO RECEIVE AN AMENDMENT TO THE ELECTION OF MAYOR AND DEPUTY MAYOR PROCESS AND CONSIDER ANY ACTIONS.**

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor P Samuels, seconded by Councillor Johns and **RESOLVED** to approve the amendment to the Election of Mayor and Deputy Mayor policy, as attached.

368/25/26 THE MAYOR TO ANNOUNCE THE CALL FOR WRITTEN NOMINATIONS FOR THE OFFICE OF MAYOR AND DEPUTY MAYOR FOR THE YEAR 2026/27.

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor Bullock, seconded by Councillor Johns and **RESOLVED:**

1. To note that the Mayor, Councillor Bullock, formally announced to Full Town Council that the call for written nominations for the office of Mayor and Deputy Mayor 2026-27 is now open.
2. To approve the nomination timeline and Extraordinary Full Town Council meeting to be held on Thursday 19 March 2026 at 6:30pm to elect the Mayor elect and the Deputy Mayor elect 2026-27.

369/25/26 TO RECEIVE A REPORT ON VICTORIA GARDENS AND THE MAURICE HUGGINS ROOM AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Members discussed the report received and included within the reports pack.

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor Bickford, seconded by Councillor Peggs, and **RESOLVED:**

1. To cease progressing the lease arrangements for both Victoria Gardens and the Maurice Huggins Room.
2. That Saltash Town Council wishes to contribute to the maintenance and enhancement of Victoria Gardens, without assuming full liability, by undertaking the restoration of the railings (details to be confirmed), introducing sponsored benches, and supporting the Friends of Victoria Gardens.
3. To work collaboratively with Cornwall Council to enhance the site (as outlined in point 2 above) while avoiding the financial and legal responsibilities associated with a full asset transfer.
4. To note the difficulty faced by the Town Council in identifying a viable use for the Maurice Huggins Room that would not negatively impact existing local businesses. The Town Council encourages Cornwall Council to engage with the community to explore potential community-focused uses, as demand is likely to arise from community groups rather than commercial operators.

370/25/26 TO RECEIVE THE NOTES OF THE SALTASH TOWN TEAM MEETING HELD ON 9 FEBRUARY 2026 AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Councillor B Samuels, Vice Chairman of the Town Team, provided a verbal update on current Town Team activities. She reported that members are exploring suitable options for future markets following the 2025 trial, including a variety of indoor venues and outdoor locations. While Belle Vue had proven to be an attractive site, the road closures required led to increased costs, prompting a review of alternative locations.

Councillor Samuels also advised that the town promotional leaflet is nearing completion and is expected to be finalised shortly, with printing and distribution planned for early April.

In addition, Councillor Samuels reported that funding secured to investigate the potential for submitting a town centre enhancement bid has enabled a business survey to be carried out in Saltash. A presentation to traders following the survey is scheduled for 13 April at 5:30pm. Members were invited to share their suggestions to support improvements to the town centre by emailing either herself or the Chairman Peter Ryland.

It was **RESOLVED** to note.

371/25/26 TO RECEIVE A REPORT FROM FRIENDS OF CHURCHTOWN FARM AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Since the report was issued, the Friends of Churchtown Farm have confirmed that Anthony Estates has agreed to cover the upfront costs. These costs will be reimbursed through the awarded Tamar Valley National Landscape funding, using a Cornwall Council purchase order mechanism.

There is no financial requirement from Saltash Town Council.

It was **RESOLVED** to note.

372/25/26 MEET YOUR COUNCILLORS: THE NEXT SCHEDULED MEETING DATE SATURDAY 21 MARCH OUTSIDE SALTASH HERITAGE, FORE STREET.

The next scheduled meeting date Saturday 21 March outside Saltash Heritage, Fore Street.

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor Bullock, seconded by Councillor Gillies and **RESOLVED** for Councillors Bullock, Gillies and Miller to attend.

373/25/26 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.

374/25/26 TO CONSIDER ANY ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA.

None.

375/25/26 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

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

376/25/26 TO CONFIRM ANY PRESS AND SOCIAL MEDIA RELEASES ASSOCIATED WITH ANY AGREED ACTIONS AND EXPENDITURE OF THE MEETING.

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor Bullock, seconded by Councillor Stoyel and **RESOLVED** to issue a Press and Social Media releases for Meet Your Councillors.

377/25/26 DATE OF NEXT MEETING: 9 APRIL 2026 AT 7:00 P.M.

Following the resolution approved under minute nr. 268/25/26, an Extraordinary meeting of Saltash Town Council is to held on Thursday 19 March 2026 at 6.30pm, with a future meeting of Saltash Town Council scheduled to be held on 9 April 2026 at 7pm.

378/25/26 **COMMON SEAL:**

It was **RESOLVED** to Move to Order that the Common Seal of the Council be affixed to all Deeds and Documents necessary to give effect to the foregoing Acts and Proceedings.

Rising at: 8.01 pm

Signed: _____
Chairman

Dated: _____

Policy Group: Finance

Scheme of Delegation

RESPONSIBLE COMMITTEE: P&F

Current Document Status			
Version	2025/26	Approved by	FTC
Date	03.04.2025	Responsible Officer	RFO
Minute no.	05/25/26a(12)	Next review date	Annual or as required

Version History					
Date	Version	Author/ editor	Committee/ date	Minute no.	Notes
02.2025	2025/26 DRAFT	WP	P&F 11.03.2025	164/24/25b(12)	Reviewed for recommendation to FTC 04.2024
04.2025	2025/26	WP	FTC 03.04.2025	05/25/26a(12)	Approved
09.2025	2025/26	DJ	P&F 23.09.2025	220/25/26e	Approved
3.2025	2025/26	DJ	FTC 5.3.26	366/25/26	Approved amendment

Document Retention Period
Until superseded

Scheme of Delegation

1. This scheme of delegation supersedes any extant permanent delegated authorities except where specified and voids any such delegated authorities not referred to. No future permanent delegated authority shall be valid unless referred to in this scheme.
 2. None of the authorities or limitations below should be taken as preventing the exercise of duties or authority clearly laid out in the Town Clerk's job description (for example as Line Manager
 3. Temporary delegations of authority to accomplish a particular task do not fall within the purview of this scheme: existing such temporary delegations stand, and further such temporary delegations may be agreed without amending this scheme.
 4. This scheme shall lapse after the 1st full meeting of the Town Council following each set of Town Council Elections commencing in May 2025, unless re-approved by the Town Council with or without amendments.
 5. Any reference to the Town Clerk in these documents will apply to the Office Manager / Assistant to the Town Clerk if and only if:
 - 5.1. The Town Clerk is not reasonably contactable due to leave, illness etc.
- AND**
- 5.2. The matter is of sufficient urgency that it cannot be reasonably delayed until the return of the Town Clerk.

Section A Financial

The Town Clerk shall have sole delegated authority and in their absence the Finance Officer shall have sole delegated authority to:

1. Maintain and defray a petty cash float to a limit of £215 for the purpose of defraying operational and other expenses, in line with Financial Regulation 10.1.
2. Incur expenditure on behalf of the Town Council which is necessary to carry out any repair replacement or other work which is of such extreme urgency that it must be done at once, whether or not there is any budgetary provision for the expenditure, subject to a limit of £2,000, in line with Financial Regulation 5.17.

The Town Clerk shall report the action to the appropriate Committee Chairman and Committee as soon as practicable thereafter. Where expenditure required cannot be met from savings made elsewhere within that Committee's approved budget, it shall be subject to the provisions of a budget head approved by the Policy and Finance Committee or the Town Council.

3. Carry out the dispersal of Section 106 Money held by the Town Council, when authorised according to procedures already agreed by the Town Council.

The Town Clerk or in their absence the Finance Officer shall have delegated authority to authorise members of staff to disperse other monies with the authority of Full Council, or otherwise under the following restrictions:

4. If within budget up to **£10,000** with the approval of the appropriate Committee Chairman, or in their absence that of the Committee Vice Chairman and Chairman of the Town Council or in their absence that of the Deputy Chairman. Approval may be verbally or by email initially, with a later signature.

However, in the case of the P and F (Office) budget, no such approval will be necessary.

5. If within budget, up to £20,000 only where that item has been resolved by the relevant Committee or Sub-Committee and with the approval of the appropriate Committee Chairman or in their absence that of the Committee Vice Chairman and Chairman of the Town Council or in their absence that of the Deputy Chairman.
6. Monies over £20,000 or not within budget only where that item has been resolved by the relevant Committee or Sub-Committee with an agreed spend or maximum spend.

Items spent under A4 or A5 will be reported back to the following meeting of the relevant Committee or Sub-Committee.

7. The Town Clerk or in their absence the Finance Officer shall have delegated authority to authorise members of staff with the agreement of the Chairman of P and F, or in their absence that of the Vice Chairman of P and F, the

Chairman or the Deputy Chairman of the Town Council, to use the Town Credit Card, where the expenditures in question are otherwise acceptable under Town Council regulations and where necessary for the efficient running of the Town Council and for best value. However, in no case may this be used for individual expenses to be reclaimed, or in excess of the credit limit agreed by Full Council.

8. Line Managers shall have delegated authority for the procurement of their department if within budget, up to £1,800 reporting back at the relevant committee meeting.
9. Line Managers shall have delegated authority to authorise staff training for team members up to the value of £200, reporting back to the Personnel Committee.
10. The Town Clerk shall have delegated authority to authorise their own training up to the value of £500, reporting back to the Personnel Committee.
11. Finance Officer shall have delegated authority to transfer monies between the Instant Access Accounts to Barclays Current Account for day-to-day operations. This will be reported to Full Council within the monthly bank account receipts and payments reports.
12. If additional hours or TOIL is anticipated, the Line Manager must obtain prior approval from the Town Clerk, or in their absence the RFO. The request should include the reason for the additional hours, the estimated number of hours, and the associated cost. This ensures compliance with the annual budget, checks available funds, and helps minimise unnecessary overtime expenses. Additional hours or TOIL should not occur without Town Clerk approval, except in emergencies. In such cases, the Line Manager must seek retroactive approval within 48 hours.

Section B Personnel

1. All matters detailed in adopted personnel policies of the Town Council shall be taken as being encompassed with this scheme of delegation. For example, but not limited to:
 - 1.1. The Town Clerk's authority to appoint staff where carried out in line with policy.

- 1.2. Resolution of grievance and disciplinary matters.
- 1.3. The authorisation of discretionary leave.
- 1.4. Appraisal and exit interviews etc.
- 1.5. The following functions shall be delegated to the Personnel Committee:
 - 1.5.1. The line management of the Town Clerk by the Chairman, or Vice Chairman dealing with routine issue.
 - 1.5.2. The confirmation of progression along pay scales, and successful completion of probationary periods and recommendation not to progress staff or to approve completion of probation shall be recommended to Full Council.

Section C Other

1. The Town Clerk shall have sole delegated authority to:
 - 1.1. exercise overall responsibility for Health and Safety;
 - 1.2. have fly-posters removed from STC land, or from Cornwall Council land having checked that they do not have authority to be there;
 - 1.3. waive charges for Guildhall room hire;
 - 1.4. approve or reject links for display on the STC website, and items for display on the STC noticeboards;
 - 1.5. Approve the use of the town's modern logo, in accordance with the principles outlined in the relevant policy.
2. The Town Clerk or in their absence the Office Manager / Assistant to the Town Clerk shall have delegated authority in consultation with the Chairman of the Town Council, or in their absence the Deputy Chairman, to:
 - 2.1. Make any temporary arrangements necessary for the good running of the Town Council not falling under the Town Clerk's day-to-day exercise of duties, where they incur no expenditure, or the expenditure falls under the other delegated powers. These shall be reported back to the appropriate committee or Full Council as soon as possible where they may recommend that they be made permanent or halted if appropriate, or else 'noted'.
 - 2.2. Commence the election or co-option procedure for vacancies in the Town Council in accordance with legislation and Town Council procedures.

3. The Town Clerk or in their absence the Office Manager / Assistant to the Town Clerk shall have delegated authority in consultation with the Chairman of the Town Council, or in their absence the Deputy Chairman, and the Chairman of P and F, or in their absence the Vice Chairman, to

3.1. Decline bookings for the Guildhall where they consider them inappropriate, or where they are for purposes that might be perceived as prejudicing the neutrality of the Town Council on future developments.

4. The Town Clerk or in their absence the Office Manager / Assistant to the Town Clerk shall have delegated authority with the agreement with the Chairman of the Town Council-or appropriate Committee Chairman, or in their respective absence the Deputy Chairman or Committee Vice Chairman to:

4.1. Send out Press Releases. In all cases the Chairman of the Town Council, or in their absence the Deputy Chairman, must either directly approve the release, or be sent a copy of the release at least 24 hours before it goes out in order to give them chance to object if necessary. No Press Release may be sent out under this authority if the Chairman of the Town Council or Deputy Chairman does object: in that instance they must be authorised by Full Council.

Note: Power C/4.1 shall also apply to the Chairman/Vice of the Neighbourhood Plan Steering Group, and any other Sub-Committee or Working Group of the Town Council granted this power by Full Council. However other delegated powers to Committees do not automatically apply.

Appendix 1: Health Pandemic/Lockdown Scheme of Delegation

Saltash Town Council delegates authority to the Town Clerk informed by consultation with Members of the Town Council, to take any actions necessary with associated expenditure up to **£5,000** to protect the interest of the community and ensure Town Council business continuity during the period of the a health pandemic/lockdown where it is deemed inappropriate to meet.

Election of Mayor and Deputy Mayor

RESPONSIBLE COMMITTEE: P&F

This is a policy/procedure document of Saltash Town Council to be followed by both Council Members and Employees.

Current Document Status			
Version	2025	Approved by	P&F
Date	11.03.2025	Responsible Officer	AJT
Minute no.	164/24/25g(4)	Next review date	Annual or as required

Version History					
Date	Version	Author/ editor	Committee/ date	Minute no.	Notes
09.2024	2024	AJT	P&F 24.09.2024	74/24/25c	Reviewed by committee. No amendments required.
03.2025	2025	AJT	P&F 11.03.2025	164/24/25g(4)	Reviewed by committee. No amendments required.
3.2026	2026	DJ	FTC 5.3.26	367/25/26	Amendments approved

Document Retention Period
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Policy for the Election of Mayor and Deputy Mayor

Background

The 1972 Local Government Act s 15 (2) requires that the first item of business at the Annual Meeting of the Town Council is to elect a Chairman for the municipal year.

The current custom and practice at the Town Council is to pre-select the Chairman and Vice Chairman (the Mayor and Deputy Mayor) at the Full Council meeting held in February. The election and installation takes place at the Annual Meeting.

This policy sets out a revised process for the nomination of a Mayor Elect and Deputy Mayor Elect, and subsequent installation in both election and non-election years.

1. Nomination and Election of Mayor

1.1. In a non-election year

1.1.1. At the meeting of full council held in March the outgoing Mayor will call for written nominations for the office of Mayor.

1.1.2. Nomination will be by written submission, proposed and seconded by two members of the Town Council and counter signed by the nominee. The Town Clerk will make a standard nomination form available, although its use is not compulsory provided the requisite information is supplied. Electronic signatures will be accepted.

1.1.3. Completed nominations must be submitted to the Town Clerk within 7 days of the issue of the call for nominations.

1.1.4. A special meeting of the Town Council will be held within 28 days of the issue of the call for nomination where the only items of business are to elect the Mayor Elect and Deputy Mayor-Elect.

1.1.5. At least 48 hours prior to the special meeting of the Town Council the Town Clerk shall circulate the names of the nominated candidates to all councillors.

1.1.6. Prior to the vote for each election:

1.1.6.1. The proposer of each candidate shall be allowed to speak for up to three minutes, in alphabetical order of candidate surname.

1.1.6.2. Each candidate shall be allowed to speak for up to three minutes, in alphabetical order of candidate surname.

1.1.7. Where there is only one candidate for a post, a written ballot shall be taken as to whether to elect or not elect the nominated candidate.

1.1.8. If the nominated candidate is not elected then the council will agree arrangements for a re-opening of nominations, allowing at least 48 hours for candidates to be nominated in accordance with point 1.1.2 above.

1.1.9. Where there is more than one candidate for the post, the election will be carried out by a written ballot.

1.1.10. Where there are more than two candidates, the successful candidate must achieve a clear majority* (excluding abstentions). Where there is no clear majority, the candidate achieving the lowest number of votes will withdraw and a second written ballot held. This process will continue until there is a clear majority.

1.1.11. The candidate achieving the clear majority will be nominated as Mayor at the Annual Meeting of the Council held in May.

1.1.12. A tie in votes may be settled by the casting vote of the Chairman of the meeting.

1.1.13. The election of the Mayor shall be the first item of business at the Annual Meeting of Saltash Town Council in May by a recorded vote.

The successful candidate will immediately sign a Declaration of Acceptance of Office and take the chair for the remainder of the meeting.

Advisory note:

All councillors present are permitted to vote for the election of Mayor or Deputy Mayor, including the Chairman of the meeting and those standing for office. It is advised that candidates exercise their right to vote once unless they have agreed not to do so in advance with the other candidates.

*** The definition of a majority vote is more than half of the votes cast.
Abstentions are excluded in calculating a majority vote.**

1.2. In an election year (where the Annual Meeting must be held within 14 days of the election)

1.2.1. As soon as possible, and in any case by the end of the fourth day after the elections, the Town Clerk will issue a call for written nominations for the office of Mayor to all councillors to allow sufficient time for the Annual Meeting of the Town Council to be held within 14 days.

1.2.2. Nomination will be by written submission, proposed and seconded by two members of the Town Council and counter signed by the nominee. The Town Clerk will make a standard nomination form available, although its use is not compulsory provided the requisite information is supplied. Electronic signatures will be accepted.

1.2.3. Completed nominations must be submitted to the Town Clerk by the end of the sixth day after the election.

1.2.4. As soon as possible, and in any case at least 24 hours prior to the Annual Meeting of the Town Council the Town Clerk shall circulate the names of the nominated candidates to all councillors.

1.2.5. The Annual Meeting of the Town Council will be held no later than fourteen days after the election where the first item of business will be the election of the Mayor by a recorded vote.

1.2.6. Prior to the vote for each election:

1.2.6.1. The proposer of each candidate shall be allowed to speak for up to three minutes, in alphabetical order of candidate surname.

1.2.6.2. Each candidate shall be allowed to speak for up to three minutes, in alphabetical order of candidate surname.

1.2.7. Where there is only one candidate for a post, a **written ballot recorded vote** shall be taken as to whether to elect or not elect the nominated candidate.

1.2.8. If the nominated candidate is not elected then the council will agree arrangements for a re-opening of nominations, allowing at least 48 hours for candidates to be nominated in accordance with point 1.2.2 above but still allowing for the Annual Meeting of the Town Council to be held within 14 days of the election.

1.2.9. Where there is more than one candidate for the post, the election will be carried out by **written ballot recorded vote** as to whether to elect or not elect the nominated candidate.

1.2.10. Where there are more than two candidates, the successful candidate must achieve a clear majority (excluding abstentions). Where there is no clear majority, the candidate achieving the lowest number of votes will withdraw and a second **written** ballot will be held. This process will continue until there is a clear majority.

1.2.11. A tie in votes will be settled by the casting vote of the Chairman of the meeting.

1.2.12. The successful candidate will immediately sign a Declaration of Acceptance of Office and take the chair for the remainder of the meeting.

Advisory notes:

1. If the retiring Chairman is present in the council chamber, then they must take the chair at the start of the Annual Meeting of the Town Council.

If they have been elected as a councillor for the new Town Council, then in the election of the new Chairman:

- They have an original vote but are not under a duty to cast it
- If there is an equality of votes the Chairman has a casting vote which they must use to break the deadlock; and
- There is no legal requirement that a Chairman should use either their original or casting vote in any particular way. There is no legal prohibition against a Chairman using either their original or casting vote in their own favour.

If the retiring councillor has not been elected as a councillor for the new Town Council then they must preside the meeting until the election of the new Chairman is completed, and their successor appointed. The retiring Chairman's duties include noting the members present/absent, receiving nominations and counting votes in the election of the new Chairman but

- They do not have an original vote; and
- If there is an equality of votes then they have a casting vote which they must use in order to break the deadlock.

2. If the retiring Chairman is not present the retiring Deputy Mayor will take the chair for the election of the Chairman. If neither is present those councillors in attendance will vote for the councillor to take the chair for the election of the Chairman.

3. All councillors present are permitted to vote for the election of Mayor or Deputy Mayor, including the Chairman of the meeting (see advisory note 1 above) and those standing for office. It is advised that candidates exercise their right to vote for themselves unless they have agreed not to do so in advance with the other candidates.
4. In an election year there will be a Ceremonial Installation of the Mayor at a date to be arranged following the Annual Meeting of the Town Council.

2. Nomination of Deputy Mayor

- 2.1. The election of the Deputy Mayor will take place as the second item of business at the Annual Meeting of Saltash Town Council.
- 2.2. The process for the nomination of the Deputy Mayor will follow the same timetable and procedure as that for the Mayor.
- 2.3. All nominations must be received in accordance with this policy.

3. Nomination of Mayor During The Municipal Year

- 3.1. Where a vacancy for the office of Mayor occurs during the municipal year, the process for the election of a new Mayor will be in accordance with 1b of this policy excepting that the timetable shall run from the date of the vacancy rather than of the election.
- 3.2. The Deputy Mayor will assume the responsibilities of the role of Mayor and chair the election of the Mayor which will take place as the first item of business at the next meeting of Saltash Town Council.

4. Nomination of Deputy Mayor During The Municipal Year

- 4.1. Where a vacancy for the office of Deputy Mayor occurs during the municipal year, the process for the election of a new Deputy Mayor will be in accordance with 1b of this policy excepting that the timetable shall run from the date of the vacancy rather than of the election.

APPENDIX A

Written Ballot for the Office of Deputy Mayor of Saltash Town Council

Please ensure your vote is clearly marked in the box by an **X** of your preferred candidate

****Ballots that are spoiled or incorrectly filled out will not be counted****

<u>Candidate Name</u>	<u>Vote</u>
SURNAME First name	
SURNAME First name	
SURNAME First name	
SURNAME First name	

Date:

APPENDIX B

Written Ballot for the Office of Mayor of Saltash Town Council

Please ensure your vote is clearly marked in the box by an **X** of your preferred candidate

****Ballots that are spoiled or incorrectly filled out will not be counted****

<u>Candidate Name</u>	<u>Vote</u>
SURNAME First name	
SURNAME First name	
SURNAME First name	
SURNAME First name	

Date:

SALTASH TOWN COUNCIL

Minutes of the Extraordinary Meeting of the Saltash Town Council held at the Guildhall on Thursday 19th March 2026 at 6.30 pm

PRESENT: Councillors: A Ashburn, R Bickford, J Brady, R Bullock (Chairman), S Gillies, M Johns, S Martin, G McCaw, S Miller, L Mortimore, P Nowlan, B Samuels, P Samuels, B Stoyel (Vice-Chairman) and J Suter.

ALSO PRESENT: H Frank (Cornwall Council), S Burrows (Town Clerk / RFO) and D Joyce (Office Manager / Assistant to the Town Clerk)

APOLOGIES: J Peggs .

379/25/26 HEALTH AND SAFETY ANNOUNCEMENTS.

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

380/25/26 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 received.

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

None received.

381/25/26 PUBLIC QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY ASK QUESTIONS OF THE TOWN COUNCIL.

None received.

382/25/26 TO ELECT THE MAYOR ELECT FOR THE YEAR 2026/27.

The Town Clerk informed Members that one nomination for the office of Mayor of Saltash for the municipal year 2026/27 had been received and duly verified. The nominated Councillor was Brian Arthur Ernest Stoyel.

The Chairman invited the proposer, Councillor Miller, to address the meeting for up to three minutes.

The Chairman then invited the nominee, Councillor Stoyel, to speak for up to three minutes.

A written ballot was conducted.

Following the ballot, the Chairman confirmed that a majority vote had been achieved.

It was proposed by Councillor Miller, seconded by Councillor Nowlan, and **RESOLVED** that Councillor Stoyel be elected Mayor Elect for the municipal year 2026/27.

383/25/26 TO ELECT THE DEPUTY MAYOR ELECT FOR THE YEAR 2026/27.

The Town Clerk informed Members that two nominations for the office of Deputy Mayor of Saltash for the municipal year 2026/27 had been received and duly verified. The nominated Councillors were Sarah Alison Gillies and Brenda Samuels.

The Chairman invited the proposer for Councillor Gillies, Councillor Bickford, to address the meeting for up to three minutes.

The Chairman then invited the first nominee, Councillor Gillies, to speak for up to three minutes.

The Chairman then invited the proposer for Councillor B Samuels, Councillor Stoyel, to speak for up to three minutes.

The Chairman then invited the second nominee, Councillor B Samuels, to speak for up to three minutes.

A written ballot was conducted.

Following the ballot, the Chairman confirmed that a majority vote had been achieved.

It was proposed by Councillor Stoyel, seconded by Councillor Johns and **RESOLVED** to elect Councillor B Samuels as Deputy Mayor Elect for the municipal year 2026/27.

384/25/26 TO CONFIRM ANY PRESS AND SOCIAL MEDIA RELEASES ASSOCIATED WITH ANY AGREED ACTIONS AND EXPENDITURE OF THE MEETING.

Following a vote (15 for, 0 against, 0 abstentions) it was proposed by Councillor Bullock, seconded by Councillor Ashburn and **RESOLVED** to issue a Press and Social Media release for the Mayor Elect and Deputy Mayor Elect for the year 2026/27.

385/25/26 DATE OF NEXT MEETING: 9 APRIL 2026 AT 7:00 P.M.

Thursday 9 April 2026 at 7.00pm.

386/25/26 COMMON SEAL:

It was **RESOLVED** to Move to Order that the Common Seal of the Council be affixed to all Deeds and Documents necessary to give effect to the foregoing Acts and Proceedings.

Rising at: 6.58 pm

Signed: _____
Chairman

Dated: _____

SALTASH TOWN COUNCIL

Minutes of the Meeting of the Policy and Finance Committee held at the Guildhall on Tuesday 10th March 2026 at 6.30 pm

PRESENT: Councillors: R Bickford, J Brady, R Bullock, S Gillies, M Johns, S Martin, G McCaw, S Miller, P Nowlan, J Peggs, B Samuels, P Samuels (Chairman), B Stoyel and J Suter (Vice-Chairman).

ALSO PRESENT: S Burrows (Town Clerk / RFO), J Hughes (Administration Officer) and W Peters (Finance Officer)

APOLOGIES: L Mortimore.

305/25/26 HEALTH AND SAFETY ANNOUNCEMENTS.

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

306/25/26 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.

Councillor	Agenda Item	Pecuniary/ Non-Pecuniary	Reason	Left Meeting
R Bullock	18a	Non-Pecuniary	Volunteer with Tamar Trotters	Yes
R Bickford	19b	Non-Pecuniary	Saltash Regatta committee member	Yes

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

None.

307/25/26 PUBLIC QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY ASK QUESTIONS OF THE TOWN COUNCIL.

None received.

308/25/26 TO RECEIVE AND APPROVE THE MINUTES OF THE POLICY AND FINANCE COMMITTEE HELD ON 13 JANUARY 2026 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.

Following a vote (12 in favour, 0 against, 2 abstentions), it was proposed by Councillor P Samuels, seconded by Councillor Stoyel and **RESOLVED** that the minutes of the Policy and Finance Committee held on 13 January 2026 were confirmed as a true and correct record.

309/25/26 TO NOTE THAT ALL ACCOUNTS AND BANK ACCOUNTS ARE RECONCILED UP TO JANUARY 2026.

It was **RESOLVED** to note.

310/25/26 TO NOTE THAT PETTY CASH IS RECONCILED UP TO FEBRUARY 2026.

It was **RESOLVED** to note.

311/25/26 TO RECEIVE AND NOTE A REPORT ON VAT.

It was **RESOLVED** to note.

312/25/26 TO REVIEW THE POLICY AND FINANCE BUSINESS PLAN DELIVERABLES AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

It was **RESOLVED** to note.

313/25/26 TO RECEIVE AND NOTE A REPORT ON INVESTMENTS AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

It was **RESOLVED** to note.

314/25/26 **TO NOTE THAT AN AUDIT ON RECENT SUPPLIER PAYMENTS WAS CONDUCTED BY THE CHAIRMAN OF POLICY & FINANCE IN LINE WITH THE COUNCILS FINANCIAL REGULATIONS. THERE ARE NO DISCREPANCIES TO REPORT.**

It was **RESOLVED** to note.

315/25/26 **TO RECEIVE THE CURRENT STC COMMITTEE BUDGET STATEMENTS AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

It was **RESOLVED** to note.

316/25/26 **TO RECEIVE A REPORT FROM THE FINANCE OFFICER AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

At the invitation of the Chairman, the Finance Officer provided Members an overview of the report contained and circulated in the reports pack.

It was **RESOLVED** to note.

317/25/26 **TO RECEIVE A REPORT ON INSURANCE CLAIMS AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

It was **RESOLVED** to note.

318/25/26 **TO RECEIVE A REPORT ON THE TOWN COUNCIL FLEET INSURANCE RENEWAL AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE**

Following a unanimous vote, it was proposed by Councillor P Samuels, seconded by Councillor McCaw and **RESOLVED** to ratify the fleet insurance renewal for 2026/27 by the appointment of James Hallam Brokers working on behalf of the insurer ERS, insuring the Town Council vehicles at a cost of £2,578.88 including taxes and fees, allocated to budget code 6205 PF Insurance.

319/25/26 TO RECEIVE A REPORT ON ASSERTION 10 COMPLIANCE AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

At the invitation of the Chairman, the Town Clerk provided Members with an overview of the report contained and circulated in the reports pack and explained that Assertion 10 was a new requirement in the 2025 Practitioners' Guide for the Annual Governance and Accountability Return (AGAR), focusing on digital governance, data protection, and website accessibility.

The Town Clerk explained that whilst the Town Council is compliant in most areas, the main concern is the website, where PDF documents do not always meet accessibility requirements. In recognition of these, interim measures have been put into place to support those that require assistance.

The Town Clerk advised Members that when they receive their AGAR, a box entitled 'other matters' may contain a comment that they are not fully compliant in view of some of the website accessibility requirements detailed above.

Following a unanimous vote, it was proposed by Councillor P Samuels, seconded by Councillor Nowlan and **RESOLVED:**

1. That the Town Council confirms it has complied with the requirements set out in Assertion 10 of the Annual Governance Statement for the financial year ending 31 March 2026;
2. That it further acknowledges that its website does not fully meet all statutory accessibility requirements, however full compliance is expected to be achieved during 2026;
3. That the accessibility statement accurately sets out the Town Councils current position regarding website accessibility and the support available to assist users;
4. To **RECOMMEND** to Full Town Council on 9 April 2026 to approve the updated IT Policy in accordance with the Assertion 10 requirements, as attached.

320/25/26 TO CONSIDER RISK MANAGEMENT REPORTS AS MAY BE RECEIVED.

Nothing to report.

Councillor R Bullock declared an interest in the next agenda item and left the meeting.

321/25/26 TO CONSIDER COMMUNITY CHEST APPLICATIONS:

- a. CC290 Tramar Totters;

Following a unanimous vote, it was proposed by Councillor Bickford, seconded by Councillor Johns and **RESOLVED** to award £350.

Councillor Bullock was invited and rejoined the meeting.

322/25/26 TO CONSIDER FESTIVAL FUND APPLICATIONS:

- a. FF132 Saltash May Fair

Following a unanimous vote, it was proposed by Councillor Peggs, seconded by Councillor Stoyel and **RESOLVED** to award £5,000 subject to receipt of the required insurance certificates and quote for storage and sound.

Councillor R Bickford declared an interest in the next agenda item and left the meeting.

- b. FF133 Saltash Regatta

Following a vote (12 in favour, 0 against, 1 abstention) it was proposed by Councillor Stoyel, seconded by Councillor B Samuels and **RESOLVED** to award £5,000 subject to receipt of the insurance certificates and the full event management plan.

Councillor Bickford was invited and rejoined the meeting.

323/25/26 TO RECEIVE A REPORT ON TOWN COUNCIL GRANT FUNDING AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE;

- a. CC285 Oaklands Community Centre;

It was **RESOLVED** to note.

- b. FF131 Christmas Festival 2025;

It was **RESOLVED** to note.

324/25/26 TO RECEIVE AMENDMENTS TO THE RECEIVING PUBLIC QUESTIONS, REPRESENTATIONS AND EVIDENCE AT MEETINGS PROCEDURE AND CONSIDER ANY ACTIONS.

The Chairman invited Members to ask questions regarding the proposed amendments to the Receiving Public Questions, Representations and Evidence at Meetings procedure, as set out in the circulated reports pack.

Members discussed the amendments and agreed that they were necessary. However, they expressed concern that the requirement for questions to be submitted five clear working days in advance was too long and would not allow questions to be raised following the publication of an agenda.

Following a unanimous vote, it was proposed by Councillor Martin, seconded by Councillor Brady and resolved to **RECOMMEND** to Full Town Council to approve the Receiving Public Questions, Representations and Evidence at Meetings procedure, as amended and attached.

325/25/26 TO RECEIVE AN UPDATED REPORT ON TOWN COUNCIL POLICIES AND PROCESSES AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman gave an overview of the report contained and circulated within the reports pack and explained the proposal to appoint a company to undertake a comprehensive review of all Town Council policies and processes to ensure that they are consistent, providing recommended amendments.

The Town Clerk explained that the quoted cost of £2,800 covered only the first stage of work - reviewing the current governance of the Town Council and providing recommended amendments.

These recommendations would then be reported directly to Full Town Council for consideration, after which Town Council staff would implement any agreed changes with the view to reporting it to the May Annual Town Council Meeting for adoption, to take effect from the start of the new municipal year.

Following a unanimous vote, it was proposed by Councillor Peggs, seconded by Councillor Brady and **RESOLVED:**

1. To appoint Company A to undertake a comprehensive review of all Town Council policies and processes, and to present its recommended amendments directly to Full Council at its meeting on 9 April 2026.
2. At a cost of £2,800 to be allocated to budget code 6273 EMF Legal Fees.
3. To note that the earliest completion date for the full report from Company A is 1 April 2026.

326/25/26 TO RECEIVE AN UPDATED REPORT ON CIVICA MODERN.GOV AND PHONE INFRASTRUCTURE AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman informed Members that, following a resolution made at the Policy and Finance Committee meeting on 11 November 2025, updated information has since been received. As a result, it is now proposed that the Town Council does not proceed with that resolution.

The Chairman invited the Town Clerk to provide an overview of the report contained and circulated in the reports pack.

The Town Clerk advised that, following attendance at a recent conference, a number of alternative software packages were identified which appeared to offer improved functionality and better value for money. Officers are currently reviewing these options, with the assistance of Councillors Nowlan and Bickford, and a full report, including costings, will be provided to the Policy and Finance Committee meeting on 12 May 2026.

The Town Clerk further explained that while this review is underway, it will be necessary to continue using Civica and therefore advises that the Town Council commits to a further 12-month contract. This will ensure continuity of service and provide sufficient time to procure and implement an alternative system, should one be approved.

Following a unanimous vote, it was proposed by Councillor Miller, seconded by Councillor Nowlan and **RESOLVED:**

1. To pause Resolution 248/25/26, relating to the phone system, until further findings have been obtained;
2. Not to progress Resolution 247/25/26, relating to the five-year Civica Modern.Gov contract, until further findings have been obtained;
3. To approve the continuation of Civica Modern.Gov for a further 12-months at a cost of £10,877 allocated to budget code 6208 PF Subscriptions;
4. To approve the Administration Department undertaking a full investigation of alternative options to ensure the Town Council secures a solution that delivers improved efficiencies and best value for money.

327/25/26 **TO RECEIVE AND NOTE QUARTERLY REPORTS FOR THE COMMISSIONING OF PROFESSIONAL YOUTH WORK IN SALTASH:**

- a. The Core;

It was **RESOLVED** to note.

- b. Livewire;

It was **RESOLVED** to note.

328/25/26 **TO RECEIVE REPORTS FROM WORKING GROUPS AND OUTSIDE BODIES:**

- a. Neighbourhood Plan Steering Group

Nothing to report.

- b. Saltash Team for Youth

Nothing to report.

- c. Section 106 Panel

Nothing to report.

329/25/26 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

Following a unanimous vote, it was proposed by Councillor P Samuels, seconded by Councillor Bickford and **RESOLVED** 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 and in accordance with Saltash Town Council Standing Orders and Terms of Reference.

The Chairman informed Members that the meeting is now in Part Two.

The Chairman reminded Members that items discussed are of the **strictest confidence** and must **not** be discussed or shared with others.

All Members are subject to GDPR, Data Protection Regulations and the Code of Conduct.

330/25/26 TO RECEIVE A REPORT ON THE FINDINGS FROM THE APPOINTMENT OF THE LOCAL COUNCIL CONSULTANCY AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Following a unanimous vote, it was proposed by Councillor B Samuels seconded by Councillor Peggs and **RESOLVED:**

1. To note the report from the Working Group;
2. To delegate authority to the Town Clerk to implement the Working Group's recommendations as set out in the confidential report;
3. To **RECOMMEND** to Full Town Council that the current Town Council Complaints and Unreasonable Customer Behaviour Policy be retired;
4. To **RECOMMEND** to Full Town Council that the new draft Complaints Policy, as amended and attached, be approved.

The Chair asked that appreciation be extended to all staff for their sustained support and commitment to the Town Council during this process.

331/25/26 TO CONSIDER ANY ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA.

None.

332/25/26 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

Following a unanimous vote, it was proposed by Councillor P Samuels, seconded by Councillor B Samuels and **RESOLVED** that the public and press be re-admitted to the meeting.

333/25/26 TO CONFIRM ANY PRESS AND SOCIAL MEDIA RELEASES ASSOCIATED WITH ANY AGREED ACTIONS AND EXPENDITURE OF THE MEETING.

Following a unanimous vote, it was proposed by Councillor B Samuels, seconded by Councillor Martin and **RESOLVED** to issue a Press and Social Media release for:

1. Community Chest and Festival Fund Awards;
2. Saltash Town Council Accessibility Statement.

DATE OF NEXT MEETING

Tuesday 12 May 2026 at 6.30 pm

Rising at: 8.55 pm

Signed: _____
Chairman

Dated: _____

APPENDIX C

IT POLICY

RESPONSIBLE COMMITTEE: POLICY & FINANCE

This is a policy/procedure document of Saltash Town Council to be followed by both Town Councillors and Employees.

Current Document Status			
Version	2026	Approved by	
Date		Responsible Officer	
Minute no.		Next review date	Annual or as required

Version History					
Date	Version	Author/ editor	Committee/ date	Minute no.	Notes
02/2026	1	ELS			New policy/Merged Policy Refers to the following policies: - Social Media - Communications Policy & Strategy - Employee Handbook - Data Protection and Retention

Document Retention Period
Until superseded

IT Policy

Introduction:

Saltash Town Council provides IT equipment to both staff and Town Councillors to enable them to carry out their duties effectively in Town Council buildings and when working from home or in the community.

This policy is in two parts – the provision of IT equipment and the individual's responsibilities when using IT.

Purpose:

The purpose of this IT Policy is to establish clear expectations for how Saltash Town Council's IT equipment, systems and digital resources are to be used by Councillors, staff and other authorised users in the course of their duties. The policy aims to ensure that all users understand their responsibilities when accessing or handling council-provided technology, whether on council premises, at home or in the community.

Scope:

This policy sets out the correct, appropriate and expected use and care of Saltash Town Council computing and networking facilities, to ensure safe and reliable operation.

This extends to all IT facilities including software, hardware, staff computers, Town Councillors devices, telephones (mobile and internal) provided and maintained by Saltash Town Council.

This policy supports compliance with Assertion 10 of the Annual Governance and Accountability Return (AGAR), ensuring the Town Council manages digital systems, data, cybersecurity, email, and website accessibility in accordance with statutory requirements.

1. Computer Use and Equipment

Saltash Town Council provides appropriate IT equipment to employees when they begin their employment, and to Town Councillors upon joining the Town Council. Equipment may include laptops, mobile phones, office computers, or memory devices, depending on the requirements of the role. Councillors are offered a council-owned device for business use only, loaned for the duration of their tenure and capable of accessing council emails, information and virtual meetings.

All devices are procured by the Town Council and licensed and managed by the Town Councils IT consultant. Devices are specified to remain fit for purpose throughout their expected period of use.

Employees and Town Councillors use an authority-owned email domain for all official correspondence. Each user is assigned a unique ID and password, with system access permissions configured according to their role, responsibilities, and authorised areas of the IT system.

Upon termination of an Employees contract or Cessation of Service as a Town Councillor, all Town Council owned IT equipment must be returned immediately, and all associated access rights will be removed.

1.1 Hardware

- 1.1.1 Saltash council computer devices and equipment are provided for council purposes only. Devices must not be shared with other family members or loaned to other individuals.
- 1.1.2 Locking computers when leaving desk, all councillors, staff, and other authorised users must lock their computers when leaving their desks to prevent unauthorised access. This applies to all council and personal devices used for work. Failure to comply may lead to disciplinary action.
- 1.1.3 All computer and other electronic equipment supplied should be treated with good care at all times. Computer equipment is expensive, and any damage sustained to any equipment will have a financial impact on the council.
- 1.1.4 Computer and electronic hardware should be kept clean, and every precaution taken to prevent food and drink being dropped or spilled onto it.

1.1.5 Any faults or necessary repairs must be reported to the Town Clerk and the Town Council IT Consultant.

1.2 Portable Devices

1.2.1 Portable equipment includes laptops, mobile and smart phones with email capability and access to the internet.

1.2.2 Council back up procedures specific to portable equipment should be followed at all times. Information must be protected against loss or compromise when working remotely.

1.2.3 All portable equipment should be stored safely and securely when not in use in the office. They should not be left unattended in public places and not left in sight in a car.

1.2.4 Employees that work remotely must enable a two-factor authentication application (Duo Mobile) on their Town Council/Personal Mobile to access a secure connection when working remotely. Any associated cost is covered by the employer not the employee.

1.2.5 Saltash Town Council has adopted the use of a Mobile Device management (MDM) System to streamline the usage of Town Council issued mobile devices to protect the data of the user and the Town Council. Employees issued with a work phone should ensure it is always switched on during work hours.

1.3 Responsibility for Loss or Damaged Equipment

1.3.1 Employee Responsibility:

- Employees are expected to take reasonable care of the equipment assigned to them.
- Any loss or damage to Town Council equipment must be reported immediately to the Line Manager.
- At the end of the device's lifecycle, all data will be securely erased, and the device will be recycled.
- Employees will be responsible for the repair / replacement of Town Council equipment if the damage or loss is due to negligence, misuse, or failure to follow proper handling and maintenance guidelines.

- In the event of loss or damage Saltash Town Council reserves the right to cover only part or none of the costs for damage or repairs. Please refer to **Appendix B** for the process for reporting loss or damage.

1.3.1 Town Councillor Responsibility:

- Town Councillors are expected to take reasonable care of the equipment assigned to them.
- Any loss or damage to Saltash Town Council equipment must be reported immediately to the Town Clerk or in their absence the Office Manager / Assistant to the Town Clerk.
- At the end of the device's lifecycle, all data will be securely erased, and the device will be recycled.
- Town Councillors will be responsible for repair or replacement costs if the damage or loss is due to negligence, misuse, or failure to follow proper handling and maintenance guidelines.
- In the event of loss or damage Saltash Town Council reserves the right to cover only part or none of the costs for damage or repairs. Please refer to **Appendix B** for the process for reporting loss or damage.

1.3.2 Consequences for Non-Compliance:

- Employees who fail to report damage, misuse, or loss of equipment in a timely manner may be subject to disciplinary action.
- In cases of repeated negligence or intentional damage, Saltash Town Council may seek to recover the costs of repair or replacement.

2. Health and Safety

- 2.1 Councillors, staff and other authorised users who work in council offices will be provided with an appropriate workstation and undertake regular DSE reviews to ensure
- 2.2 The council has a duty to ensure that regular appropriate eye tests, carried out by a competent person, are offered to employees using display screen equipment. Further details are set out in the councils Employee Handbook.
- 2.3 Any VDU user who feels that their workstation requires changes to make it compliant must speak to their line manager.
- 2.4 If any hazards are detected at a workstation, including 'noises' from the IT equipment, this should be reported immediately to the IT Consultant.

3. Internet, Teams and Official Email Protocol

3.1 Internet, Teams and Email Conditions of Use

Use of STC internet, Teams and email is intended for business use. Personal use is not permitted, and all individuals are accountable for their actions on the internet, Teams and email systems.

Individuals must not:

- Use the internet, Teams or email for purposes of harassment or abuse.
- Use profanity, obscenities or derogatory remarks in communications.
- Access, download, send or receive any data (including images), which STC considers offensive in any way, including sexually explicit, discriminatory, defamatory or libellous material.
- Use the internet, Teams or email to make personal gains or conduct a personal business.
- Use the internet or email to gamble.
- Use the emails systems in a way that could affect its reliability or effectiveness, for example distributing chain letters or spam.
- All users must use the council's generic functional email accounts where applicable.

- Personal email accounts must never be used for council business under any circumstances.
- Place any information on the Internet that relates to STC, alter any information about it, or express any opinion about STC, unless they are specifically authorised to do this.
- Send unprotected sensitive or confidential information externally.
- Forward STC mail to personal (non-STC) email accounts.
- Make official commitments through the internet, Teams or email on behalf of STC unless authorised to do so.
- Download copyrighted material such as music media (MP3) files, film and video files (not an exhaustive list) without appropriate approval.
- In any way infringe any copyright, database rights, trademarks or other intellectual property.
- Download any software from the internet without prior approval of the IT Consultant.

3.2 Official Email Protocol

- 3.2.1 Employees: Emails must not be opened on a non STC device. Any employee who opens STC emails or data on a personal device unless they have prior and exceptional written permission from their line manager may be subject to disciplinary action.
- 3.2.2 Personal email accounts must not be accessed on Council-owned devices, nor used for conducting any Town Council business.
- 3.2.3 Town Council email facilities are intended to promote effective and speedy communication on work-related matters. Although we encourage the use of email, it can be risky.
- 3.2.4 Councillors, staff, and other authorised users need to be careful not to introduce viruses onto council systems and should take proper account of the security advice.
- 3.2.5 On occasion, it will be quicker to action an issue by telephone or face to face, rather than via protracted email chains. Emails should not be used as a substitute for face to face or telephone conversations. Councillors, staff, and

other authorised users are expected to decide which is the optimum channel of communication to complete their tasks quickly and effectively.

- 3.2.6 These rules are designed to minimise the legal risks run when using email at work and to guide councillors, staff, and other authorised users as to what may and may not be done. If there is something which is not covered in the policy, councillors, staff, and other authorised users should ask Saltash Town Councils IT Consultant rather than assuming they know the right answer.
- 3.2.7 All councillors, staff, and other authorised users who need to use email as part of their role will be given their own council email address and account. The council may, at any time, withdraw email access, should it feel that this is no longer necessary for the role or that the system is being abused.
- 3.2.8 Email messages sent on the council's account are for council use only. Personal use is not permitted.
- 3.2.9 All email use must comply with relevant legislation including data protection (UK GDPR), computer misuse laws and council policies
- 3.2.10 Email communications cannot be guaranteed as private. The Town Council reserves the right to access, intercept or monitor email usage at any time to ensure compliance with policy, data protection and security requirements.

4. Website Standards and Accessibility (WCAG 2.2)

- 4.1 Saltash Town Council is committed to providing a website that is accessible, in accordance with the Public Sector Bodies (Website and Mobile Applications) (No.2) Accessibility Regulations 2018.
- 4.2 While Saltash Town Council is not yet able to meet all accessibility requirements for its website, compliance will be achieved from 2026. In the meantime, where an accessible version of a document is required, members of the public are asked to contact the Council office so that an accessible format can be provided.
- 4.3 The Town Council will maintain an up-to-date Accessibility Statement as required by law.
- 4.4 The Town Council recognises that the website is currently partially compliant with WCAG 2.2 AA Standard and shall take reasonable and proportionate measures to achieve and maintain compliance.

- 4.5 The Town Council shall work to ensure that its website is accessible from multiple devices and formats, including desktop, mobile and text-only formats.
- 4.6 Accessibility shall be considered when implementing website changes, upgrades, new functionality and content.
- 4.7 The website shall support user adjustment of font size, colour contrast, and display settings using standard browser and device functionality.
- 4.8 The Town Council shall provide information and documents in alternative accessible formats upon request to the Town Clerk.
- 4.9 The Town Council shall periodically review website accessibility and identify areas for improvement.
- 4.10 Users shall be able to report accessibility issues by contacting the Town Council Office.
- 4.11 Accessibility compliance is subject to oversight by the Equality and Human Rights Commission (EHRC).
- 4.12 The Town Council will ensure all legally required information is published on its website, including FOI publications and Transparency Code items.

5. Cybersecurity Basics

Virus detection is installed and managed centrally by the IT Consultant. Individuals must not remove or disable anti-virus software or attempt to remove virus infected files. These should be immediately referred to the IT Consultant via the helpdesk.

5.1 All authorised users of Saltash Town Council computing facilities and network must ensure that:

- Any breaches or suspected security incidents concerning the Town Council network or computing facilities must be reported immediately.
- Passwords, PINs or any other unique authentication credentials should not be disclosed to anyone under any circumstances.
- Passwords, PINs or any other unique authentication credentials should not be written down anywhere.

- You should change your password immediately if you believe it may have been compromised.
- Always 'screen lock' any device when leaving it unattended.
- Never attempt to perform any unauthorised changes to STC IT systems.
- All data held on STC systems may be subject to Freedom of Information or Subject Access Requests. For this reason, personal use of STC computing and network facilities cannot be deemed to be private.
- Do not use or attempt to use another individual's account.
- Never exceed the limits of your authorisation or specific business need by attempting to access systems or information that you do not need in order to carry out your role. A deliberate and intentional attempt to access unauthorised resources breaches the Computer Misuse Act 1990.
- If you believe you have mistakenly been granted access to IT systems, information or resources which are not appropriate or authorised by you, this should be immediately reported as a possible incident. Under no circumstances should you attempt to further access the information/resources.
- Do not facilitate or attempt to facilitate access for anyone who is not authorised to access specific information or systems.
- Never copy, store or transfer data or software owned by STC to any unmanaged device without the explicit written consent of the asset owner.
- Your login ID identifies you as an individual and holds you directly accountable for all actions which take place under your credentials. A logged in session should not be shared with anyone else.
- All users must complete regular cybersecurity awareness training.
- The Council shall periodically review cyber security arrangements and implement improvements where reasonably practicable.
- All councillors and staff must complete periodic data protection and cybersecurity training.

6. Social Media Use and Boundaries

Refer to Saltash Town Councils Social Media Policy and Communications Policy and Strategy.

7. Data Protection, Retention, Storage and GDPR Compliance

Refer to Saltash Town Councils Data Protection and Retention Policies.

- 7.1 Legal Compliance – All personal data must be processed in line with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.
- 7.2 Secure Storage – Personal and confidential data must be stored securely, with access restricted to authorised personnel only, granted on a need-to-know basis.
- 7.3 Security Measures – Systems must use strong passwords, multi-factor authentication where available, up to date software, anti-malware protection, and secure, regularly tested backups.
- 7.4 Secure Handling – Sensitive or confidential data must be transmitted and shared using approved methods and securely destroyed when no longer needed.
- 7.5 Data Retention – Data must be retained according to Saltash Town Councils Data Protection and Retention Policy and securely deleted when no longer required.

8. Remote Working

Refer to 1.2 Portable Devices, 3.2 Official Email Protocol and the Employee Handbook.

9. Monitoring

- 9.1 The council reserves the right to monitor and maintain logs of computer usage and inspect any files stored on its network, servers, computers, or associated technology to ensure compliance with this policy as well as relevant legislation. Internet, email, and computer usage is continually monitored as part of the council's protection against computer viruses, ongoing maintenance of the system, and when investigating faults.
- 9.2 The council will monitor the use of electronic communications and use of the internet in line with the Investigatory Powers Regulations 2018.
- 9.3 Monitoring of an employee's email and/or internet use will be conducted in accordance with an impact assessment that the council has carried out to ensure that monitoring is necessary and proportionate. Monitoring is in the council's legitimate interests and is to ensure that this policy is being complied with.
- 9.4 The information obtained through monitoring may be shared internally, including with relevant councillors and IT staff if access to the data is necessary for performance of their roles. The information may also be shared with external HR or legal advisers for the purposes of seeking professional advice. Any external advisers will have appropriate data protection policies and protocols in place.
- 9.5 The information gathered through monitoring will be retained only long enough for any breach of this policy to come to light and for any investigation to be conducted.
- 9.6 Councillors, staff, and other authorised users have a number of rights in relation to their data, including the right to make a subject access request and the right to have data rectified or erased in some circumstances. You can find further details of these rights and how to exercise them in the council's data protection policy.
- 9.7 Such monitoring and the retrieval of the content of any messages may be for the purposes of checking whether the use of the system is legitimate, to find lost messages or to retrieve messages lost due to computer failure, to assist in the investigation of wrongful acts, or to comply with any legal obligation.
- 9.8 The council reserves the right to inspect all files stored on its computer systems in order to assure compliance with this policy. The council also reserves the right to monitor the types of sites being accessed and the extent and frequency

of use of the internet at any time, both inside and outside of working hours to ensure that the system is not being abused and to protect the council from potential damage or disrepute.

9.9 Any use that the council considers to be 'improper', either in terms of the content or the amount of time spent on this, may result in disciplinary proceedings.

9.10 All computers will be periodically checked and scanned for unauthorised programmes and viruses.

10. Misuse

Misuse of IT systems and equipment is not in line with the council's standards of conduct and will be taken seriously. Any inappropriate or unauthorised use may lead to formal action, including disciplinary proceedings or, in serious cases, dismissal.

11. Related Policies

This policy should be read in conjunction with the following:

Information and Data Protection Policy

Management of Transferable Data Policy

UK GDPR and Freedom of Information Act 2000

Data Protection Act 2018

Computer Misuse Act 1990

Members of staff should also refer to the Employee Handbook

Equality and Diversity Policy

Accessibility regulations 2018

Equality Act 2010

WCAG 2.1 AA Minimum – moving to WCAG 2.2

Saltash Town Council Employee Handbook

Saltash Town Council Social Media Policy

Saltash Town Council Communications Policy and Strategy

Saltash Town Council Data Protection and Retention Policies

Appendix A

IT Equipment Collection Form

Name:	Position:
Device:	Model:
Asset Number:	Serial Number:
Condition: <ul style="list-style-type: none">• New• Very Good• Good• Satisfactory	Accessories: <ul style="list-style-type: none">• Wireless mouse• Laptop case• Charging lead
Details of any concerns with condition:	
Signatory:	
Date:	
Received By:	
Signature of Receiver:	
Date:	

I have read and agree to abide by the Provision of IT and Acceptable Use Policy.

I acknowledge that this device is the property of Saltash Town Council and should be returned immediately if I cease to be a Town Councillor.

I understand that any data on this device may be subject to release under the Freedom of Information Act 2000 and is subject to UK GDPR.

I acknowledge that I am responsible for repair or replacement costs if the damage or loss is due to negligence, misuse, or failure to follow proper handling and maintenance guidelines.

Saltash Town Council reserves the discretion to determine whether misuse, loss, or damage has occurred and retains the right to cover only a portion or none of the costs for repairing or replacing Saltash Town Council property in such cases.

In the event of loss or damage please report to the Office Manager / Assistant to the Town Clerk.

IT Equipment Return Form

Name:	Position:
Device:	Model:
Asset Number:	Serial Number:
Condition: <ul style="list-style-type: none"> • Excellent • Good • Fair • Poor • Damaged 	Accessories: <ul style="list-style-type: none"> • Wireless mouse • Laptop case • Charging lead
If condition is poor / damaged please provide further information:	
Signatory:	
Date:	
Issued By:	
Signature of Issuer:	
Date:	

The Town Council reserves the discretion to determine whether misuse, loss, or damage has occurred and retains the right to cover only a portion or none of the costs for repairing or replacing Saltash Town Council property in such cases.

Appendix B

IT Equipment Incident Report Form

If Town Council equipment is lost, damaged or stolen please complete this form and return to the Office Manager / Assistant to the Town Clerk.

Information – To be completed by the Employee / Town Councillor

Name:
Department:
Position:

Incident Details

Date of Incident:
Time of Incident (if known):
Location of Incident:
Type of Equipment (Laptop, Phone, Tablet, etc.):
Asset Tag/Serial Number (if applicable):
Equipment Description (Brand, Model, Accessories, etc.):
Description of Incident: (Provide a brief explanation of how the incident occurred, including any relevant details such as witnesses, circumstances, or evidence.)

Action Taken

Was the incident reported to the police? Yes No

If yes, provide the police report reference number:

Have IT been notified? Yes No

Any additional steps taken:

Employee / Town Councillor Acknowledgement

I confirm that the information provided is accurate to the best of my knowledge.

Signature:

Date:

For Office Use Only

Report Received By:

Date Received:

Action Taken:

Further Investigation Required: Yes No

Replacement/Recovery Plan:

Receiving Public Questions, Representations and Evidence at Meetings

RESPONSIBLE COMMITTEE: P&F

This is a policy/procedure document of Saltash Town Council to be followed by both Councillors and Employees.

Current Document Status			
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Date	03.04.2025	Responsible Officer	AJT
Minute no.	05/25/26a(13)	Next review date	Annual or as required

Version History					
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06.2021	2	AJT	FTC 03.06.2021	74/21/22p	Readopted – new council
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02.2024	2024 DRAFT	AJT	P&F 27.02.2024	156/23/24c(14)	Reviewed for recommendation to FTC 03.2024
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04.2025	2025	LW	FTC 03.04.2025	05/25/26a(13)	Approved with additional amendments made at the meeting.

Document Retention Period

Until superseded

Receiving public questions, representations and evidence at meetings

Introduction

Members of the public have a legal right to attend decision making meetings of the Town and its Committees, except where they are excluded for specific items which need to be discussed in confidence (e.g. staffing matters or tenders for contracts). A period of fifteen minutes will be designated for public participation at a meeting and this session is recorded in the minutes of the meeting.

Saltash Town Council encourages members of the public to submit a public question in accordance with its procedure. However, the Town Council respectfully asks the public to recognise that while Town Council meetings are open for the public to attend, they are not public meetings.

Submission of Questions, Representations and Evidence

Questions, **representations and evidence** must be submitted in writing using the form provided (refer to Appendix A) **no later than ~~12 noon the day~~ three working days before the meeting** either by email to enquiries@saltash.gov.uk or sent to The Guildhall, 12 Lower Fore Street, Saltash PL12 6JX.

For example; a meeting of the Town Council will be held on 5 March 2026, with submissions due by 2 March 2026.

No person may submit more than one question to a meeting and no more than one question may be asked on behalf of an organisation. **No member of the public may speak for longer than three minutes and must only ask their question including representations and evidence as submitted.**

Members of the public are welcome to submit questions in accordance with the Town Council's adopted procedures. However, if any individual fails to follow these procedures or behaves in a manner that is disrespectful, disruptive, or outside the scope of the rules, the Chairman of the meeting will stop the submission and may direct that the question is not heard.

Public questions, representations and evidence will be published in the reports pack for Members' consideration and will be available to the public. Any questions submitted after the deadline will be referred to the next meeting.

Anonymous questions will not be answered.

Order of Questions

Questions will be taken in the order in which notice was received but the Chairman of the meeting may group together similar questions. Where the enquirer is unable to be present their question will be read out by the **Chairman.** ~~Town Clerk.~~

All questions shall be put to the Chairman and no member of the public may speak for longer than three minutes. **You can only ask your question including representations and evidence as submitted;** you cannot change the question or give further information. Supplementary questions may be allowed at the discretion of the Chairman **but is limited to two minutes,** and must relate to your original question or the reply. Only one person is permitted to speak at a time. If more than one person wants to speak, the Chairman shall direct in which order this will be.

A public question shall not start a debate at the meeting.

Scope of Questions

Questions must relate to a matter to which the Town Council has powers or duties or which affect the town of Saltash. Questions will not be allowed on matters which have previously been determined.

The Town Clerk as the Proper Officer will reject a question if:

- It is beyond the legal powers of the Town Council.
- **Requires the disclosure of confidential information.**
- The Town Clerk will inform the Chairman of the Town Council or relevant Committee of the reason(s) why.
- The Town Clerk will inform the person that submitted a public question of the reason(s) for rejection.

The Chairman of the meeting will reject a question if it:

- Is not about a matter for which the Town Council has a responsibility, or which affects the town of Saltash.
- Is defamatory, frivolous or offensive.
- ~~Requires the disclosure of confidential information.~~
- Is the same, or substantially the same question as one asked in the previous six months.

Response to Questions

Questions may be answered by the Chairman, Deputy Chairman, Town Councillors or the Town Clerk and will be dealt with in one of the following ways:

- A verbal response may be made at the meeting.
- The Town Clerk will be asked to respond in writing.
- The Town Council may decide to place the item on an agenda for a future meeting (or refer it to a Committee) for further consideration.
- Where the enquirer was not present at the meeting a copy of the response will be provided if made at the meeting.

Procedure in respect of planning applications

Members of the public wishing to speak about a planning application must submit in writing using the form provided (refer to Appendix A) **no later than ~~12 noon the day~~ three working days before the meeting** where the application will be considered.

The Chairman will introduce the application and invite speakers in the following order:

- The applicant or their agent
- Objector
- Supporter
- Ward Members

Following this, Members of the Committee may debate and will then vote on the application.

Where more than one objector/supporter has registered to speak, the first received will be permitted to speak. Where there are number of interested parties in an application, they are advised to coordinate their response and nominate a speaker.

Time Limits

Each public speaker has a time limit of three minutes to make their representation. At the discretion of the Chairman and with the approval of Members, a further two minutes may be permitted where new information is available.

Protocol

Members of the public should not interrupt other speakers or the Committee debate. Where Members of the Committee ask questions of a public speaker this does not entitle them to participate in the debate.

All speakers must respect the Chairman and respond to instructions accordingly.

Speakers should restrict their comments to material planning considerations only.

Please note that offensive or threatening behaviour will not be tolerated. If a member of the public interrupts the proceedings of any meeting the Town Council reserves the right to curtail the contribution of that person and exclude a disorderly person or clear the public gallery.

What to expect on the night:

A handout available on the public gallery chairs to include the below information, that explains the process on the night:

'Welcome to Saltash Town Council and thank you for submitting a public question, the following is guidance when asked to speak in the meeting.

All questions shall be put to the Chairman and no member of the public may speak for longer than three minutes.

Please only ask your question **including representation and evidence as submitted** when directed by the Chairman. ~~You can only ask your question as submitted~~; you cannot change the question, **representations, evidence** or give further information.

Supplementary questions may be allowed at the discretion of the Chairman but must relate to your original question or the reply.

~~Any evidence or representation submitted along with the question will have been published in the report pack and as such, you can assume members will have read it.~~

Only one person is permitted to speak at a time. If more than one person wants to speak, the Chairman shall direct in which order this will be.

We appreciate your co-operation'.

Appendix A

Submission of Questions, Representation and Evidence Form

Questions, **representations and evidence** must be submitted in writing using the form provided ~~no later than 12 noon the day~~ **three working days before the meeting** either by email to enquiries@saltash.gov.uk or sent to The Guildhall, 12 Lower Fore Street, Saltash PL12 6JX.

Name: Address: Contact details:	Date of submission:
Do you give consent for your personal details to be published and made available in the public domain, please circle below: Yes or No	
Are you attending the meeting in person to ask your question, please circle below: Yes or No	
If your question relates to a Planning or Licensing Application, please confirm the application number, name, address and whether you support or object. No member of the public may speak for longer than three minutes:	

Question, Representations and Evidence:

~~Write your question only, clearly and concisely, no person may submit more than one question, and no member of the public may speak for longer than 3 minutes.~~

A question must be submitted in a clear and concise manner and may include representations and supporting evidence. Each person may submit only one question. No member of the public may speak for longer than three minutes.

Representations and Evidence:

~~Add representations/evidence to support your question.~~

Complaints Policy

RESPONSIBLE COMMITTEE: POLICY & FINANCE

This is a policy/procedure document of Saltash Town Council to be followed by both Council Members and Employees.

Current Document Status

Version		Approved by	
Date		Responsible Officer	
Minute no.		Next review date	

Version History

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Document Retention Period

Until superseded

1. Introduction

The Town Council recognises that it is not within the jurisdiction of the Local Government Ombudsman, but has adopted this Code to ensure that all complaints are thoroughly and properly considered.

All complaints must be submitted using the Town Council's Complaint Forms (see Appendix A and B) and addressed to the Town Council. This ensures the matter is handled promptly by an officer and helps maintain public confidence.

A complaint is defined as an expression of dissatisfaction about the Town Council's action or lack of action, or about the standard of a service, whether the action was taken, or the service provided, by the Town Council itself or by a person or body acting on its behalf.

Complainant information will be handled confidentially and only shared where necessary to investigate the complaint.

A fair and courteous response will be provided in all cases, and a full and proper investigation may be undertaken to establish all relevant facts.

Members of the Town Council who receive a complaint should inform the complainant that their concern has been forwarded to the appropriate Town Council officer or Town Clerk in accordance with the Complaints Policy, and that an officer will be in contact.

The Town Council invests in staff training and development and recognises its officers as competent and authorised to respond to complaints on its behalf. The Town Council supports officers in carrying out this responsibility and will uphold their responses unless there is evidence that a review is required.

The Town Council does not consider **formal** complaints against councillors. Such complaints must be made in accordance with the Town Council's adopted Code of Conduct and are dealt with by Cornwall Council's Monitoring Officer.

Complaints regarding Town Council staff should be marked 'Private and Confidential' and sent directly to the Town Clerk.

Complaints regarding the Town Clerk should be marked 'Private and Confidential' and sent directly to the Chair of the Town Council and the Chair of the Personnel Committee.

2. Types of Complaint

The Town Council will not acknowledge or consider any complaint or escalated complaint that is submitted anonymously or that fails to demonstrate civility and respect towards the Town Council or its staff, including the Town Clerk.

A complaint about the Town Council must:

- Be submitted using the Town Council Complaint Form (see Appendix A)
- Be addressed to The Guildhall, c/o the Chair and Vice Chair of the Town Council and submitted by post, or
- Be addressed to the Chair and Vice Chair of the Town Council and submitted by email to: enquiries@saltash.gov.uk

Complaints Concerning Town Council Staff:

A complaint about any member of Town Council staff must:

- Be submitted using the Town Council Complaint Form (see Appendix B)
- Be addressed to the Town Clerk, marked 'Private and Confidential', and sent directly to the Guildhall by post or by email to townclerk@saltash.gov.uk

Complaints Concerning the Town Clerk:

A complaint about the Town Clerk must:

- Be submitted using the Town Council Complaint Form (see Appendix B)
- Be addressed to the Chair of the Town Council and the Chair of the Personnel Committee, marked 'Private and Confidential', and sent directly to the Guildhall by post or by contacting the Guildhall for the correct email addresses.

Complaint

The Town Council will aim to resolve all complaints **informally** within 10 working days.

The officer who receives the complaint will assess the issue and seek to resolve it, keeping a record of all communication and actions taken.

The Town Council authorises officers to carry out this responsibility on its behalf and supports staff in listening to and noting the views of the complainant.

If the matter is serious, or cannot be resolved **informally**, it will be escalated. **to the formal complaints process.**

Escalated Complaint

The Town Council will aim to resolve all **escalated** ~~formal~~ complaints within 40 working days.

Complainants will receive progress updates during the investigation of their complaint, except where the complaint relates to the Town Clerk or another member of staff. In such cases, updates may be limited to respect employment rights and the confidentiality to which all employees are entitled.

Complaints about a lack of action or the standard of a service, whether delivered directly by the Town Council or by an organisation acting on its behalf, will be referred to the relevant departmental manager for investigation and response, and if necessary, the Town Clerk.

Complaints concerning the Town Council's activities or decisions will be referred to the Town Clerk. The Town Clerk, along with the Chair and Vice Chair of the Town Council, will jointly consider the complaint and will either seek to resolve the issue or provide a clear explanation of the background and rationale for the decision.

If the Town Clerk, Chair, and Vice Chair are unable to resolve the matter, they may refer the complaint to the appropriate committee or to the Full Town Council for further consideration.

The Policy and Finance Committee will receive the complaint reporting log every six months. All information will be processed and reported in accordance with GDPR requirements and used to support learning and service improvement.

3. Complaints Procedure

Stage 1

In order to raise a complaint, we encourage you to contact us **informally** in the first instance.

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

Telephone: 01752 844846, or
Email: enquiries@saltash.gov.uk

Upon receiving a complaint, an officer will first seek to resolve the matter immediately by establishing whether relevant policies, procedures, and legislation have been followed, and ensuring that the complainant has not been unfairly disadvantaged.

If the complaint cannot be resolved immediately as a **an informal** complaint, the officer will:

- Send an acknowledgement within 10 working days, confirming who is dealing with the complaint and providing an expected timescale for a full response.
- Send the complaint to the Town Clerk to be reviewed under **escalated complaints** **Stage 2** where a response will be received within 40 working days, or, if this is not possible, explain the reason for the delay and give a revised timescale.
- Correct any error or mistake identified during the investigation by following the correct procedure.

If the complainant is satisfied with the outcome, the case will be closed. A non-identifiable summary will then be added to the complaints recording log for learning and service improvement. The log is reported to the Policy and Finance Committee every six months.

Stage 2 Escalated Complaint

If the complainant is dissatisfied with the Town Council response ~~at Stage 1~~ and advises accordingly, **Stage 2** **the escalated complaint** ~~of the complaint's~~ procedure is triggered.

- The Town Clerk will acknowledge the **escalated complaint** **Stage 2** request within 10 working days.
- The Town Clerk will investigate the complaint and report the findings to the Chair and Vice Chair of the Town Council. The complainant will be advised of the Town Council's decision within 40 working days, or if this is not possible updated on any delays, the reasons for them, and the revised timescale for a full response.
- The decision reached ~~at Stage 2~~ is final and will be upheld by the Town Council as the Corporate Body.

Vexatious Complaints

A complainant may be considered vexatious when they persist unreasonably with their complaints or submit complaints with the intention of disrupting or inconveniencing the Town Council rather than seeking a genuine resolution. This may include, but is not limited to:

- Repeatedly raising the same or very similar issues after they have been addressed;
- Making serial complaints about a range of unrelated matters;
- Demonstrating unreasonable persistence, volume, or manner that goes beyond what is proportionate.

If such behaviour begins to impact the Town Council's ability to carry out its work or provide services to the wider community, the Town Council may modify how it handles further contact. This may include not acknowledging or responding to further vexatious correspondence. However, all communications will still be reviewed and logged to ensure that no new or significant information has been provided.

Where a complainant is formally classified as vexatious, they will be notified in writing, including an explanation of the reasons for the decision and the length of time the classification will remain in place.

Should a vexatious complainant raise a new complaint about a genuinely new issue, this will be considered on its own merits.

The decision to classify a complainant as vexatious will be made jointly by the Town Clerk, the Chair and the Vice Chair of the Town Council together with the Chair and Vice Chair of Policy and Finance. This group has been given the delegated authority to act on behalf of the Town Council and will review the behaviour and circumstances leading to the concern, ensuring that the decision is fair, proportionate, and based on clear evidence. The outcome will be confirmed in writing to the complainant, including the reasons for the decision and the duration of the classification and recorded on the complaint reporting log received at a Policy and Finance Committee meeting.

4. Unreasonable Behaviour

The Town Council is committed to ensuring that all complainants are treated fairly, respectfully, and professionally. In return, the same standard of behaviour from those who contact or interact with the Town Council and its staff is expected.

The Town Council will not tolerate unreasonable behaviour, including:

Aggression: any intimidating, hostile, or physically threatening conduct toward the Town Council and staff.

Abusive or offensive language: including shouting, swearing, derogatory remarks, or discriminatory comments.

Threats: any behaviour that implies harm, intimidation, or harassment, whether explicit or implied.

Repeated or excessive contact outside office hours: staff are not required to respond when off duty and are not representing the Town Council unless wearing official Saltash Town Council identification (e.g., STC lanyard, uniform).

Where unreasonable behaviour occurs, the Town Council may take appropriate action to protect its employees, including restricting contact, setting communication boundaries, or in serious cases, involving the relevant authorities.

Complaints about Councillors

The Town Council does not consider complaints about its Members.

Saltash Town Council have adopted Cornwall Council's Code of Conduct and all Members are expected to comply with the Code.

A complaint about a Member should be addressed directly to the Monitoring Officer of Cornwall Council who will manage the complaint accordingly.

The contact details for the Monitoring Officer are:

The Monitoring Officer
Floor 4 North Wing
New County Hall
Treyew Road
Truro
TR1 3AY

councillorcomplaints@cornwall.gov.uk

Formal Complaints about the Town Clerk or staff

An escalated formal complaint is a serious matter. Any complaint involving the Town Clerk or a member of staff may result in disciplinary action and, in cases of gross misconduct, could lead to dismissal from the Town Council's employment.

To comply with employment law and to protect the confidentiality to which all employees are entitled, the Town Council will not, under any circumstances, enter into correspondence or discussion with a complainant about any formal or informal action taken in relation to the Town Clerk or staff.

Submitting a Complaint About a Staff Member:

Formal Complaints about a Town Council staff member must be submitted in writing by completing the Complaint Form (see Appendix B). The completed form should be addressed to the Town Clerk. The form must be marked "Private and Confidential" and sent directly to the Guildhall either by post or by email to townclerk@saltash.gov.uk

Complaints concerning staff may be referred to the appropriate Manager and will be dealt with in accordance with employment law and the Town Council's employment procedures.

Submitting a Complaint About the Town Clerk:

Formal Complaints about the Town Clerk must be submitted in writing by completing the Complaint Form (see Appendix B). The completed form should be addressed to both the Chair of the Town Council and the Chair of the Personnel Committee, marked "Private and Confidential", and sent directly to the Guildhall by post, or by contacting the Guildhall for the correct email addresses.

Complaints involving the Town Clerk will be referred to the Personnel Committee, which will seek any necessary support or advice and will handle the matter in accordance with the Town Council's employment procedures and employment law.

Appendix A

Town Council Complaint Form

Please complete all sections of this form. Incomplete forms will be returned and will not be accepted.

1. Your Details (required)

Full Name:

Address:

Postcode:

Email Address:

Contact Telephone Number:

2. Details of Your Complaint

Please provide a clear, concise and accurate outline of your complaint, including all relevant information that will help us assist you

3. Supporting Evidence

List any supporting evidence or attach documents that are relevant to the complaint:

4. Desired Outcome

Please tell us what you feel would resolve your complaint:

5. Declaration (Required)

I confirm that the information I have provided is accurate to the best of my knowledge and that I understand that the Town Council may need to contact me to investigate this complaint.

Print name:

Signature:

Date:

6. Submitting Your Complaint

Please return the completed form to:

Email: enquiries@saltash.gov.uk

Post: The Guildhall, 12 Lower Fore Street, Saltash, PL12 6JX

Appendix B

Town Council staff, including the Town Clerk complaint form

Please complete all sections of this form. Incomplete forms will be returned and will not be accepted.

1. Your Details (required)

Full Name:

Address:

Postcode:

Email Address:

Contact Telephone Number:

2. Details of Your Complaint

Please provide a clear, concise and accurate outline of your complaint, including all relevant information that will help us assist you

3. Supporting Evidence

List any supporting evidence or attach documents that are relevant to the complaint:

4. Declaration (Required)

I confirm that the information I have provided is accurate to the best of my knowledge and that I understand that the Town Council may need to contact me to investigate this complaint.

Print name:

Signature:

Date:

5. Submitting Your Complaint

Please return the completed form to:

Town Clerk, marked 'Private and Confidential', and sent directly to the Guildhall by post or by email to townclerk@saltash.gov.uk

SALTASH TOWN COUNCIL

Minutes of the Meeting of the Planning and Licensing Committee held at the Guildhall on Tuesday 17th March 2026 at 6.30 pm

PRESENT: Councillors: A Ashburn, R Bickford, J Brady (Vice-Chairman), R Bullock, M Johns, S Martin, G McCaw, S Miller, L Mortimore, J Peggs, B Samuels (Chairman), P Samuels, B Stoyel and J Suter.

ALSO PRESENT: S Potter and D Butchers, D Joyce (Office Manager / Assistant to the Town Clerk) and E Lowton-Smith (Planning and General Administrator)

APOLOGIES: Councillors S Gillies and P Nowlan.

137/25/26 HEALTH AND SAFETY ANNOUNCEMENTS.

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

138/25/26 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 received.

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

None received.

139/25/26 PUBLIC QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY SPEAK ABOUT A PLANNING APPLICATION.

None received.

140/25/26 TO RECEIVE AND APPROVE THE MINUTES FROM THE PLANNING AND LICENSING COMMITTEE HELD ON 17 FEBRUARY 2026 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.

Following a vote (11 in favour, 0 against, 3 abstentions) it was proposed by Councillor B Samuels, seconded by Councillor J Brady and **RESOLVED** that the minutes of the Planning and Licensing Committee held on 17 February 2026 were confirmed as a true and correct record.

141/25/26 TO CONSIDER RISK MANAGEMENT REPORTS AS MAY BE RECEIVED.

Nothing to report.

142/25/26 TO RECEIVE AND REVIEW THE PLANNING AND LICENSING COMMITTEE'S BUSINESS PLAN DELIVERABLES AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

Members received the Committee's Business Plan Deliverables contained within the circulated reports pack.

It was **RESOLVED** to note.

143/25/26 TO RECEIVE A PRESENTATION ON PA25/01075/PREAPP FOR TAVY VIEW, CARKEEL SALTASH.

Members received a presentation from Danny Butchers and Samantha Potter, present at this evening's meeting, outlining a proposal to change the use of part of an existing annexe to create a small, home-based office for their business, UK Wages.

The presentation followed Cornwall Council's pre-application advice, which encourages early engagement with Saltash Town Council.

Danny explained the nature of their business, the reasons behind the proposed change of use, and the findings of their noise survey and sound assessment, which indicated that the proposed change of use would have no noise impact.

The Chairman clarified the planning protocol, noting that at this stage Members could only receive and note the presentation and ask questions.

Councillor B Samuels explained that any future planning application would be considered once submitted and thanked the presenters for the detailed information they provided.

Members sought clarification on neighbour support, parking provision, business scale and growth, and proposed working hours.

Members thanked Danny and Samantha for their attendance and detailed presentation, noting that it was very well-prepared and informative.

It was **RESOLVED** to note.

144/25/26 **PLANNING:**

a. Applications for consideration:

PA26/00854

C/o Mr David Phillips Urban Innovation Company (UIC) Ltd –
Pavement Outside 130 Fore Street Saltash PL12 6AS

Advertisement consent for installation of "Pulse Smart Hub" with integrated digital screens at 2 locations within Saltash.

Ward: Tamar

Date received: 17 February 2026

Response date: Extended to 19 March 2026

Members considered the proposed installation of the Pulse Smart Hubs.

Discussion focused on the suitability of the hubs within the town's street scene and the central locations proposed.

Members expressed concern that both suggested locations for advertisements could be distracting and contribute to visual clutter. It was also noted that the Hubs might create a physical barrier, potentially making it difficult for mobility scooters to pass safely.

Members felt that further clarity was needed on the full range of features and benefits, as well as whether any of these could be utilised by the Town Council.

While some members were supportive of the concept in principle, they felt the proposed installations were not in keeping with the character of Fore Street.

Councillor Bickford highlighted potential benefits including free Wi-Fi, free phone calls, health-related features, pollution monitoring, footfall counting, and opportunities for local advertising.

Members acknowledged the potential value of the technology but concluded that the proposed locations were inappropriate, insufficiently justified, and not aligned with the character or practical needs of the town.

The Chair also relayed comments from the Chair of the Town Team, as these could not be uploaded to the Cornwall Council planning portal due to technical issues being reported.

Following a vote (13 in favour, 1 against, 0 abstentions) it was proposed by Councillor Stoyel, seconded by Councillor Mortimore and resolved to **RECOMMEND REFUSAL** on the grounds that the proposal conflicts with the Saltash Neighbourhood Development Plan Policies ENV2 and TC2, on the basis of the following points:

1. Harm to visual amenity and local character from an intrusive illuminated digital display;
2. Increased street clutter impacting the appearance and accessibility of the public realm;
3. Light pollution and potential disturbance to nearby residential properties;
4. Advertising content not aligned with the local town centre identity, favouring national commercial advertising;
5. Highway safety concerns due to close proximity to roadside with the potential distraction to drivers.

PA26/00853

C/o Mr David Phillips Urban Innovation Company (UIC) Ltd -

Pavement Outside 130 Fore Street Saltash PL12 6AS

Installation of "Pulse Smart Hub" with integrated digital screens at 2 locations within Saltash

Ward: Tamar

Date received: 17 February 2026

Response date: Extended to 19 March 2026

(Following a vote (13 in favour, 1 against, 0 abstentions) it was proposed by Councillor Stoyel, seconded by Councillor Brady and resolved to **RECOMMEND REFUSAL** on the grounds that the proposal conflicts with the Saltash Neighbourhood Development Plan Policies ENV2 and TC2, on the basis of the following points:

1. Harm to visual amenity and local character from an intrusive illuminated digital display;
2. Increased street clutter impacting the appearance and accessibility of the public realm;
3. Light pollution and potential disturbance to nearby residential properties;
4. Advertising content not aligned with the local town centre identity, favouring national commercial advertising;
5. Highway safety concerns due to close proximity to roadside with the potential distraction to drivers.

PA26/00362

Mr. & Mrs. Beer-Stiff - **182 Callington Road Saltash Cornwall PL12 6LL**

Creation of Ground floor shower room, complete with accessible W.C. Hand Basin, Level Access shower, for disabled child

Ward: Tamar

Date received: 23 February 2026

Response date: Extended to 19 March 2026

Following a unanimous vote (14 in favour, 0 against, 0 abstentions) it was proposed by Councillor Peggs, seconded by Councillor Martin and resolved to **RECOMMEND APPROVAL.**

PA26/01469

Lesley Richards – **9 Lower Port View St Stephens Saltash Cornwall**

Proposed loft conversion with dormer and slate tiles on the roof

Ward: Essa

Date received: 10 March 2026

Response date: 31 March 2026

Following a unanimous vote (14 in favour, 0 against, 0 abstentions) it was proposed by Councillor Brady, seconded by Councillor Martin and resolved to **RECOMMEND APPROVAL.**

b. Tree applications:

None received.

c. Tree notifications:

None received.

145/25/26 CONSIDERATION OF LICENCE APPLICATIONS:

None received.

146/25/26 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

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

147/25/26 TO CONSIDER ANY ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA.

None.

148/25/26 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

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

149/25/26 TO CONFIRM ANY PRESS AND SOCIAL MEDIA RELEASES ASSOCIATED WITH ANY AGREED ACTIONS AND EXPENDITURE OF THE MEETING.

None.

DATE OF NEXT MEETING

Tuesday 21 April 2026 at 6.30 pm

Rising at: 7.13 am

Signed: _____
Chairman

Dated: _____

SALTASH TOWN COUNCIL

Minutes of the Meeting of the Town Vision Sub Committee held at the Guildhall on Monday 16th March 2026 at 6.30 pm

PRESENT: Councillors: R Bickford, R Bullock, S Gillies (Chairman), S Martin (Vice-Chairman), J Peggs, B Samuels, P Samuels and J Suter.

ALSO PRESENT: S Burrows (Town Clerk / RFO) and J Hughes (Administration Officer)

APOLOGIES: None.

48/25/26 HEALTH AND SAFETY ANNOUNCEMENTS.

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

49/25/26 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 received.

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

None received.

50/25/26 PUBLIC QUESTIONS - A 15-MINUTE PERIOD WHEN MEMBERS OF THE PUBLIC MAY ASK QUESTIONS OF THE TOWN COUNCIL.

None received.

51/25/26 TO RECEIVE AND APPROVE THE MINUTES OF THE TOWN VISION SUB COMMITTEE HELD ON 28 OCTOBER 2025 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.

Following a vote (5 in favour, 0 against, 3 abstentions), it was proposed by Councillor Gillies, seconded by Councillor Martin and **RESOLVED** that the minutes of the Town Centre Vision Sub Committee held on 28 October 2025 were confirmed as a true and correct record.

52/25/26 TO RECEIVE THE TOWN VISION BUDGET STATEMENT AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

It was **RESOLVED** to note.

53/25/26 TO CONSIDER RISK MANAGEMENT REPORTS AS MAY BE RECEIVED.

Nothing to report.

54/25/26 TO RECEIVE THE TOWN COUNCIL FUNDRAISING DATABASE AND TRACKER AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman provided an overview of the report contained within the circulated reports pack and invited comments from Members.

Members noted that it would be helpful to receive more detailed feedback from funders when applications are unsuccessful. In response, the Chairman invited the Town Clerk to provide clarification.

The Town Clerk explained that funders typically state that unsuccessful applications are due to the fund being oversubscribed. While common, this response offers little constructive guidance to support improved applications in future years. She further noted that providing tailored feedback is often challenging for funders, as the assessment process is time-consuming and producing meaningful feedback for every unsuccessful applicant would require significant additional resources. As a result, it would seem many funders rely on issuing a standard oversubscription explanation.

The Chairman reported that she had requested an amendment to the layout of the funding database so that successful applications (highlighted in green) appear at the top of the spreadsheet, with unsuccessful applications (highlighted in red) listed at the bottom, and the others in-between in a sensible order. She advised that this formatting revision would make outcomes clearer and easier to identify.

The Chairman also requested that the activity tracker sheet is to include the dates on which each activity occurred. She concluded by expressing her thanks to the Development and Engagement Manager for her continued hard work.

It was **RESOLVED** to note.

55/25/26 **TO RECEIVE A REPORT ON PROMOTIONAL MATERIALS FOR THE BUSINESS PLAN AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.**

The Chairman provided an overview of the report included within the circulated reports pack. She noted that at a previous Town Vision meeting, it had been agreed that further promotion of the Business Plan was essential. However, this work has been delayed pending the appointment of a Communications and Engagement Officer.

The Chairman also advised that Town Vision should now begin preparing the next Business Plan and consider how enhanced promotional activity can be built into its development.

It was **RESOLVED** to note.

TO RECEIVE THE BUSINESS PLAN OBJECTIVES SET BY THE TOWN COUNCIL COMMITTEES AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE.

The Chairman provided an overview of the report contained within the circulated reports pack and advised that the recent changes to the monitoring of the Business Plan had significantly reduced pressure on the Town Clerk and the Administration and Finance departments.

Members discussed each Committee objectives and achievements in detail.

Following a unanimous vote (8 in favour, 0 against, 0 abstentions) it was proposed by Councillor Gillies, seconded by Councillor Bullock and **RESOLVED:**

1. To note the set objectives for the Services Committee and that the Personnel Committee objectives have been delegated to the Chair and Vice Chair for action.
2. To **RECOMMEND** to the Policy and Finance Committee to note the following achievements against the relevant objectives:
 - a) Preparation and recommendation of a reasonable and balanced precept increase for the 2026–2027 financial year.
 - b) The Committee's decision at its meeting on 10 March 2026 to authorise a full external review of the Town Council's Governance Framework.
 - c) The awarding of grants in accordance with the Town Council's Grants Policy.
3. To **RECOMMEND** to the Planning and Licensing Committee to note the following achievement against the relevant objective:
 - a) That a working group has been established to review the proposed sale of Burraton Field and to write to Cornwall Council to express concerns regarding the lack of transparency throughout the process.

57/25/26 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.

58/25/26 TO CONSIDER ANY ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA.

None.

59/25/26 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960:

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

60/25/26 TO CONFIRM ANY PRESS AND SOCIAL MEDIA RELEASES ASSOCIATED WITH ANY AGREED ACTIONS AND EXPENDITURE OF THE MEETING.

Following a unanimous vote (8 in favour, 0 against, 0 abstentions) it was proposed by Councillor Marin, seconded by Councillor Gillies and **RESOLVED** to issue the following press and social media releases:

1. Business Plan – successful Town Council objectives (ongoing)
2. Funding Database and Activity Tracker – individual case studies (ongoing)

DATE OF NEXT MEETING

Thursday 30 April 2026 at 6.30 pm

Rising at: 6.51 pm

Signed: _____
Chairman

Dated: _____

Agenda Item 9

Chairman's report

March 2026

Mayoral Engagements

Date	Location	Information
Thursday 5 March	Saltash	St Piran's Day events
Friday 6 March	Saltash	Memory Box St Piran's Day concert
Sunday 8 March	Plymouth	Lord Mayor of Plymouth's Civic Service
Wednesday 25 March	Saltash	Oaklands Community Centre STC thank you event
Thursday 19 March	Saltash	Guiding light project visit to Brunel School

Meetings attended

Date	Location	Information
Tuesday 17 March	Guildhall	Civic Awards Panel meeting
Wednesday 18 March	Virtual	Safer Saltash meeting

Deputy Mayor Engagements

Date	Location	Information
Thursday 5 March	Saltash	St Piran's Day events
Friday 6 March	Saltash	Memory Box St Piran's Day concert
Wednesday 25 March	Saltash	Oaklands Community Centre STC thank you event
Thursday 19 March	Saltash	Guiding light project visit to Brunel School

Meetings attended

Date	Location	Information
Tuesday 17 March	Guildhall	Civic Awards Panel meeting

End of Report
Mayors Secretary



Board Report

Date 19.3.26

Chair's Report

April 2026 marks 10 years of running the Dementia café, now Memory Box Café. We will be celebrating this with the current service users in a small discrete party for them which will be attended by the mayor.

The kitchen has started opening on Mondays and the initial signs are that this has been well-received with quite a few taking advantage of morning coffee and the soup lunches.

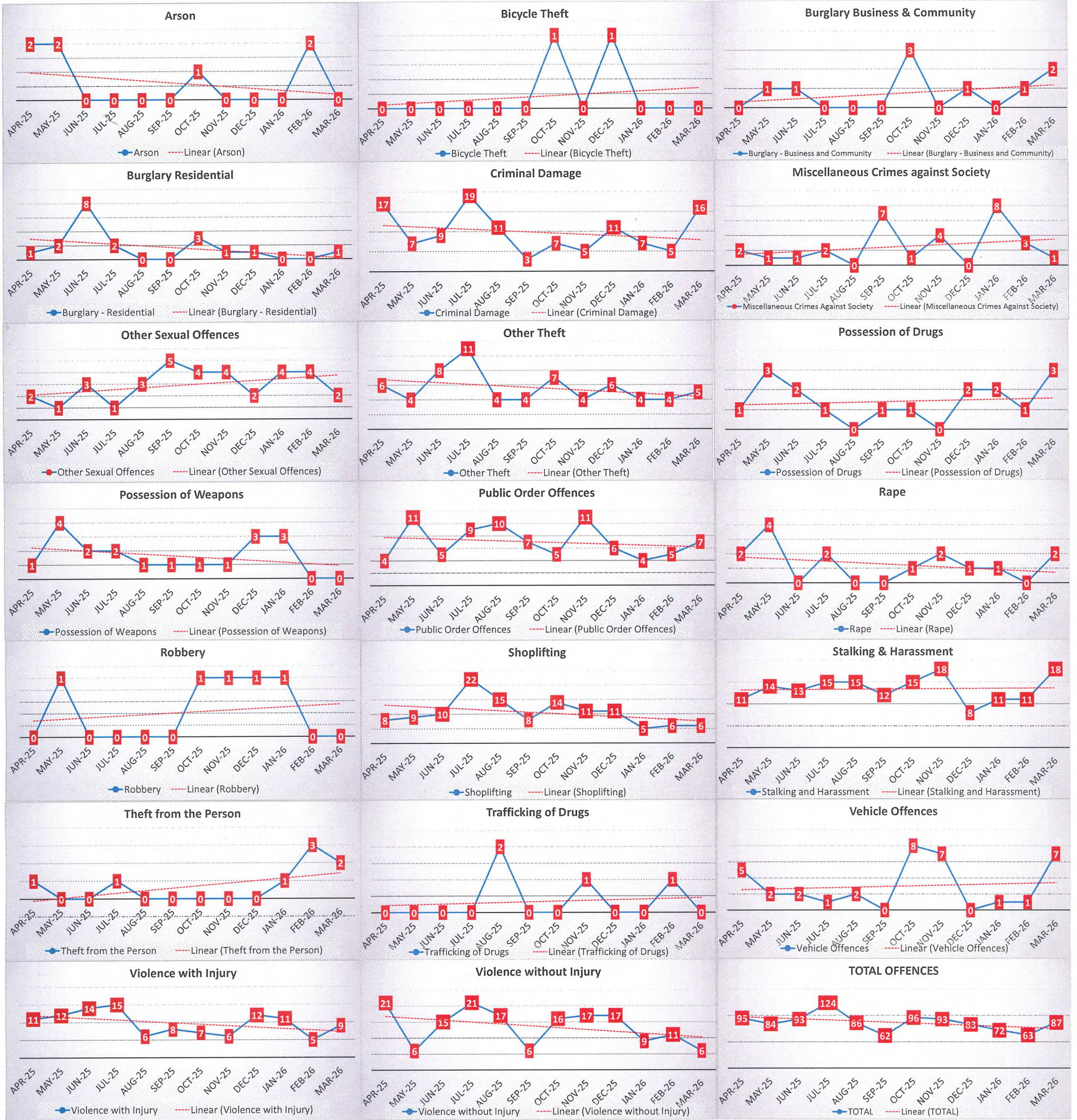
The shop has also now started opening on a Monday and this has seen reasonable trade also.

As with many other community and charity organisations, we are finding the funding environment is becoming tighter. Against the background of the increase in cost of living, this pushes up our costs while placing additional pressure on our funding through donations. We continue to seek ways to deliver more efficiently.

Chris Bailey.

War-barth 'gan gallos War-barth 'gan gwul

Saltash Town	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
Arson	2	2	0	0	0	0	1	0	0	0	2	0
Bicycle Theft	0	0	0	0	0	0	1	0	1	0	0	0
Burglary - Business and Community	0	1	1	0	0	0	3	0	1	0	1	2
Burglary - Residential	1	2	8	2	0	0	3	1	1	0	0	1
Criminal Damage	17	7	9	19	11	3	7	5	11	7	5	16
Death or Serious Injury caused by L	0	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous Crimes Against Soci	2	1	1	2	0	7	1	4	0	8	3	1
Other Sexual Offences	2	1	3	1	3	5	4	4	2	4	4	2
Other Theft	6	4	8	11	4	4	7	4	6	4	4	5
Possession of Drugs	1	3	2	1	0	1	1	0	2	2	1	3
Possession of Weapons	1	4	2	2	1	1	1	1	3	3	0	0
Public Order Offences	4	11	5	9	10	7	5	11	6	4	5	7
Rape	2	4	0	2	0	0	1	2	1	1	0	2
Robbery	0	1	0	0	0	0	1	1	1	1	0	0
Shoplifting	8	9	10	22	15	8	14	11	11	5	6	6
Stalking and Harassment	11	14	13	15	15	12	15	18	8	11	11	18
Theft from the Person	1	0	0	1	0	0	0	0	0	1	3	2
Trafficking of Drugs	0	0	0	0	2	0	0	1	0	0	1	0
Vehicle Offences	5	2	2	1	2	0	8	7	0	1	1	7
Violence with Injury	11	12	14	15	6	8	7	6	12	11	5	9
Violence without Injury	21	6	15	21	17	6	16	17	17	9	11	6
TOTAL	95	84	93	124	86	62	96	93	83	72	63	87



To receive a report from Community Area Partnerships and consider any actions and associated expenditure.

Report to:

Full Council

Date of Report:

27 March 2026

Officer Writing the Report:

Office Manager / Assistant to the Town Clerk

Purpose of the report:

To receive the request from Cornwall Area Partnerships to complete the Emergency Resilience survey, as issued by the Portfolio Holder for Community Safety and Public Health.

Officer's Recommendations

To consider a Town Council response to the brief Emergency Resilience Survey.

Report Summary

Cornwall Council has requested that Town and Parish Councils complete a short Emergency Resilience survey to help assess the impact of recent storms.

The survey aims to identify what worked well across multi-agency and community responses and where improvements are needed for future severe weather events.

See Appendix A for the request received via the CAP.

See Appendix B for the questions to the survey.

The survey closes on 15 April 2026.

Signature of Officer:

Office Manager / Assistant to the Town Clerk

APPENDIX A

Sent on behalf of Cllr Marrington, Portfolio Holder for Community Safety & Public Health:

To: **All Town & Parish Councils**

Dear colleagues,

Emergency resilience

A key priority for Cornwall is continual improvement in preparedness and resilience for emergencies. The importance of this has, of course, been brought into focus by the recent storms and we are working to evaluate the lessons of these for ourselves, partner agencies and communities.

Survey of Town & Parish Councils on the Storms

I would appreciate your help with completing a short survey on the impact of the storms in your parish. The purpose of this is to help us understand what worked well, in terms of the multi-agency and community response, and learn where improvements are needed for future severe weather events. This is a structured survey to follow the feedback sought via the Localism team immediately following the storms. **A link to the survey is below and should only take 10-15 minutes to complete.** The survey will be open for six weeks, until 15 April 2026.

<https://letstalk.cornwall.gov.uk/january-storms-town-parish-council-feedback-survey>

APPENDIX B

Section 1: Community Emergency Plans

3. Does your Council have a Community Emergency Plan? *

Yes

No

Not sure

Section 2: Impact on Your Community

4. What immediate impacts did the Storms have on your community?

Maximum 20,000 characters

0/20,000

5. How is your community coping now?

Maximum 20,000 characters

0/20,000

6. Do you feel your community needs external support for longer-term recovery? *

Yes

No

Community and Council Activity

7. Please summarise any community activity in your parish before, during or after the Storm.

Maximum 20,000 characters

0/20,000

8. Please describe any involvement that the Town/Parish Council had in this activity.

Maximum 20,000 characters

0/20,000

Reflections on the Response

9. What aspects of the overall response to the Storms did not go well? We are interested both in the multi-agency and local, community responses.

Maximum 20,000 characters

0/20,000

10. What aspects of the response went well and should be highlighted as good practice?

Maximum 20,000 characters

0/20,000

Future Planning

11. What are your key recommendations for improving planning and preparedness for future extreme weather events, or similar community emergencies. Your recommendations may relate to the multi-agency response and/or the local, community response.

Maximum 20,000 characters

0/20,000

End.



Elements in the FIPL Grant for Duchess Green	
Earthworks & boardwalk bridge	
Earthworks - pond, paths, picnic areas, amphitheatre, shelter bases	
Boardwalk bridge & stepping platform	
Hardcore (803 Type 1)	
Surfaces	
Accessible surface for lower path up to shelters	
Amphitheatre	
Amphitheatre stone to reinforce steps	
Gates & fencing	
Pedestrian Gate	
Field gate	
Fencing entrance	
Buildings	
Toilet (installed in Duke Orchard)	
2 Shelters/bird hides	
Noticeboards for shelters/bird hides	
Entrance Board	
Trees & hedging	
Fruit trees	
Deer proof tree guards	
Willow tunnels	
Mixed native hedging	
Miyawaki mini forest	
Planting	
Bulbs	
Seed mix	
Sedum green roof for shelters	
Seating	
Picnic benches	
Benches	
Anchor for benches & picnic benches	
Wildlife	
Ecological advice on implementation and monitoring	
Bat boxes & barn owl box	



We couldn't have done this without our volunteers who tackled every task with enthusiasm: planting hedges, trees, willow and wildflower seeds, designing and planting the Miyawaki Forest and installing wildlife boxes. Fuelled, of course, by tea and cake.

In January 2024, Duchess Green was still a silage field, when, funded by a Community Capacity Fund, YGS Environmental Consultants produced a landscape plan. Following this the Landulph Orchard Green Working Group successfully applied for a Farming in Protected Landscape grant in April 2024. This had exact budgets for 'biodiversity enhancement and ecological improvement to create an area that can be easily accessed by all to explore, enjoy and understand nature and the landscape'.

Creating Duchess Green



Towards the end of February 2025, the sun came out and we raced to complete the FIPL project before the end of March. In the last two weeks, 200 tons of recycled 803 was laid and a team of volunteers operated a very noisy diesel roller to form paths and spaces for benches.



In July 2024, work started on restoring the pond and rerouting the stream through a pipe into an existing culvert. The boardwalk bridge is supported on concrete lego blocks on concrete pads, positioned to keep the boardwalk timbers out of the water. When Glyn Deacon checked the blocks were level to within 5mm. The boardwalk bridge was built in sections and lifted into place.



Despite an extremely wet December and January, the tiered green meeting space (amphitheatre) was carved out of the hillside and tiers created out of Cornish stone walls by master craftsman, Steve Holman. The field shelters/bird hides were installed in a sea of mud.





*Duke Orchard
welcomes
dogs
on short leads*



GMC

The History of Duchess Green

The field adjacent to the new churchyard (Duchess Green) originally included the new church yard and was part of the Landulph Church Glebe lands. In 1841 it was known as Church Meadow and the Rector of Landulph was Rev Francis Vivienne Jago Arundel. This land was leased by the Church to my grandfather (Frank Barrett) between 1937 and 1943 when Dan du Plessis took on the lease until he and brother Peter retired. During Dan's time the freehold of this land was sold by the Church to the Duchy. *Andrew Barrett*

Du Plessis Family and Daffodils

The family business began as A L du Plessis and sons. Adrian du Plessis was a South African soldier who fought in WW1. After 1918 he stayed in the UK and married Mary Spear, the daughter of John Spear, a merchant in Cargreen. His two eldest sons, Dan and Peter, joined him in the business. During WW2 they operated as a mixed farm to help feed the nation.

After the war they traded as du Plessis Brothers and concentrated on flowers, daffodils, anemones and polyanthas together with tulips that were grown in a hot house for the London Christmas market.

From the 1950s they specialised in growing daffodils. They gradually developed many new varieties bearing local names, including Colloggett, St Dilpe, Haye, Tinnell, Tamar Snow, Pentillie and Tamar Fire. Cut flowers were transported to Covent Garden in London as well as Plymouth and elsewhere locally. Their main business was selling daffodil bulbs. They eventually grew 700-800 different strains of daffodil with prices, varying from £5 for 14lbs of mixed bulbs to £20 for one specialist bulb (1989 prices).

Dan was an active member of The Daffodil Society (founded 1898). He was an accredited judge of daffodils, and was elected vice president of the society. In 1994 the RHS awarded Dan the Peter Barr Memorial Cup in recognition of his work with daffodils.

Du Plessis farmed 20 acres either side of the road to Cargreen. The west side was Duchy of Cornwall land and the east side was Glebe land of Landulph church until 1969 when the Duchy bought it. King Charles, when he was Duke of Cornwall, visited the du Plessis farm twice and much admired the wonderful vista of daffodils. They filled in the pond that we have re-instated as wild mink used to follow the stream and cause havoc in the fields.

Dan and Peter retired from the business in 1990. Their family is still connected though: Dan's daughter Marie Bersey has judged at many local flower shows and been president of Liskeard Show. Ron Scamp, Dan's nephew, has a flourishing daffodil business based near Falmouth. *Marie Bersey as told to Jenny Turnage*

The Birth of Duchess Green

In November 2022, the Duchy of Cornwall and the current tenants, Marsh Farm Partnership, agreed that Landulph Parish Council could develop the field as a wild green space for nature and people to enjoy. The Landulph Orchard Green working group, led by Councillor Martin Worth, was awarded a grant to restore the pond, build a tiered green meeting space and plant trees, hedging and bulbs.

Over 2500 daffodils were planted in late 2024 by volunteers. Some named varieties were purchased from Ron Scamp and planted alongside the eastern hedge as shown on this board (darker yellow label indicates later flowering). Bulbs were also donated by Tony Channings and Valerie Taplin. February 2025
Clare Tagg





Duke Orchard

Landulph Church

Duchess Green



In November 2022 the Duchy of Cornwall offered two fields to Landulph Parish Council for a project inspired by Cllr Martin Worth. After three years of work by Landulph Orchard Green (working group of Landulph Parish Council) these fields became Duke Orchard and Duchess Green, natural green spaces for people to enjoy and wildlife to thrive.

Duke Orchard is first and foremost a community orchard. Reflecting its history as Hawkeys and Little Orchards, it has over sixty fruit trees, all of local varieties. Members of Landulph Parish are welcome to pick the fruit for their own consumption. There is a field shelter, accessible WooWoo Loo and seating spaces to enjoy views of Landulph Church and beyond.

Duchess Green provides a variety of habitats for nature including a wildlife pond, stream, over thirty fruit and nut trees, hedging, willow and a Miyawaki forest. There is a Cornish stone tiered green meeting-space, field shelters, accessible WooWoo Loo, seating and wheelchair-friendly paths around the field. Over 3,500 bulbs have been planted, including many local varieties of daffodil reflecting its history as a du Plessis daffodil field.

Landulph Orchard Green is managed by Landulph Parish Council (www.landulphparishcouncil.gov.uk)

Clare Tagg December 2025



LANDULPH ORCHARD GREEN

Love this wild space ...

-  respect the wildlife
-  respect the peace
-  look after your children
-  take only pictures
-  leave only footprints
-  open dawn to dusk

Thanks to ...

- The Duchy of Cornwall
- Marsh Farm Partnership
- Landulph Parish Council and Landulph Orchard Green Working Group
- Our artist, Gill Mannings Cox
- Our volunteers
- Our contractors:
Glyn Deacon
Steve Holman
- Our funders:
Farming in Protected Landscapes
Community Capacity Fund
Cornwall Community Chest
Tamar Valley National Landscape
UK Shared Prosperity Fund
- Our local suppliers including:
Bond Timber
West Country Fabrication
Burcombe Haulage
Brunel Recycling
Dave's Sheds
Tamar Trees
Adam's Apples
Scamps
PrintMinor
- Donors of benches, trees, bulbs, wild flower seeds

Notes for South East Cornwall CAP - Climate Change Network

Meeting held on: Tuesday 10th March 2026 2-3pm

Attended by:

Catherine Thomson (Chair)
Cllr. Clare Tagg (Landulph P.C.)
Cllr. Chris Goodman (Torpoint T.C.)
Cllr. Sarah Woffenden (Millbrook P.C.)
Chris Ullman (St Cleer Environmental Group)
Cllr. Alice Ashburn (Saltash T.C.)

Landulph have been spending lots of time working on their orchard green and have welcomed local people to afternoon tea a few weeks ago. Landulph are also holding a wildlife photography competition which they believe will prove to be popular and encourage people to spend time outdoors and appreciate local wildlife. Clare later shared images of new signage The boards were produced and installed by Printminor, Saltash from graphics which were provided by Lundulph P.C., they have been mounted vertically (see photo) to prevent bird mess on the surface. Most of the boards were 500 x 650 mm. I have included other images as PDFs.



Millbrook P.C. asked for advice re. Rame Library of Things and how to store equipment easily, Sarah wondered if there may be any grants available for this purpose.

Torpoint report high numbers of community engagement and volunteer numbers for their repair café and litter picking events. Chris also explained Torpoint's plans for their 'Earth Day' celebrations featuring a 'Stories by Candlelight' event. Chris also mentioned the implantation of sewing machine tutorials at the library to support the repair café.

Chris Ullman (St Cleer Environmental Group) filled us in on this year's action so far. The St Cleer Environmental Group have planted 25 new trees. St Cleer P.C. have been working in partnership with local farmers and learning from Siblyback Farm. Siblyback Farm are rewilding, looking for ways to engage in ecotourism and are planning on reintroducing beavers. For more information you can visit:

[Siblyback - Oxygen Conservation](#)

Chris also gave us a rundown of St Cleer Environmental Group's successes this year with their 'living churchyards' including bat boxes and planting. Chris is excited to have been invited back to Churchtown to host another Wildflower Walk on Saturday 30th of May. St Cleer have been having issues with new signage being removed by farmers from footpaths and asked Catherine advice on this.

I updated the group on SEA AGM plans, Biowatch and the future installation of accessible benches at Churchtown. I asked Catherine's advice regarding the issues we have had with litter at Carkeel.

Based on information above Catherine has proposed inviting Leonie Walker CC Waste Partnership Officer – to feedback on upcoming Litter Conference, which has been offered as a trial to limited number of groups as suggested by Clean Cornwall, for the moment. Leonie will join the CAP meeting on Tuesday 16th June 2026. Catherine has also suggested inviting Rebecca Dickson, the East Cornwall contact for the Cormac Volunteering Scheme to our September CAP meeting, Tuesday 15th September 2026. Catherine forwarded the group the link for to the Cormac volunteer support (which is linked to community schemes on CC open space):

[Cormac - Volunteer opportunities Cornwall](#)

Next meeting: Tuesday 16th June 2026 2pm

END OF REPORT

Cllr. Mrs. Alice Victoria Ashburn

Agenda

Meeting: South East Cornwall Community Area Partnership

Date: Tuesday 7 April 2026

Time: 6.00-8.00pm

Venue: St Pinnock Band & Community Hall, Salts Meadow,
East Taphouse, PL14 4NJ
Location Map - [St Pinnock Band - Google Maps](#)

	Community and Town & Parish Council Engagement Networking As part of the presentation for item 7 on the agenda (Community and Town & Parish Council Engagement), each town/parish representative that attends will be provided with a survey for completion ahead of the start of the meeting start. The completed surveys will be collected by John Hesketh prior to 6pm.	5.30pm- 6.00pm
1.	Welcome and apologies for absence	6.00pm
2.	Declarations of interest	
3.	Action Notes (i) To confirm as correct the notes of the last meeting held on 6 January 2026 and the extraordinary meeting on the 12 March 2026. (ii) To consider any matters arising.	
4.	Public Participation An opportunity for members of the public to raise issues or questions about matters that affect the whole, or a significant part, of this CAP area. Please see the note about public participation at the end of the agenda.	
5.	Echo Centre – Lorna Searle, Team leader Insight into the support and services available at the Echo Centre (leaflet attached) which offers a unique service based in Liskeard.	6.10pm
6.	Devon & Cornwall Police – update from Sector Inspector James Musgrove	6.30pm
7.	Community and Town & Parish Council Engagement – John Hesketh Insight/summary into the report (which was included in the agenda pack) together with some background research on what residents actually think of their local council and the opportunity to share your best practice (including examples of community/parish newsletters).	6.40pm
8.	Town & Parish Councils	7.00pm

	An opportunity for CAP representatives to raise issues of wider relevance to the CAP. Anyone wishing to raise items is encouraged to advise the CLO, Catherine Thomson, in advance of the meeting.	
9.	Transport/infrastructure <ul style="list-style-type: none"> • Tamar Bridge & Torpoint Ferry • Community Highways Improvement Programme 	7.30pm
10.	Working Groups - updates and consider any recommendations 10.1 - Economy & Transport working group – including an update on the MOU linked to the Government investment into Devonport 10.2 - Tamar to Moor and South East Cornwall Joint Health & Wellbeing working group 10.3 - Climate Change & Nature Recovery Network	7.40pm
11.	Proposed next meeting date: Thursday 26 th June – venue to be confirmed.	8.00pm

Public Participation Session: Advice to Members of the Public

If you would like to raise an issue or question during this session, please read this guidance:

- The issue or question should affect the whole, or a significant part of, the Partnership area*. By "significant part", we mean about more than one Cornwall Council Electoral Division.
- Please email localism@cornwall.gov.uk and summarise the issue you wish to raise. Please do this by 1st April so we can try to find an answer before the meeting.
- *If you have a more local query about a Cornwall Council service, please see: [Contacting the Council - Cornwall Council](#) for information on the best way to report this.

Contact Officers:

If you have any queries about the Community Area Partnership, please contact:

Name	Role	Telephone	Email
Catherine Thomson	Community Link Officer	07769 724877	catherine.thomson@cornwall.gov.uk
Lisa Grigg	Communities Support Assistant	01872 322222	lisa.grigg@cornwall.gov.uk

Address: Localism Team, New County Hall, Truro TR1 3AY

Weblinks: [South East Cornwall - Cornwall Council](#)

[Let's Talk Cornwall](#)

South East Cornwall Community Area Partnership

Action Notes

Meeting:	South East Cornwall Community Area Partnership
Date & time:	Tuesday 6 January 2026 (6.00pm-8.20pm)
Location:	Online MS Teams Meeting
Attendance & apologies:	See attendance list attached

Item	Notes
1.	<p>Welcome and Introductions The CAP Chair, Cornwall Councillor Jane Pascoe welcomed all present.</p>
2.	<p>Declarations of Interest There were no declarations of interest.</p>
3.	<p>Action Notes (7 October 2025) The notes of the last meeting were agreed as a correct record.</p> <p>Matters Arising</p> <p>Economic Development – Catherine/Louise to invite Glenn Caplin-Grey, Strategic Director for Growth, Plymouth City Council to meet the Economy & Transport working group. This action has now been superceded by Devonport National Defence Growth Area, which was discussed under item 12.</p> <p>Promoting CAP meetings – ACTION (CT): Catherine to provide a brief summary to highlight the next CAP meeting to parishes for inclusion in their next parish newsletters etc where possible.</p> <p>A38 safety measures – Catherine to follow up the queries raised re: Tideford and removal of the overtaking lane with National Highways. The following update was received from National Highways:</p> <p><i>In relation to removal of the overtaking lane, National Highways identified a collision issue involving eastbound drivers losing control when overtaking or negotiating the left-hand bend to the east of Tideford.</i></p> <p><i>Over a five-year period there had been six personal injury collisions involving this pattern and the revised layout has been introduced to reduce the speed of traffic entering the bend and restrict high speed overtaking manoeuvres which have previously resulted in head-on collisions.</i></p> <p><i>The scheme includes the introduction of a highly visible central red hatched area to improve separation between opposing traffic flows and the design has taken into account the use of the route by low-speed farm vehicles.</i></p>

South East Cornwall Community Area Partnership

	<p><i>It provides sufficient width for these vehicles to move toward the nearside of the carriageway and permit other vehicles to overtake within the available road space, while general HGV traffic can negotiate the route at a suitable speed and do not normally need to be overtaken.</i></p> <p>Community Engagement Network – Discussed under agenda item 13.5.</p>
4.	<p>Public Participation</p> <p>Tamar Crossings Three written questions were received in relation to Tamar Crossings. The Chair explained that, in order not to predetermine the extraordinary Tamar Bridge and Torpoint Ferry Committee Meeting to be held on the 12th January, the questions were forwarded to the Chief Officer of Tamar Crossings for a response following that meeting.</p> <p>A letter was read out by Mr Slavin, Vice Chair, Tamar Toll Action Group and a question was posed to the CAP: “What is the CAP member's position on this proposed TAG fee increase and is there any intention to make a representation (as a body) against this increase to the Joint Committee, the Parent Authority and the SE Cornwall MP.”</p> <p>This question was discussed and the majority of the CAP members voted against any increase in the Tamar TAG fee. They requested that this position was relayed to the Tamar Bridge and Torpoint Ferry Joint Committee.</p> <p>In addition, and what was unanimously agreed on, is that the South East Cornwall CAP must be recognised as a key stakeholder in future consultations, including the consultation and engagement exercise that is recommended for the Tamar Bridge and Torpoint Ferry Joint Committee on Monday 12th January. Moreover, it would welcome more scrutiny and transparency with regard to decisions made.</p> <p>ACTION (CT): Catherine to relay the position of the South East Cornwall CAP to the Tamar Bridge and Torpoint Ferry Joint Committee.</p>
5.	<p>Devon and Cornwall Police Update Please see attached update from Sector Inspector Ned Bowie.</p> <p>Graffiti incidents – A spate of graffiti incidents in Looe and surrounding parishes occurred over the Christmas period on both publicly and privately owned buildings. CCTV images have been released and the police reference no to report any intelligence is 50250328700.</p> <p>Streetlighting – It was queried whether the overnight switch-off had any impact on the number of incidents over the new year period? Inspector Bowie advised</p>

South East Cornwall Community Area Partnership

	<p>that whilst there was no evidence to suggest the swich-off had any impact, it was hoped that the additional police presence also helped to deter any issues.</p> <p>It was noted that this was Inspector Bowie’s last meeting as he was shortly starting another role within the force. The CAP wished to express their thanks and appreciation to Inspector Bowie for his invaluable help and support and the achievements made during his time as Sector Inspector. The CAP welcomed Jamie Musgrove who was taking over the Sector Inspector role.</p>
6.	<p>Neighbourhood Watch Community Project - Steph Good, Manager for Cornwall Steph was welcomed to the meeting and gave a short talk about how Neighbourhood Watch can benefit your area, the support available for new schemes, and how we can work together to connect and empower local residents. Please see attached presentation.</p> <p>ACTION (ALL): Steph welcomed further engagement with any interested parties – please contact Steph direct steph.good@ourwatch.org.uk or via Catherine.</p> <p>ACTION (SG/HF): Steph and Cllr Hilary Frank (Cabinet Portfolio Holder for Children, Families & Schools) to explore possible engagement opportunities with young people.</p> <p>ACTION (SG/CT): Steph and Catherine to discuss an information ‘snapshot’ for circulation to parishes for parish newsletters etc.</p>
7.	<p>Suicide Safer Communities Project - Steve Webb, Suicide Safer Communities Facilitator Steve was welcomed to the meeting and gave an overview of the Suicide Safer Communities Project as South East Cornwall had been identified as one of four pilot areas. Please see attached presentation.</p> <p>ACTION (PC/SW): Cllr Cadour to send contact details for Veterans Charity to Steve.</p> <p>ACTION (RP/SW): Cllr Parsonage to liaise with Torpoint Town Council regarding a possible presentation to a future Town Council meeting.</p> <p>ACTION (CT/SW): Catherine to explore possibility of Steve attending a future meeting of the Tamar to Moor and South East Cornwall Joint Health & Wellbeing Working Group.</p>
8.	<p>Town and Parish Councils</p> <p>Torpoint Town Council – Cllr Davis was pleased to update that the Torpoint Neighbourhood Development Plan was passed at referendum on the 31st October and that outline planning permission was recently received for the Lower Fore</p>

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	<p>Street project. He was also pleased to report that planning permission for the 3G pitch was also received and that match funding was in place for the project to progress.</p>
9.	<p>CIL Fund</p> <p>Round 5 of the Community Infrastructure Levy (CIL) Fund was due to be launched on the 16th January 2026. Applications welcomed from constituted community groups, Town and Parish Councils and not-for-profit organisations, to deliver local infrastructure projects that would benefit the community.</p> <p>ACTION (CT): Catherine to circulate further details to the CAP once fund is launched.</p>
10.	<p>Community Highways Improvement Scheme (CHIP)</p> <p>The CAP was reminded that the deadline for expressions of interest (EOIs) for the Community Highways Improvement Scheme was the 27 February 2026. It was noted that the South East Cornwall CAP had received the largest allocation due to population and road length.</p> <p>EOIs would be reviewed following the deadline by the Highways Manager and Cornwall Councillors would consider and shortlist eligible and deliverable projects.</p> <p>ACTION (CT): Catherine was asked to seek clarification as to whether this included 20mph restrictions.</p> <p>A request was made for fair consideration to be given to the smaller rural parishes when shortlisting potential projects due to their smaller precepts and less funding opportunities.</p> <p>ACTION (CT): Catherine to resend guidance and EOI link to the Town and Parish Councils. It was noted that only one EOI per Cornwall Councillor and one per parish/town council may be submitted.</p>
11.	<p>Transport/infrastructure</p> <p>Tamar Bridge & Torpoint Ferry</p> <p>Apologies were received from Philip Robinson, Chief Officer, Tamar Crossings.</p> <p>Written questions were received from Cllr Keith Johnson. It was reiterated that in order not to predetermine the extraordinary Tamar Bridge and Torpoint Ferry Committee Meeting to be held on the 12th January, the questions were forwarded to the Chief Officer of Tamar Crossings for a response following that meeting.</p> <p>Clarification was sought on the procedure for Councillors not on the Joint Committee who wished to raise questions at the meeting. ACTION (CT): Catherine to seek clarification with Democratic Services.</p>

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	<p><i>Post meeting note: Terms of Reference were circulated to the CAP on 08/01/26.</i></p> <p>A38 – Saltash tunnel works and safety improvements between Carkeel and Trerulefoot</p> <p>Saltash Tunnel works were progressing and 70% of the work had been completed.</p> <p>Safety improvements - Thanks were given to National Highways for revising the speed limit restrictions. ACTION (CT): Catherine was asked to establish if there were plans to review this.</p> <p>It was noted that data provided by National Highways had shown a 45% reduction in the Killed and Seriously injured rate since the introduction of the average speed cameras in the Glynn Valley. The national average was 37%.</p>
12.	<p>Devonport National Defence Growth Area Memorandum of Understanding (MOU) – insight into the agreement</p> <p>It was understood that the MOU was awaiting imminent sign-off by the Devon partners. Following this, an update would be provided to the CAP and arrangements made for Phil Mason, CC Strategic Director, Sustainable Growth & Place and CC lead on this, to meet the Economy & Transport Working Group.</p>
13.	<p>Working Groups - updates and consider any recommendations</p> <p>13.1 – Economy & Transport working group Awaiting sign-off of the Devonport National Defence Growth Area MOU. ACTION (CT): Catherine was asked to seek an update on the current position with regard to Tamar 2050 and future meeting dates for the stakeholder panel meetings, as there was recollection that the CAP had previously been recognised as a stakeholder for the Tamar 2050 consultative forum.</p> <p>13.2 - Tamar to Moor and South East Cornwall Joint Health & Wellbeing working group At the last meeting the group discussed public transport and accessibility issues for hospital appointments and how to bring relevant parties together to explore potential community transport solutions.</p> <p>13.3 – Children & Young People task/finish group No update as the task/finish group had not met since the last meeting.</p> <p>13.4 – Climate Change & Nature Recovery Network Useful information sharing sessions. Low attendance from parishes was noted. ACTION (CT/ALL): Catherine to send dates to parishes to promote. Please let Catherine know if you wish to be included on the invitation list.</p>

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	<p>ACTION (JP/CT): A suggested agenda item for the next meeting was for parishes to share ideas or achievements they have made in terms of nature recovery.</p> <p>13.5 – Community Engagement Network John Hesketh had volunteered to carry out some research with parishes to explore best practice and models of engagement that have worked well. ACTION (JH): John to lead an interactive session at the next CAP Meeting.</p>
14.	<p>Next meeting date: Tuesday 7 April 2026 (face-to-face) – venue to be confirmed.</p>

South East Cornwall Community Area Partnership

South East Cornwall Community Area Partnership Meeting
Attendance List: 6 January 2026

Representatives	Record of Attendance
Cornwall Councillors	
Kevin Grey (Liskeard Central)	Present
Jim Gale (Lynher)	Apologies received
Kate Ewert (Rame Peninsula & St Germans)	Present
Jim Candy (Looe West, Pelynt, Lansallos & Lanteglos)	Present
Hilary Frank (Saltash Essa)	Present
Keith Johnson (Saltash Tamar)	Present
Sarah Preece (Lostwithiel & Lanreath)	Present
Jane Pascoe (Liskeard South & Dobwalls)	Present
Sean Smith (St Cleer & Menheniot)	Present
Rob Parsonage (Torpoint)	Present
Mark Gibbons (Looe East & Deviock)	Present
Paul Cador (Saltash Trematon & Landrake)	Present
Town & Parish Councils (<i>Town & Parish Councils are in the process of appointing their single named voting representatives to the CAPs; where these have been confirmed by the Clerk, these are shown below</i>)	
Antony Parish Council: Councillor Peter Bulmer (named representative)	Present
Botus Fleming Parish Council: Apologies received from Councillor John Robinson	Apologies received
Deviock Parish Council	Not present
Dobwalls Parish Council: Councillor Tracey Kitto (named representative)	Present
Duloe Parish Council: Councillor Phil Hallworth (named representative)	Not present
Landrake-with-St Erney Parish Council	Not present
Landulph Parish Council: Councillor Martin Worth and Councillor Clare Tagg	Present
Lanreath Parish Council: Councillor David Heard (named representative)	Present
Lanteglos-by-Fowey Parish Council: Councillor Claire Palmer	Present
Liskeard Town Council: Councillor Naomi Taylor	Present
Looe Town Council: Sam White (Clerk). Apologies received from Councillor James Lundy (named representative)	Present
Maker with Rame Parish Council: Councillor Lin Stewart-Birch (named representative) and Councillor Rebecca Lingard	Present
Menheniot Parish Council: Councillor Adrian Cole (named representative)	Present
Millbrook Parish Council: Councillor Dale Moorey (named representative)	Not present
Morval Parish Council	Not present
Pelynt Parish Council	Not present
Polperro Community Council	Not present
Quethiock Parish Council: Councillor John Blatchford (named representative)	Not present
Saltash Town Council: Councillor Richard Bickford, Councillor Sarah Martin, Councillor Steve Miller and Councillor Brian Stoyel. Apologies received from Councillor Rachel Bullock (named representative)	Present
Sheviock Parish Council: Councillor Paul Stone	Present
St Cleer Parish Council: Apologies received from Councillor Suzanne Horsfield	Apologies received
St Germans Parish Council: Councillor Alan Hodge (named representative)	Present
St John Parish Council	Not present

South East Cornwall Community Area Partnership

St Keyne & Trewidland Parish Council: Councillor Sarah Whiting (named representative) and John Hesketh (Clerk)	Present
St Martin-by-Looe Parish Council	Not present
St Neot Parish Council: Councillor Thomas Thrussell	Present
St Pinnock Parish Council	Not present
Torpoint Town Council: Councillor Gary Davis (named representative)	Present
Warleggan Parish Meeting	Not present
Representatives of other organisations present at this meeting	
Sector Inspector Ned Bowie – Devon & Cornwall Police	
Inspector Jamie Musgrove – Devon & Cornwall Police	
Steph Good – Neighbourhood Watch Community Project Manager for Cornwall	
Steve Webb – Suicide Safer Communities Facilitator	
James Millidge – Chair, Safe38	
Scott Slavin – Vice Chair, Tamar Toll Action Group	
Members of the public	
3 members of the public joined the meeting.	
Community Area Partnership officer team	
Catherine Thomson (Community Link Officer, Cornwall Council)	Present
Lisa Grigg (Community Support Assistant, Cornwall Council)	Present
Louise Wood (Cornwall Council Leadership Team Representative/Service Director – Planning & Housing, Cornwall Council)	Present
Apologies received from representatives of other organisations	
Philip Robinson. Chief Officer, Tamar Crossings	

South East Cornwall Community Area Partnership

Action Notes

Meeting:	South East Cornwall Community Area Partnership Extraordinary Meeting – Tamar Tag fee consultation
Date & time:	Thursday 12 March 2026 (5.30pm-6.30pm)
Location:	Online MS Teams Meeting
Attendance & apologies:	See attendance list attached

Item	Notes
1.	<p>Welcome and Introductions</p> <p>The CAP Chair, Cornwall Councillor Jane Pascoe welcomed all present.</p> <p>A particular welcome was extended to representatives of the Tamar to Moor CAP who were also invited to join the meeting.</p>
2.	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>
3.	<p>Tamar Tag Fee Consultation – Philip Robinson, Chief Officer, Tamar Crossings</p> <p>Philip outlined the background to the consultation and that the administration of the Tamar Tag scheme currently costs more than it generates from the monthly admin fee, meaning other parts of the business were subsidising it and that it was not financially sustainable.</p> <p>The consultation was taking place throughout March, and in recognition of the stakeholder role of the South East Cornwall CAP, the meeting had been arranged to enable Tamar Crossings to provide an insight into the process and an opportunity for the CAP to feed into this.</p> <p>A Q&A session followed.</p> <p>Q. By increasing the TAG admin fee, does this mean we won't have a further toll increase in the future? A. We cannot promise this. We live in uncertain times with increasing costs, inflation etc, however, the proposed increase would avoid the immediate need to reduce the tag discount or further increase tolls and help prevent deeper cuts to services or maintenance. It will also provide the ability for better planning in a more structured way.</p> <p>Q. What happens if the bridge goes bust? A. The parent authorities would need to consider making a provision in their medium and long-term plans – if this is not viable, government would intervene.</p> <p>Q. Have you factored in that people might hand their tags back if the increase goes ahead?</p>

South East Cornwall Community Area Partnership

A. Yes this has been considered as part of our financial forecasting, it's a very complex set of figures and also takes account of any potential impact on the ferry income, but we have forecasted as best as we can.

C. You refer to more people working from home as a contributory factor but data shows that traffic has doubled in Calstock, Gunnislake and surrounding parishes in the last 3 years since the tolls were increased. Recent Speedwatch data also shows a significant increase through Calstock during the ongoing maintenance works.

A. This will require some follow up work, which is currently outside the scope of the consultation, but will help inform our Open Road Tolling aspirations and we will be in discussion with the consultants who are developing the business case.

Q. It feels like the South East Cornwall residents are paying the brunt, which is unfair as they have no realistic alternative route. Have you thought of raising the charge for visitors coming into Cornwall? Are the MPs fully involved?

A. Yes the MPs are fully engaged and supportive of the consultation. A Tamar Summit is planned for mid-May and all of Cornwall's MPs will be invited. MPs recognise that the Tag is the mechanism for providing cheaper tolls for locals, mindful that any increase in the Tag administration fee will make the cost/benefit calculation for those infrequent users less attractive.

Q. Statutory change looks like the only option. It needs to be recognised as a national strategic asset particularly with the Devonport defence investment.

A. It's very complex due to the unique relationship between the bridge and the ferry. But this is something we wish to explore when considering the Economic, Social and Environmental benefits of both crossings.

Q. Is there a plan to use Automatic Number Plate Recognition (ANPR)?

A. It's the aspiration of the Joint Committee to have open road tolling supported by ANPR but funding is the issue as it would cost in the region of £10-15M – a business case is being developed and will be presented to the Joint Committee in June.

Q. We already have significant congestion and emissions issues with further developments planned. Prior to any ANPR scheme being introduced would there be a detailed traffic survey to give a clear understanding of any potential displacement of traffic to surrounding areas?

A. ANPR would help alleviate congestion/emission issues as it would reduce queuing. Further studies will help inform our business case for ORT and will be considered alongside any future growth aspirations for Devon, Plymouth and Cornwall.

Q. Additional consultation events were requested particularly for the Liskeard and Callington areas to assist the outlying rural parishes.

A. There is a limited budget available but Philip to consider if this will be possible. Catherine to recirculate the consultation link to everyone on the Sout East

South East Cornwall Community Area Partnership

	<p>Cornwall CAP distribution list. Philip was asked if a 'snapshot' could be provided for town and parish newsletters. <i>Post meeting:</i> New event in Liskeard on Monday 30th March.</p> <p>Q. Are paper copies of the consultation survey available? A. Philip to look into how this might be achieved. <i>Post meeting:</i> Paper copies will be available at each of the drop-in sessions. Also, we have now sent the e-link to each of the CAPs, so that copies can be completed and handed directly back to the consultants. We have been allocated a finite budget and are planning to keep well within the ceiling of £10k.</p> <p>Q. The report contains a significant figure of £65k for postage expenditure but my posted tag did not work and I had to collect from the Saltash office! A. Philip to look into this issue. The consultation will provide us with further feedback on how we move the service forward. It is highly likely that we will ask people who are unable to pick up their tag to pay for postage. In instances where the tag does not function, we will then cover the cost of any replacement tag.</p> <p>Q. Staffing costs were queried. A. On average most salaries are less than their counterparts and are set by a local government body.</p> <p>Q. What is the future lifespan of the bridge? A. Current cost of replacing the bridge is £220M. The lifespan is 120 years – but it's hoped to go beyond 2081 as well maintained. The ferry lifespan is 2035 but also hope to go beyond this as a good update programme is in place and it is much cheaper to maintain than replace.</p> <p>Q. If ferry replacement in 2035 is needed, how confident are you that the existing budget will be able to replace what is needed? A. This is part of the financial planning challenges we are facing - we have looked at various options including hydrogen, overnight charging and electric. An update will be presented to the Joint Committee on the 13 March.</p> <p>Philip wished to reassure the CAP that the consultation was not just a tick-box exercise and encouraged everyone to respond and to help circulate as widely as possible. The consultation deadline was the 6 April 2026. A report would then be written by independent consultants and presented to the Joint Committee on the 6 June.</p> <p>The Chair on behalf of the CAP thanked Philip for attending the meeting and answering the questions raised and thanked everyone for their input.</p>
4.	<p>Next Community Area Partnership Meeting: Tuesday 7 April 2026 (face-to-face) – venue to be confirmed.</p>

South East Cornwall Community Area Partnership

South East Cornwall Community Area Partnership Extraordinary Meeting

Attendance List: 12 March 2026

Representatives	Record of Attendance
Cornwall Councillors	
Kevin Grey (Liskeard Central)	Not present
Jim Gale (Lynher)	Present
Kate Ewert (Rame Peninsula & St Germans)	Present
Jim Candy (Looe West, Pelynt, Lansallos & Lanteglos)	Present
Hilary Frank (Saltash Essa)	Present
Keith Johnson (Saltash Tamar)	Present
Sarah Preece (Lostwithiel & Lanreath)	Apologies received
Jane Pascoe (Liskeard South & Dobwalls)	Present
Sean Smith (St Cleer & Menheniot)	Not present
Rob Parsonage (Torpoint)	Present
Mark Gibbons (Looe East & Deviock)	Present
Paul Cador (Saltash Trematon & Landrake)	Present
Town & Parish Councils (<i>Town & Parish Councils are in the process of appointing their single named voting representatives to the CAPs; where these have been confirmed by the Clerk, these are shown below</i>)	
Antony Parish Council: Councillor Peter Bulmer (named representative)	Not present
Botus Fleming Parish Council: Apologies received from Councillor John Robinson	Apologies received
Deviock Parish Council: Councillor Mark Bloor	Present
Dobwalls Parish Council: Councillor Tracey Kitto (named representative)	Not present
Duloe Parish Council: Councillor Phil Hallworth (named representative)	Not present
Landrake-with-St Erney Parish Council	Not present
Landulph Parish Council: Councillor Clare Tagg	Present
Lanreath Parish Council: Councillor David Heard (named representative)	Present
Lanteglos-by-Fowey Parish Council	Not present
Liskeard Town Council: Councillor Christina Whitty (named representative)	Present
Looe Town Council: Councillor James Lundy (named representative)	Present
Maker with Rame Parish Council: Apologies received from Councillor Rebecca Lingard	Apologies received
Menheniot Parish Council: Councillor Adrian Cole (named representative)	Not present
Millbrook Parish Council: Councillor Dale Moorey (named representative)	Present
Morval Parish Council	Not present
Pelynt Parish Council	Not present
Polperro Community Council	Not present
Quethiock Parish Council: Councillor John Blatchford (named representative)	Not present
Saltash Town Council: Councillor Steve Miller	Present
Sheviock Parish Council:	Present
St Cleer Parish Council	Not present
St Germans Parish Council: Councillor Alan Hodge (named representative)	Present
St John Parish Council	Not present
St Keyne & Trewidland Parish Council: Councillor Sarah Whiting (named representative)	Not present
St Martin-by-Looe Parish Council	Not present

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St Neot Parish Council	Not present
St Pinnock Parish Council: Councillor Julian Dingle	Present
Torpoint Town Council: Councillor Gary Davis (named representative) and Milly Southworth (Clerk)	Present
Warleggan Parish Meeting	Not present
Representatives of Tamar to Moor Community Area Partnership present at this meeting	
Cornwall Councillor Damon Dennis - Launceston South	
Councillor John Wells – Calstock Parish Council	
Councillor Paul O’Brien – Launceston Town Council	
Linda Coles – Clerk, Lewannick Parish Council	
Councillor Carl Hearn – Linkinhorne Parish Council/Chair of Tamar to Moor CAP	
Councillor Andrew Budd – South Hill Parish Council	
Councillor Alan Cox – St Dominic Parish Council	
Councillor David Fry – St Dominic Parish Council	
Councillor Joan Heaton – St Stephens by Launceston Rural Parish Council	
Chris Sims – Community Link Officer, Tamar to Moor CAP	
Representatives of other organisations present at the meeting	
Philip Robinson – Chief Officer, Tamar Crossings	
Les Allen – Tamar 2025, Cornwall Council	
Members of the public	
No members of the public were in attendance.	
Community Area Partnership officer team	
Catherine Thomson (Community Link Officer, Cornwall Council)	Present
Lisa Grigg (Community Support Assistant, Cornwall Council)	Present
Louise Wood (Cornwall Council Leadership Team Representative/Service Director – Planning & Housing, Cornwall Council)	Not present

What we offer

Echo offers a wide variety of activities that include individual sessions, group work and the opportunity to work with a range of supportive agencies

All activities are aimed at supporting people's condition to either maintain or re-learn skills

All activities are delivered with fun and enthusiasm and range from exercise, yoga, music, gardening, cooking, craft, quizzes and lots more!

A fully trained team that will support your needs offering an individual approach

“

This is a safe but open environment to be yourself and enjoy the company of other like-minded people, I feel comfortable to talk to staff as they always try to support me and find solutions”



Contact information

Book an appointment to come and have a look around the centre and meet the staff and other clients.

Address:

Echo Centre, Barras Place,
Liskeard PL14 6AY

Telephone:

0300 303 2130, option 5
then option 1.

Email:

Echo@corservcare.co.uk



Echo Centre

POSITIVE ABOUT DISABILITY

E Enabling
C Camaraderie
H Humour
O Opportunity



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The Echo Centre is a unique service supporting people with physical disability, brain injury, cognitive impairment and long-term health conditions.

- It enables the opportunity for respite for family or carers
- A purpose-built facility for adults aged between 18+ years
- The centre is open Monday to Friday 9:30am until 3:30pm
- The centre uses equipment that will help or support your condition

“

Staff are friendly and welcoming. I enjoy the social interaction and activities. Without Echo my condition could easily deteriorate quicker”



What we aim to do

- Support, enable and strengthen your skills
- Help improve balance, posture, health and well-being
- Challenge the mind to help develop memory and confidence
- Look at different approaches that are person-centred to break down the barriers and promote independence
- Support physical needs, encouraging healthy eating, exercise and mindfulness.



“

It is nice not to be judged and to be accepted, I am treated as ‘me’ and not a someone with a condition that people often don’t know what to say to me!”





Community Engagement & the Democratic Deficit

Prepared for South East Cornwall
Community Area Partnership

January 2026

Page 132

Background

At its meeting in June 2025, the South East Cornwall Community Area partnership resolved to establish a new networking group for Community Engagement that would recognise the democratic deficit, potential barriers to engagement and possible solutions.

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South East Cornwall Community Area Partnership

The community area partnership brings local organisations and people together. Its role is to tackle the issues that matter to communities, so everyone can start, live and age well. There are 12 [community area partnerships](#) in Cornwall.

Partnership meetings are open to the public and the press.

The partnership involves Cornwall Councillors and town and parish councils in the area. It also involves other organisations that serve our communities. These include the Police, health services and voluntary and community sector.

Disclaimer

This report is authored by John Hesketh in his capacity as Clerk representative, and the views expressed here do not represent those of his employer, St Keyne & Trewidland Parish Council.

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1.0 Headlines & Key Points

This report, authored by Clerk representative John Hesketh, addresses a critical "democratic deficit" within the South East Cornwall Community Area Partnership (CAP). While national voter turnout at the 2024 General Election hit its lowest level since 2001 (59.7%), the local situation is more severe. In the May 2025 elections, 27 out of 29 local councils in the CAP area were uncontested, meaning voter turnout was effectively zero for 93% of these authorities.

Causes of Disengagement

The report identifies several systemic and local barriers to participation:

- **Knowledge Gap:** Residents often lack a clear understanding of the roles and responsibilities of parish and town councils.
- **Perceived Disconnect:** There is a growing sentiment that councillors are an "out-of-touch elite".
- **Systemic Barriers:** Mandatory voter ID and complex registration processes have disproportionately impacted younger and lower-income demographics.
- **The Trust Paradox:** While only 9% of voters have "high trust" in parish councils, this is still higher than the trust levels for district councils (6%) or the House of Commons (5%).

Driving Engagement through Data and Action

To address these issues, the report introduces an **Engagement Index**. This tool uses published minutes to track councillor performance across three metrics: **Attendance**, **Agenda contributions** (proposing discussion items), and **Actions** (taking on tasks arising from meetings). Data shows that while attendance is generally high, active participation in setting agendas and taking actions is often concentrated among a few members, leaving significant room for improved collective capacity.

The report collates over 40 specific actions across three categories: internal communication (clerk-to-councillor), council-to-resident engagement, and individual councillor outreach. Key recommendations include:

- **Digital Modernization:** Using QR codes, social media, and accessible websites.
- **Proactive Presence:** Hosting surgeries in high-traffic areas and visiting schools to encourage youth registration.
- **Transparency:** Using PowerPoint in meetings and publishing the documents councillors use to make decisions.

The Path Ahead: Devolution

The urgency of these reforms is heightened by the upcoming **English Devolution & Community Empowerment Bill**. This legislation will mandate "effective neighbourhood governance" to move decision-making closer to residents. The report concludes that parish councils must be proactive in improving engagement now to ensure they are recognized as the central "first tier" of government capable of handling these new devolved powers.

2.0 The Democratic Deficit

2.1 The metric most often used to measure the health of our democracy is that of voter turnout. Nationally, regionally and locally it's in decline. At the 2024 General Election, turnout was just **59.7%** - its lowest level since 2001 and much lower than the peak of **83.9%** seen in 1950. While national figures are concerning, the situation at the local level is problematic too. Nationally, turnout at the local elections in May 2025 was 34.3%. Cornwall was slightly higher at 37% but that itself was down from 39% in the 2021 elections.

2.2 At town and parish council level, and using the same indicator, voter turnout in our South East Cornwall CAP area was effectively - zero. That is to say, of the 29 councils in our area, only 2 were contested (compared to 5 that were contested in 2021). So the remaining 27 council areas (93%) were uncontested – meaning that there were either fewer candidates than seats or an exact number of candidates to fill those vacancies.

For the South-East Cornwall CAP, this is unusual because nationally, in the May 2025 local elections, contested seats (where there are more candidates than seats) rose by 40% compared to the previous year.

- **21% of councils** held competitive ballots in 2025, up from 15% in 2024¹.
- This suggests a 'turning point' in local engagement, although 74% of councils still ended up with vacancies because not enough people stood for election.

2.3 What might the reasons behind this be? At national level, the House of Commons benefits from a dedicated 24 hour news channel (BBC Parliament), regular programmes on our national politics, news items on every bulletins, talk shows, phone-in programmes, and sophisticated political machines behind candidates to maintain their profiles and get them re-elected. No parliamentary seat is ever uncontested – but turnout is still falling.

2.4 At our county level, we have a scaled down version of the national picture: television programmes, radio programmes, canvassing, hustings. Still no seat is ever uncontested and still turnout is falling.

2.5 Our town and parish councils are non-political, and the nature of our councillors is that they are not professional politicians and so do not have the back-up and resources seen nationally and across the county. Is this the explanation for the apparent lack of engagement between the electorate and those elected to represent them? or has the democratic process become a distant or irrelevant exercise for them?

2.6 Direct Feedback on Services. When surveyed by the Local Government Association (LGA),² residents often distinguish between the 'council' as an institution and the 'services' provided.

Residents tend to be more satisfied with specific local 'parish' services (like allotments, parks, and community centres) than they are with the broader administrative 'council' structure. Nationally, research shows there is a growing demand for 'community power', with

¹ <https://democracyclub.org.uk/blog/2025/07/29/parish-councils-and-political-parties-some-initial-findings/>

² <https://www.local.gov.uk/our-support/research-and-data/research-publications/lga-perceptions-survey>

75% of people believing that allowing communities to have more of a say in local decisions would be more effective than central government control.

2.7 The contradictions in perception and reality

Aspect	Public Perception	Statistical Reality (2025)
Trust	Higher than MPs and District Councils	Only ~9% have 'high trust'
Politics	Prefer 'non-political' independents	Party candidates are 5x more likely to win
Engagement	Seen as 'distant' or 'invisible'	40% surge in contested elections
Staffing	Assumed to be fully staffed	74% of councils have vacancies

3.0 Possible Causes

3.1 Research into public attitudes toward parish and town councils suggests a complex relationship: while voters often trust them more than national politicians, there is also significant confusion about what they actually do.

Recent data from organizations like the National Association of Local Councils (NALC)³ and the Democracy Club (2024–2025) highlights several key trends in voter perception and behaviour.

3.2 National level

- **The First-Past-the-Post (FPTP)⁴ system**

Widely cited as the leading cause. By 2024, data showed that nearly 58% of voters were not represented by a candidate of their choice. This ‘winner-takes-all’ approach often results in a ‘disproportionate’ outcome where a party gains a massive parliamentary majority (and thus total executive power) despite receiving a minority of the popular vote.

- **Lack of Accountability in the Second Chamber**

The House of Lords remains an unelected body. There have been long arguments over the removal of hereditary peers: unelected individuals can delay or block legislation promised in election manifestos. Critics argue that because peers are unaccountable to the public, their power to stall laws like the *Employment Rights Bill* creates a significant gap in democratic legitimacy.

- **Over-Centralization in Westminster**

Despite devolution, many feel that ‘bottom-up’ power is a myth, with the Treasury often micro-managing local deals. The recent delay of mayoral elections in regions like Sussex and Norfolk until 2028 has further fuelled the perception that local democratic rights are secondary to Westminster’s political convenience.

3.3 Local level

- **The Trust Factor:** A study by the *Centre for Policy Studies*⁵ found that only 9% of voters have ‘a lot of trust’ in their parish council—which sounds low, but it is actually higher than the trust levels for larger district councils (6%) and the House of Commons (5%).
- **Perceived Disconnect:** A growing sentiment that councillors are an ‘out-of-touch elite’ whose decisions do not reflect the lived reality of ordinary residents.
- **Knowledge Gap:** Research suggests that for many voters, the roles and responsibilities of local councils remain ‘poorly understood.’ Many residents only engage with their council when a controversial planning application or local issue arises.
- **Systemic Barriers:** The introduction of mandatory voter ID and complexities in the registration process have disproportionately affected younger and lower-income demographics.

³ <https://www.nalc.gov.uk/about.html> (access may be restricted to members)

⁴ <https://electoral-reform.org.uk/voting-systems/types-of-voting-system/first-past-the-post/>
<https://electoral-reform.org.uk/should-the-house-of-lords-be-reformed/>

⁵ Centre for Policy Studies (CPS) report ‘Who Governs Britain’ July 2018,

- **How to find you: at a simpler level, do your residents know who you are, where you can be found and what you do?**

4.0 The Role of the Parish Council and its Councillors

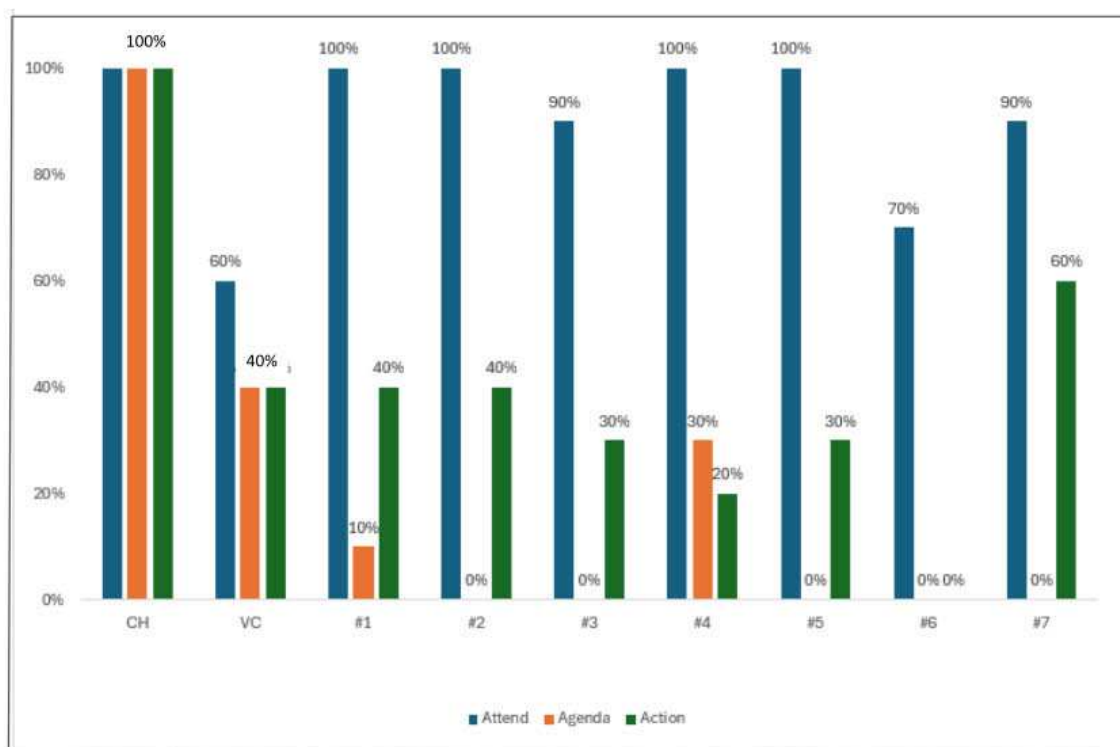
4.1 As the 'first tier' of local government, Parish and Town Councils occupy a unique and vital position. Unlike Westminster or even the county council, Parish Councillors are embedded within the very communities they represent. They are the most accessible face of British democracy, but how many of your residents engage with you? The minutes of your public meetings will record how many members of the public attended, but what are your own members doing to facilitate this?

4.2 In local government, the relationship between an individual councillor and the council itself is the engine room of community engagement. While much is written about national trends, it is the internal dynamics of a parish or town council - specifically how effectively a councillor collaborates with colleagues and the Clerk - often dictate whether a project succeeds or stalls.

4.3 The author has created an **Engagement Index** that extracts information from your published documents (most typically your minutes) that charts the engagement activities of councillors in relation to those meetings. This Index was developed to provide a constructive framework for understanding these internal working relationships. Rather than focusing on external popularity, it extracts the practical behaviours that sustain a high-functioning council: attendance; willingness to bring items to the public meeting for discussion and then taking on actions arising out of those decisions.

It is designed to help councillors identify areas where they are providing strong leadership and where the council's collective capacity might be improved. Ultimately, the goal is to foster a culture where the focus remains on the community's needs, supported by a council that is professionally resilient and internally aligned.

4.4 In this example, there are 9 councillors analysed (Chair, Vice Chair and 7 others) over a 12 month period in terms of Attendance, Agenda (items included) and Actions (arising from the meeting).



- Blue column shows attendance (generally good except for the Vice Chair and Councillor #6)
- Orange column shows number of times that a councillor has asked for items to be included on the agenda. You would expect the Chair to be actively engaged in drawing up the agenda and to be proposing items for inclusion. However, 5 councillors have never asked for items to be added.
- Green column shows the number of occasions that councillors have agreed to take on actions arising from discussions and resolutions in the public meeting. Councillor #7 attends well, never has any agenda items but has taken on actions. Exceptionally, this may include extra work that the Clerk has been informed of.

This is very much a broad brush analysis, but the chart can provide a baseline for scrutinising how your councillors perform and where there are opportunities for improvement.

4.5 One simple question for you - does your council just post an agenda on a physical noticeboard and wait for residents to attend?

4.6 Strategies for Proactive Engagement

If the electorate feels unheard, then the responsibility of opening a conversation with them must lie with the council and its members. Proactive engagement aims to rebuild the 'social capital' necessary for a functioning democracy.

- **Demystifying Governance:** The Council and its Councillors should actively educate residents on what the Parish Council actually controls—from local allotments and play areas to influencing planning applications. Clear, jargon-free communication via social media and an accessible website can bridge the knowledge gap.
- **Targeted Outreach:** Since disengagement is highest among young people and those in lower socio-economic groups, councillors should seek out these voices where they are, rather than expecting them to attend formal council meetings.
- **Demonstrating Impact:** Engagement is sustained by results. By highlighting 'quick wins' and showing exactly how resident feedback led to a specific local improvement, councillors can restore the belief that local participation yields tangible benefits.

These strategies are explored further in Appendices 1-3 below.

5.0 The English Devolution & Community Empowerment Bill⁶

5.1 This Bill is currently going through Parliament, and will set out requirements for all local authorities to establish ‘**effective neighbourhood governance**’ to ‘move decision-making closer to residents, so that decisions are made by people who understand local needs.’ Details of the neighbourhood governance obligations will be set out in regulations to be made after the Bill comes into force, but prior to this, Government will undertake a review on the best way to achieve its aims, including consulting the local government sector to ensure they have an opportunity to contribute and share existing good practice. It is likely that the Community Area Partnerships will have a role in this process – but the response to them will require consultation with your residents, both before the regulations are agreed and following passing of the Bill to ensure that (informed) decision making is made by people who understand local needs.

5.2 The National Association of Local Councils believes that ‘. . . the Bill delivers real power to communities on the ground and is a ‘once-in-a-generation opportunity’ to strengthen local democracy. . . parish and town councils must be fully recognised as central to any neighbourhood governance reforms . . . and that without properly empowering this ‘first tier of local government’, the Bill would fall short of its promise to deliver genuine community empowerment.’

5.3 The SLCC (Society of Local Council Clerks) has been actively engaged with this Bill because it directly impacts the parish and town council sector in England. Their view generally supports devolution but emphasizes that for community empowerment to be ‘real’ it must include the professional clerks and councils closest to the people, ensuring they have the resources and statutory recognition to take on devolved responsibilities. Effective, active and quality engagement between parish councils and their residents will be an essential component in the working of this Act if it is to succeed.

⁶ Full Cornwall Council Briefing in Appendix 4

Engagement within the parish council – between clerk and councillors, and councillors and councillors.

Who leads/manages this? Clerk – all of these items below.

Why? Part 2 of the Clerk's Job Description is: To act as the contact point for the Council, including receipt of correspondence and documentation; telephone calls; emails; etc., and to deal in accordance with the known policy of the Council, or to bring to the attention of the Council.

Item	Purpose	Notes
Contact list for Cllrs and Clerk (personal phone numbers, personal and council email)	Enables everyone to communicate between themselves at basic level.	Easy to create and circulate from information already on file. This might be adapted for your website.
WhatsApp group (private group for Cllrs and Clerk)	Easy text messaging system on your smartphone and PC.	Free to set up, familiar to use, closed and confidential. Easy to set up additional groups. Can also be used for group phone calls and video messaging. NB Your texts are open to FOI requests
Text	Text messaging using your phone	Fallback from WhatsApp if you are in an area with poor broadband/WiFi coverage.
Phone	Catch ups that save you writing or texting	Do you keep your Clerk and Councillors numbers in your phone's contact list?
Email	Group mailing lists enable you to send out/forward info from Clerk	Create a separate email list for Chair/Vice Chair? Easier for quick communications.
Answer your emails promptly	Demonstrates your attention to your colleagues – even if it's a simple 'will discuss later' response.	Clerks will check their mailboxes daily. Councillors – if you can't check daily, best days Tuesday and Thursday? (Tuesday to pick up emails sent from Friday to Monday, including the deluge on Monday, and Friday for the Tuesday to Wednesday, giving you time to reply before the weekend)
Attendance at public meetings	Where you need to communicate directly with your councillors and check	Do you need to hold a private meeting prior to the public meeting? (this would not be a

	understanding/take questions.	closed session and not included on your agenda). Probably easier to arrange this before the meeting rather than at the end (when councillors and staff may be anxious to leave)
Private meetings	For sharing confidential or non-attributable information, testing ideas.	Helpful where you need to prepare people for good/bad news and scope out options for a response.
Clerk as go-between	Clerk may be needed as an 'honest-broker' or impartial distributor of news and proposals between other organisations.	This is dependent on your level of trust and confidence that you and other people outside of your council have in your Clerk.

Engagement between the parish council and parish residents		
<p>Who leads/manages this? Chair & Clerk Why? Because Part 2 of the Clerk's Job Description still applies, but the Chair has a leadership role in their council which would require a public presence and public actions to represent their members.</p>		
Item	Purpose	Notes
Attendance at public meetings	For residents to bring their issues directly to the council.	Potential for confusion over the council's powers to resolve issues, but has the potential to start a dialogue between resident and council.
Attendance at public events.	To demonstrate the council's leadership role in the community.	Annual events, such as carol services; Remembrance Sunday (do you supply a wreath on behalf of the council?); funerals of residents who have given public service.
Public statements for significant events	To clarify and state, for the record, the parish council's position on important issues.	Example might be – where a major incident (crime, local emergency, national events) occurs. Your statement might be limited to your website, social media or parish noticeboard. Other events might warrant a notice in local newspapers.
Visiting schools to encourage voter registration	To promote the democratic process to young people in your locality.	Also an opportunity to explain the role of councillors and the parish council, and their links to the wider democracy (Cornwall, regional, national)
Joint working projects	To bring in wider experience and knowledge than might be available from councillors.	Typically, this may be a 'working' or 'task & finish' group. Where involving residents, it is especially important to be clear on your aims, objectives and outcomes. Their expectations may be different from yours. (and their sense of timing too). Neighbourhood Watch is about supporting communities: can your council initiate a group? (they also support youth groups)

Engaging with other parishes.	An opportunity to share best practice and benefit from joint working,	Your Community Area Partnership is a good starting point, as well as major planning applications whose impact may affect more than the host council.
Networking at council events.	Further opportunities for the council to extend its influence and meet other councillors and residents.	Chair, Clerk or Councillors are all well placed to attend and represent their council. Sound knowledge of your council's key objectives and projects is essential, and reporting back as an agenda item at your next public meeting enables other councillors to understand their wider role and what is being done in their name.
Answer your emails promptly	Demonstrates your attention to your residents – even if it's a simple 'will reply later in more detail' response.	Clerks will check their mailboxes daily and can alert the Chair to issues that require an immediate response.
Surgeries	For residents who do not use email, social media or have private issues to discuss, presenting a public face of the council in a familiar location is helpful.	Try to link your public surgeries to other events that might have a greater pull, eg church coffee morning? police visit? Annual show?
Parish Noticeboard	Old -fashioned in a digital age, but effective when giving residents information to read.	Needs to be kept topical and up to date. (Your minutes from a meeting 3 months ago is the thing to avoid). Consider how attractive you can make your council notices. If you have no boards currently, can you locate them in areas of high pedestrian traffic? (eg outside a shop, bus stop or village hall?). Make the mixture engaging – not a sea of black and white council notices. Have you room for other organisations to post their news? Council comes first! But can you install a second board

		for them – it will generate footfall.
'A' board outside meeting room	Clear and visible sign that the council meets 'Here Tonight'	Get the graphics professionally designed and printed (A4 black and white notices on the entrance door don't cut it). If no 'A' board, can you laminate a clear A3 sign to post outside your meeting room entrance?
Website	An invaluable resource for residents looking for immediate information and background to your services.	Same as your noticeboard – keep it up to date and relevant. Can visitors easily see the date of your next meeting (and agenda) on the front page? Can they see pictures of their councillors? And the Clerk?
Use QR codes where possible in publicity.	Quick links to information you might wish to promote.	In a digital age, your posters and flyers might have limited space for detail (and too much information might put people off). Upload the detail to your website, and link it via a QR code in your printed matter.
Surveys and consultations	Engages directly with residents to involve them in your planning.	Give people taking part in face to face meetings (or online) the opportunity to leave their contact details so that you can send them the results of your consultation. This is important otherwise there is no 'reward' for them giving up their time to you. Tell them when you'll be publishing or having a public discussion of the results.
Newsletter	An opportunity to get printed information about your work into the hands of residents to read in their time.	An A5 newsletter is usually sufficient in size for the content you might have. However – time consuming to edit (unless you have a dedicated councillor or resident). Cornwall Council have competitive print rates. Major problem may be how to distribute the publication (hand delivered to residents or displayed in local shops and other public outlets?). As an

		alternative, consider a regular supplement in an existing publication with a contribution to costs (Church magazine? Community centre newsletter?)
Flyers	If there's a specific issue that concerns residents, consider a simple (one page A4) flyer.	This might supplement a public statement for important events. Don't forget the QR code!
News releases – local press	For promoting events or your take on important issues in your parish.	Local papers don't employ 'reporters' like they used to. Much easier for them if you can supply an article that they can copy and paste with minimal (ideally no) editing. As a rule, keep to less than 400 words, and attach an interesting photo that explains what you have written (and always list people in the photo, left to right). Don't get shirty with the reporter/editor if they don't publish your prose, but be persistent in sending them appropriate news items.
Invite for planning applications	Opportunity for applicants to explain their project and for councillors to ask questions.	Where possible, invite the applicant (their postal address should be on the application form). Failing that, invite the agent – their email address can be obtained from the company name included on the application.
Welcome information for people attending meetings	Most of your residents won't know who their councillor is, what the council does or how they should engage with it. A 'quick guide' will help break down this barrier.	It helps to avoid over-formality in public participation and manages expectations of what your councillors can do. Consider mailing out a copy to people whom you have invited to your public meeting.
PowerPoint for your public meeting.	Useful at the meeting so that councillors and other people attending can see what is being discussed.	Copying and pasting each agenda item to a separate slide for the public meeting helps understanding and adds interest. Especially useful when discussing planning applications where you can

		display location, layouts, drawings etc.
Publishing documents on your website that councillors use in their decision making	Part of being open and transparent in your council decision making.	Residents can see for themselves what information councillors are using to make their decisions with. Consider advice from the British Dyslexia Association in all your printed/published material (search online for Dyslexia Style Guide).
How diverse is your community and are any special methods needed to engage with them?	To enable your messages to reach the widest audience, consider if any groups have specific needs and tailor your methods accordingly.	Social media can be helpful here – Facebook remains a dominant social network for adults in the UK, especially those over 25 but is now seeing growth in older users. Younger people have a wider choice of media – take advice about which to invest your time in – and make your content appropriate to the audience.
Walkabouts	Gives residents the opportunity to meet councillors in their space – on the street, in a park or walking along.	Publicise well in advance – laminated posters on lampposts along the route, councillors can wear hi-viz jackets (and their name badges). Good for following up in the next public meeting.

Engagement between individual councillors and residents		
<p>Who leads/manages this? Chair & Councillors, supported by the Clerk Why? Because Councillors are elected to represent the interests of residents and make decisions that improve the local area. Having discussions with individual residents is a part of that. The Clerk is best placed to coordinate communications between residents and the council, whilst staying in the loop to give advice and support to both parties.</p>		
Item	Purpose	Notes
Private meetings with residents	Direct exchange of views and opinions – cuts down endless emails.	Be aware of safeguarding concerns, set ground rules for meeting and what is recorded. This is critical if you meet in a private residence. May be challenging but a good bonding opportunity.
Private meetings with special interest groups	May be helpful where an issue has been raised in a public meeting that needs more information gathering or a contentious issues that needs careful management away from an open public meeting.	Be clear what expectations about the meeting are, and what the boundaries to your authority are. It might be best to take the Clerk along as well if you're unsure (at the least, they can take notes – with agreement of the organisers – so that you can feedback to other councillors at your public meeting). Wear a name badge when meeting any groups of people so that they can identify you and check your credentials on the council's website.
Attending public events	Opportunity to meet wide range of people in informal settings.	Have something to promote (provide a focus for the event). Benefit from someone else doing the organising! At the least - do you have a pull-up roller banner for your council? Or display boards to promote your work?
Text/Email	You can manage this kind of work around your own commitments.	Having a written record (an email trail) is helpful to all parties. Be aware that your council communications (even if you use a private phone) is

		open to FOI requests. And only use your council email address for communications like this.
Phone – clerk & councillors	Quick, simple, direct communications.	Be aware of other peoples' boundaries, and please respect the Clerk's time limits. Do you publish other peoples' phone numbers? It's usual for only the Chair and Clerk to put their telephone numbers in the public domain OR buy a dedicated council-phone for them.
Publish council contact details	Open, transparent and easy communications.	Publish them on your parish noticeboards, magazine, newsletters, website etc.
Using your personal networks to raise your profile (or develop one)	Brings a relevant (and personal) approach to issues in your immediate community.	Having a 'name and face' to recognise, speak with and hold to account is critical to your work as an elected councillor. In your personal networks, you're with friends, so this is a possible easy first step for newly elected members.
Being active on social media	To be able to speak directly to residents and engage in a public discussion electronically.	Set up a separate 'Councillor Smith' account, and remember you are still bound by your Code of Conduct. Don't engage in extended discussions with one person (unless you're happy to do this). Better to take the discussion offline and contact them directly. Block people who are abusive.
Consistent signatures on councillors emails	To present a professional and inclusive format to your emails – demonstrates joined up working.	Be sure to include your 'Councillor' name (your postal address and any phone number is optional). Consider a standard disclaimer notice about confidentiality, data protection and virus protection. Your Clerk can supply this information.
Personal engagement plan	Enables you to consider appropriate engagement opportunities throughout	Opportunities may include local events, residents' associations meetings, national events etc. Whatever suits you and your

	the year and plan your appearances.	style of engagement – then get them in your diary.
Answer your emails promptly	Trust, confidence, credibility. All the above.	Nothing is more frustrating for a residents who takes the trouble to write to you – and doesn't get a reply. Is this why voter turnout is falling when residents aren't acknowledged?

Briefing: Proposed Legislation on Neighbourhood Governance

This paper provides a briefing on proposed legislation on “neighbourhood governance,” as this will potentially impact on the future of Cornwall’s neighbourhood governance model, currently consisting of the Community Area Partnerships.

The English Devolution and Community Empowerment Bill includes provisions that will:

- Require all local authorities to establish “effective neighbourhood governance” to “move decision-making closer to residents, so that decisions are made by people who understand local needs.”
- The details of the neighbourhood governance obligations will be set out in regulations to be made after the Bill comes into force (Bill likely to do so by end of 2025/2026).
- Before the regulations are made, the Government will undertake a review on the best way to achieve its aims, including consulting the local government sector to ensure they have an opportunity to contribute and share existing good practice.
- The Government will issue guidance on how neighbourhood governance structures can work well with town and parish councils. It has stated it is determined to “make sure that all local authorities have a way of working with people in their neighbourhoods, so they are not relying on town and parish councils to do it.”

What we don’t know yet:

- Expectations on local authorities in terms of structures, processes, timescales and resource commitments
- The Government’s approach to the regulations. For example:
 - Will it set outcomes it wishes to see? Such as increased participation and improved trust - while leaving local authorities and their partners to determine the most appropriate structures to deliver those outcomes OR
 - Will it be prescriptive, setting out a required model? At present, based on media statements made by the Minister, the Government seems to favour the “Area Committee*” model.
- *Area Committees are formal Council committees for a defined geographical area. They can fulfil the same roles that Community Area Partnerships (or other existing models in other local authority areas) can undertake. Two significant differences are:
 - They comprise principal authority councillors (so, if Cornwall had them, they would comprise the Cornwall Councillors representing the electoral divisions in each area). They can still involve other local stakeholders such as town and parish councils and other partners, but the principal councillors would have formal voting authority.
 - The Council can also delegate functions to them, giving them decision-making power on those functions within each area.
- An example of a local authority that operates Area Committees is North Yorkshire. Here is an illustrative selection of their roles and functions, in comparison to the CAPs:

North Yorkshire (D = Delegated function)	Cornwall: Do CAPs have a comparable role?
1. Vision: "To improve the quality of life for people in their area by acting as a 'critical friend' to policy makers and decision makers, enabling the voice and concerns of the public to be heard and driving improvements in public services.	Vision: "Bringing local organisations and people together to tackle the issues that matter to communities"
2i Town & Parish Councils: partners (non-voting) Terms of Reference (ToR) identify role for T&PCs in feeding into Community Area Action Plans	2i Town & Parish Councils: members (voting) ToR give CAPs role in championing and facilitating work of/networking between T&PCs
2ii Public participation	Yes
3. Community Area Action Plans	Yes
4. To hold Executive [Cabinet] to account by challenging performance/service delivery (D)	Limited: CAPs can request information/comment on Council/partner delivery and performance but have no powers in this respect.
5. Making/enforcing new street byelaws/orders; stopping up/diversion of highways; promotion of road safety information/training (D)	No (however, CAPs have been active in helping to promote road safety information advice and speedwatch initiatives)
6. To promote enterprise/investment and maintain economic wellbeing/regeneration (D)	No
7. To make recommendations to the Council on spending Community Infrastructure Levy and Section 106 expenditure (D)	No (however, CAPs have been asked to make recommendations on other funding streams i.e. highways and Shared Prosperity Funding)
8. To consider and review crime and disorder and community safety (D)	No (no delegated power, but CAPs can and do contribute to this agenda)
9. Appointments to outside bodies (D)	No
10. To promote tourism, heritage, arts, leisure and culture – and scrutinise proposals relating to this (D)	No (no delegated power, but CAPs can contribute to these issues and, although they have no scrutiny powers, can look into issues of their choice.

- Views on the Neighbourhood Governance proposals from the associations for principal and town & parish councils:

Local Government Association: “The LGA is committed to the principle that local areas are best placed to decide what form of community engagement is appropriate for their context. If the Government moves ahead with its intention to standardise the neighbourhood area committee model, then councils should receive new burdens funding to reflect that delivering this model will – in a way which truly empowers communities – require resources. It’s also vital that neighbourhood-level committees are designed in a way which empowers communities to engage with wider public services, such as the NHS and police, and the voluntary and community sector.”

“The LGA would like to see at the very least, a requirement for the involvement of health, police and fire services in neighbourhood committees. There must be alignment between this clause and the commitments in the 10-year health plan for England, to introduce a neighbourhood health service, which local government will have a critical role in shaping and delivering.”

National Association of Local Councils: [comments also about the Bill in general]: “Our president Baroness Ros Scott [has urged] the Government to ensure that the... Bill delivers real power to communities on the ground. [She] described the legislation as a ‘once-in-a-generation opportunity’ to strengthen local democracy. She warned, however, that the substance of the Bill must live up to its spirit. That parish and town councils must be fully recognised as central to any neighbourhood governance reforms. She highlighted the essential role played by...parish and town councils...She stressed that without properly empowering this “first tier of local government”, the Bill would fall short of its promise to deliver genuine community empowerment. ‘This is a pivotal moment,’ she said, ‘and we must ensure that local government reform is rooted in the communities it serves.’”

“From our perspective, the Bill represents a significant step forward. Still, its success will depend on whether it truly empowers parish and town councils. We call on the government and parliamentarians to seize the opportunity to make devolution meaningful for communities across England.”

Steve Foster (Localism Manager Cornwall Council) 2.12.25

References & Further Reading

2024 General Election Turnout

House of Commons Library Sep 2024

<https://commonslibrary.parliament.uk/general-election-2024-turnout/>

Turnout at Elections

House of Commons Library Jan 2023

<https://commonslibrary.parliament.uk/research-briefings/cbp-8060/>

What do we know about voter turnout in parliamentary elections?

Ashley Lait, Economics Observatory 2024

<https://www.economicsobservatory.com/what-do-we-know-about-voter-turnout-in-parliamentary-elections>

How can councils engage residents to tackle local issues?

Innovation in Democracy Mar 2020

<https://www.involve.org.uk/our-work/our-projects/how-can-councils-engage-residents-tackle-local-issues>

New conversations: LGA Guide to Engagement

Local Government Association Feb 2017

<https://www.local.gov.uk/publications/new-conversations-lga-guide-engagement>

Cllr Lou Laybury

St Cleer Parish Council

James Hardy

Clerk to Penzance Town Council

<https://www.penzance-tc.gov.uk/download/community-engagement-strategy/?wpdmdl=1319&refresh=695a94912ed5e1767543953>

Karenza Heald

Clerk to Millbrook Parish Council

Fiona Carnie

Educationalist and writer. 'Tackling the democracy deficit in schools'

The Guardian Nov 2025

<https://www.theguardian.com/society/2025/nov/05/tackling-the-democracy-deficit-in-schools>

Society of Local Council Clerks AGM

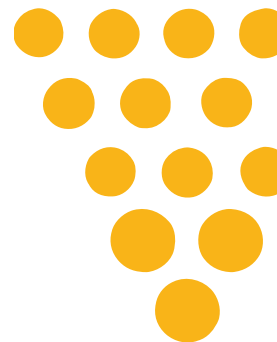
Lanhydrock Dec 2025

Clerks to Smaller Councils Meeting

Portreath Nov 2025



John Hesketh
engagementintelligence@outlook.com
07966 183082



Join us at your Community Area Partnership

Residents are invited to come along and take part in the next meeting on **Tuesday 7 April 2026**

South East Cornwall Community Area Partnership (CAP)

The CAP brings local organisations and people together to tackle the issues that matter to local communities. It involves your Cornwall Councillors, town and parish councils and other organisations that work in our communities. These include the Police, health services and voluntary and community sector.

Topics at the April meeting include:

- **Echo Centre Liskeard** – Insight into the support and services available.
- **Community and Town & Parish Council engagement** - Background research on what residents think of their local councils and an opportunity to share best practice.
- **Updates on local issues**

All meetings are open to the public. Please contact us for more information.

Meeting details:

Venue: St Pinnock Band & Community Hall
(East Taphouse) Salts Meadow, PL14 4NJ
Time: 6:00-8:00 pm.

Contact us

Email: localism@cornwall.gov.uk
Facebook: [South East Cornwall Community Area Partnership | Facebook](#)

If you would like this information in another format please contact:

Cornwall Council, County Hall, Treyew Road, Truro TR1 3AY
Email: equality@cornwall.gov.uk Telephone: **0300 1234 100**

Health Action Group - Progress Report to Saltash Town Council

Since I last reported in December, it has been agreed with local NHS leaders that a Project Team will now manage the process of bringing “care closer to home” by refurbishment of underused space at St Barnabas.

The Project Team had a preliminary meeting in mid-December but met formally for the first time at St Barnabas Hospital on March 18. The good news, however, is that the refurbishment of a small clinical room has been completed and will come to host a local phlebotomy service, probably from early summer onwards. The various NHS stakeholders are clearly meeting regularly to put this in place finally.

The St Barnabas Project Team is being led by Tryphaena Doyle, Place Director for NE Cornwall, and there will be two senior staff from Cornwall Foundation Trust (who manages the building), the two local GP Practices plus the GP out-of-hours service, and Derriford Hospital. Community representatives are the chairs of the two Patient Groups, and one Town Councillor (Cllr Jane Suter attended on this occasion).

The first step will be to consult all potential users of the building about the needs of their patients and service. The Team will be meeting every 6 weeks.

The future of the original Health Action Group is consequentially uncertain, but may have a role in reviewing progress generally, and feeding into wider NHS plans.

Peter Thistlethwaite
Port View Surgery PPG

March 18 2026

To receive an update on the future of the health care in Saltash and consider any actions and associated expenditure

Report to: Saltash Town Council

Date of Report: 02/04/2026

Councillor Jane Suter on behalf of the Health Action Group

Cllr Recommendations : Note the progress being made in providing healthcare within St Barnabus Hospital.

Report Summary

The Health Action Group has been meeting periodically over the past 2 years seeking to improve Healthcare within Saltash, with current priorities being

- To commence phlebotomy (blood testing) service at St Barnabus
- To consider the use of the day room at St Barnabus
- To consider how to improve NHS dentistry provision with Saltash

I recently attended the inaugural meeting of a Project Team to oversee to the works required to the day room to decide how to increase the use of the day room and oversee any works required. This Project Team is a small sub group of the Health Action Team, and it is proposed that only 1 Saltash Town Councillor attends these meetings. The following is a brief summary of the meeting provided by the Chair.

The group received an update on the neighbourhood phlebotomy pilot, which will make it easier for local residents to access blood-testing services closer to home. The downstairs clinic room at St Barnabus Hospital is now ready, and work continues between local NHS partners to plan how the pilot will be delivered. The pilot is expected to start on a small scale and build up over time, offering additional choice alongside the phlebotomy appointments already available at Saltash Health Centre, Port View Surgery and the existing service at Windsor House in Plymouth. The aim is to test a neighbourhood model that could benefit patients across East Cornwall.

The meeting also discussed future uses of the downstairs day-room space at St Barnabas. Members agreed that the hospital should be viewed as a community asset, and a wide range of ideas were explored, including potential clinical and non-clinical uses. The next step will be for key partners—including local GP practices, the East Cornwall Primary Care Network, voluntary sector representatives, Cornwall Council and UHP—to visit the space and help shape a shared vision for how it could best serve the local community.

Councillors should note that there are a number of practical issues to resolve before blood testing at St Barnabus can commence, and the positive progress being made by the group.

Councillor Jane Suter

Bank Receipts

Saltash Town Council

For the period 1 February 2026 to 28 February 2026

Contact	Description	Net	VAT	Gross
Barclays Active saver	Transfer to cover expenditure	£ 52,000.00	£ -	£ 52,000.00
Churchtown Cemetery	Interments	£ 56.00		£ 56.00
Churchtown Cemetery	EORB renewals	£ 1,033.00	£ -	£ 1,033.00
Cornwall Council	TRIP037 - Saltash Town Council Claim 2 - Revenue Grant	£ 1,038.28	£ -	£ 1,038.28
Cornwall Council Deposit Account	Transfer of funds for future investment	£ 50,000.00	£ -	£ 50,000.00
EE	Cash back from mobile contracts	£ 23.00	£ -	£ 23.00
Guildhall Income	Various Bookings	£ 41.20	£ -	£ 41.20
Guildhall Income	Refreshment Income	£ 18.33	£ 3.67	£ 22.00
HMRC	VAT refund received from HMRC for period 01 October 2025 - 31 December 2025	£ 22,294.47	£ -	£ 22,294.47
Isambard House Income	Booking Income	£ 425.00	£ 85.00	£ 510.00
Library Income	Photocopying Income	£ 129.91	£ 26.00	£ 155.91
Library Income	World of Books Income	£ 20.51	£ -	£ 20.51
Martin & Sons	Headstone installation Income	£ 111.00	£ -	£ 111.00
Martin & Sons	Memorial installation Income	£ 56.00	£ -	£ 56.00
Maurice Huggins Room	Booking Income	£ 90.00	£ -	£ 90.00
Public Sector Deposit	Bank interest	£ 1,613.21	£ -	£ 1,613.21
Saltash Bowling Club	Longstone - Bowling Club Water Charges	£ 59.09	£ 4.83	£ 63.92
St Stephen Parish Church	Interments	£ 335.00	£ -	£ 335.00
The Lighthouse	Refreshment Income	£ 6.67	£ 1.33	£ 8.00
Zurich Municipal	Refund for mid term adjustment of revaluation of buildings	£ 435.84	£ -	£ 435.84
Grand Total		£ 129,786.51	£ 120.83	£ 129,907.34

Bank Payments

Saltash Town Council

For the period 1 February 2026 to 28 February 2026

Contact	Description	Net	VAT	Gross
All Seasons Window Cleaning	Station Window Cleaning - December 2025	£ 40.00	£ -	£ 40.00
AngloTech Group Limited (Previously Print Copy Scan Ltd)	Prints for Photocopiers 26/11/2025 to 03/12/2025	£ 42.62	£ 8.52	£ 51.14
Bailey Partnership (Group) Ltd	Property reinstatement costs for insurance purposes, ensuring adequate coverage and financial protection in the event of damage or loss for all Saltash Town Council facilities	£ 5,400.00	£ 1,080.00	£ 6,480.00
Barclays	Bank charges	£ 9.53	£ -	£ 9.53
Barclays Mayor's Charity A/c	Transfer to cover bank charges	£ 18.62	£ -	£ 18.62
Barron Surveying Services Ltd	Contractual administration support for external redecoration and repair to Heritage building	£ 701.92	£ -	£ 701.92
BrightHR	Provisions of HR Software - January 2026	£ 78.00	£ 15.60	£ 93.60
Chubb Fire Ltd	Maintenance carried out to STC Fire extinguishers	£ 359.66	£ 71.93	£ 431.59
Cleansing Service Group Ltd	Waterside Cabin - Cleaning and disposal costs	£ 185.40	£ -	£ 185.40
Clear Insurance Management Ltd (Prev. BHIB Insurance Brokers)	Renewal of cyber liability effective Cyber insurance effective date 21/12/25 to 20/12/26	£ 1,716.49	£ -	£ 1,716.49
Cornwall Association of Local Councils	Code of conduct training course 17/11/2025 - Admin Officer	£ 25.00	£ 5.00	£ 30.00
Cornwall Association of Local Councils	Code of Conduct training course 03/09/2025 - Councillor	£ 25.00	£ 5.00	£ 30.00
Cornwall Association of Local Councils	Finance for Councillors Training Course 25/11/2025 - Councillor	£ 35.00	£ 7.00	£ 42.00
Cornwall Association of Local Councils	Finance for Councillors Training Course 10/07/2025 - Councillor	£ 35.00	£ 7.00	£ 42.00
Cornwall Association of Local Councils	Budgeting Training course 14/10/2025 - Finance Assistant	£ 35.00	£ 7.00	£ 42.00
Cornwall Association of Local Councils	Internal Controls training course 29/10/2025 - Finance Assistant	£ 35.00	£ 7.00	£ 42.00
Cornwall Association of Local Councils	VAT Partial Exemption training course 21/11/2025 - Finance Officer	£ 35.00	£ 7.00	£ 42.00
Cornwall Council	Insurance for Longstone Garage and Depot - February 2026	£ 15.00	£ -	£ 15.00
Cornwall Council	Rent for Longstone Garage and Depot - February 2026	£ 375.00	£ -	£ 375.00
Cornwall Council Rates Only	Non Domestic Rates 2025-2026 - Station Building	£ 3,842.30	£ -	£ 3,842.30
Cornwall Council Rates Only	Non Domestic Rates 2025/26 - Guildhall	£ 10,728.50	£ -	£ 10,728.50
Cornwall Council Rates Only	Non Domestic Rates 2025-2026 - Saltash Library	£ 13,098.75	£ -	£ 13,098.75
Cornwall Pensions	Pension Fund Payment - February 2026	£ 14,111.21	£ -	£ 14,111.21
Credit Card Purchases (Amazon)	Glass canisters for refreshments in Guildhall	£ 16.25	£ 3.25	£ 19.50
Credit Card Purchases (Amazon)	Refreshment Cost for room bookings and meetings - Guildhall	£ 24.98	£ -	£ 24.98
Credit Card Purchases (Barclaycard)	Card Fees	£ 96.00	£ -	£ 96.00
Credit Card Purchases (Canva)	Addon Lite subscription (monthly)	£ 12.84	£ 2.46	£ 15.30
Credit Card Purchases (Defib World)	Defibrillator Pads for the Library Defib Unit	£ 120.99	£ 23.20	£ 144.19
Credit Card Purchases (Defib World)	Defibrillator Pads for the Guildhall Defib Unit	£ 169.99	£ 33.00	£ 202.99
Credit Card Purchases (DVLA)	Road fund license - 12 months - BX15 HWJ 31/01/2026 - 30/01/2027	£ 347.50	£ -	£ 347.50
Credit Card Purchases (Ebay)	Consort down Flow eaters For use at Pontoon Welfare unit	£ 59.81	£ -	£ 59.81
Credit Card Purchases (Michael Lupton Associates)	Ceremonial gloves for mace bearers	£ 44.15	£ 8.83	£ 52.98
Credit Card Purchases (National Windscreen)	Repair of Service Delivery van damaged side window	£ 75.00	£ 18.80	£ 93.80
Credit Card Purchases (The Bookshelf)	Gift voucher for the winner of the Library Survey prize draw.	£ 25.00	£ -	£ 25.00
Credit Card Purchases (Xero (UK) Ltd)	Subscription - 01/01/2026 to 31/01/2026	£ 37.00	£ 7.40	£ 44.40
Dainton Group Services	Rent for Waterside Cabin and Effluent Tank	£ 332.13	£ 66.43	£ 398.56
Denmans	Repair Materials - Guildhall	£ 84.90	£ 16.98	£ 101.88
Denmans	Maintenance Materials - Festive Lights	£ 0.80	£ 0.16	£ 0.96
Denmans	Maintenance Materials - Pontoon	£ 2.85	£ 0.57	£ 3.42
Denmans	Maintenance Materials - Longstone Depot	£ 9.00	£ 1.79	£ 10.79
Denmans	Maintenance Materials - Public Toilets	£ 10.63	£ 2.13	£ 12.76
Denmans	Maintenance Materials - Longstone	£ 11.25	£ 2.25	£ 13.50
Denmans	Maintenance Materials - Vehicle Maintenance Cost	£ 7.76	£ 1.55	£ 9.31
Denmans	Longstone Depot - Tool consumables	£ 3.77	£ 0.75	£ 4.52
Denmans	Office Costs - Longstone Depot	£ 29.44	£ 5.89	£ 35.33
Denmans	Repair Materials - Longstone Depot	£ 46.84	£ 9.37	£ 56.21
Denmans	Repair Materials - Churchtown Cemetery	£ 69.52	£ 13.91	£ 83.43
Denmans	Repair Materials - Guildhall	£ 82.93	£ 16.58	£ 99.51
Denmans	Tool Consumables - Longstone Depot	£ 43.11	£ 8.62	£ 51.73
Denmans	Maintenance Materials - Longstone Depot	£ 192.60	£ 38.52	£ 231.12
Devon Contract Waste Ltd	Euro Waste collection 13/11/2025 and 26/11/2025	£ 15.00	£ 3.00	£ 18.00
Diverse Events	December invoice for the Saltash Market managed by Diverse Events.	£ 290.50	£ -	£ 290.50
EE	Staff Mobile Charges -January 2026	£ 188.95	£ 37.79	£ 226.74
Efficient Comms Ltd	Starlink monthly rental - January 2026	£ 75.00	£ 15.00	£ 90.00
Efficient Comms Ltd	Telephone Call and Service Charges - December 2025	£ 252.83	£ 50.57	£ 303.40
EON	Station Electricity Charges - 01/12/2025 - 31/12/2025	£ 358.83	£ 17.94	£ 376.77
First Aid Education Ltd	1st Aid Training course for 6 Councillors	£ 300.00	£ 60.00	£ 360.00

First Aid Education Ltd	1st aid training course for 3 staff members	£ 150.00	£ 30.00	£ 180.00
First Aid Education Ltd	Parking for 1st Aid Training course trainer	£ 10.00	£ 2.00	£ 12.00
HMRC	PAYE payment - February 2026	£ 15,371.09	£ -	£ 15,371.09
Hockerill Engraving	Acrylic plaque for Memorial Rose Bush and Plaque customer	£ 36.00	£ 7.20	£ 43.20
HR Support Consultancy	HR Services for work carried out during the month of December 2025	£ 741.45	£ 148.29	£ 889.74
Hygiene 2 Health Ltd	Basic Fire Safety Awareness Training Course - Community Hub Team Leader	£ 12.50	£ 2.50	£ 15.00
Hygiene 2 Health Ltd	Manual Handling Training Course - Community Hub Team Leader	£ 17.50	£ 3.50	£ 21.00
Hygiene 2 Health Ltd	Basic Fire Safety Awareness Training Course - SD Admin Assistant	£ 12.50	£ 2.50	£ 15.00
Hygiene 2 Health Ltd	Manual Handling Training Course - SD Admin Assistant	£ 17.50	£ 3.50	£ 21.00
Hygiene 2 Health Ltd	COSHH Training Course for SD Admin Assistant	£ 17.50	£ 3.50	£ 21.00
ICS Industrial Component Supplies	12 volt Battery Charger and Emergency Lite weight	£ 109.95	£ 21.99	£ 131.94
ICS Industrial Component Supplies	Portable Jump Starter Pack	£ 99.95	£ 19.99	£ 119.94
Institute of Cemetery & Crematorium Management	Cemetery Management and Compliance Course 31/03/2026 - Planning and General administrator	£ 100.00	£ 20.00	£ 120.00
James Hallam Council Guard	Commercial Fleet (Pontoon) insurance from 14th December 2025	£ 2,485.31	£ -	£ 2,485.31
KPT Timber & Building Supplies	Rock-Salt top up for Ice prevention	£ 891.00	£ 178.20	£ 1,069.20
Laser - Cemetery - 1051640	Electricity Charges 01/09/2025 to 30/11/2025	£ 118.84	£ 5.94	£ 124.78
Laser - Christmas Light supply Point 1	Electricity Charges 01/09/2025 to 30/11/2025	£ 79.85	£ 3.99	£ 83.84
Laser - Christmas Light supply Point 2	Electricity Charges 01/09/2025 to 30/11/2025	£ 134.59	£ 6.73	£ 141.32
Laser - Christmas Light supply Point 3	Electricity Charges 01/09/2025 to 30/11/2025	£ 75.09	£ 3.75	£ 78.84
Laser - Christmas Light supply Point 4	Electricity Charges 01/09/2025 to 30/11/2025	£ 82.81	£ 4.14	£ 86.95
Laser - Christmas Light supply Point 6	Electricity Charges 01/09/2025 to 30/11/2025	£ 89.35	£ 4.47	£ 93.82
Laser - Christmas Lights Supply Point 5	Electricity Charges 01/09/2025 to 30/11/2025	£ 122.01	£ 6.10	£ 128.11
Laser - Guildhall Electric	Electricity Charges 01/09/2025 to 30/11/2025	£ 1,219.15	£ 243.83	£ 1,462.98
Laser - Guildhall Gas	Gas Charges - 31/10/2025 to 30/11/2025	£ 189.49	£ 9.47	£ 198.96
Laser - Guildhall Gas	Gas Charges - 30/11/2025 to 31/12/2025	£ 330.50	£ 66.10	£ 396.60
Laser - Library Electric	Electricity Charges 01/09/2025 to 30/11/2025	£ 710.23	£ 35.51	£ 745.74
Laser - Library Gas	Gas Charges - 31/10/2025 to 30/11/2025	£ 307.71	£ 61.54	£ 369.25
Laser - Library Gas	Gas Charges - 30/11/2025 to 31/12/2025	£ 338.05	£ 67.61	£ 405.66
Laser - Longstone Park Depo	Electricity Charges - 01/06/2025 to 31/08/2025	£ 329.08	£ 16.45	£ 345.53
Laser - Station Gas	Gas Charges - 31/10/2025 to 30/11/2025	£ 48.77	£ 2.44	£ 51.21
Laser - Station Gas	Gas Charges - 30/11/2025 to 31/12/2025	£ 51.75	£ 2.59	£ 54.34
Laser - The Maurice Huggins Room	Electricity Charges - 01/09/2025 to 30/11/2025	£ 177.40	£ 8.87	£ 186.27
Laser - Unmetered supply	Electricity Charges - 01/10/2025 to 31/10/2025	£ 20.19	£ 1.16	£ 21.35
Laser - Unmetered supply	Electricity Charges - 01/11/2025 to 30/11/2025	£ 21.23	£ 1.21	£ 22.44
Laser - Unmetered supply	Electricity Charges - 01/12/2025 to 31/12/2025	£ 22.00	£ 1.25	£ 23.25
Laser- Belle Vue Toilets	Electricity Charges - 01/09/2025 to 30/11/2025	£ 96.82	£ 4.84	£ 101.66
Laser- Haldo Pillar Park light 1051653	Electricity Charges - 01/09/2025 to 30/11/2025	£ 86.49	£ 4.32	£ 90.81
Minster Cleaning (South West Commercial Cleaning Ltd)	Opening, closing and cleaning of Saltash Town Council toilet blocks from 1st to 31st December 2025	£ 3,126.42	£ 625.28	£ 3,751.70
PEAC Finance	Photocopier Lease 26/01/2026 - 25/04/2026	£ 649.28	£ 129.86	£ 779.14
Robert Mcneil	Maintenance on Ash tree in St Stephens Churchyard	£ 600.00	£ -	£ 600.00
Saltash & District Observer	Advert for Road Closures 14th Nov 2025 for Christmas Lights Switch On Event	£ 106.80	£ -	£ 106.80
Saltash & District Observer	Town Messenger - November 2025	£ 330.00	£ -	£ 330.00
Saltash & District Observer	Town Messenger - December 2025	£ 330.00	£ -	£ 330.00
Saltash Youth Network	Award of Precept Funding to be distributed to Saltash and district Youth Groups	£ 4,000.00	£ -	£ 4,000.00
Security Management South West Ltd	02/11/25 Security Alarm Call outs - Isambard House	£ 94.00	£ 18.80	£ 112.80
Security Management South West Ltd	01/11/25 Security Alarm Call outs - Isambard House	£ 47.00	£ 9.40	£ 56.40
Security Management South West Ltd	03/11/25 Security Alarm Call outs - Isambard House	£ 47.00	£ 9.40	£ 56.40
SLCC Enterprises Ltd	Operation London Bridge Training 18/05/26 for Town Clerk	£ 38.50	£ 7.70	£ 46.20
SLCC Enterprises Ltd	Operation London Bridge Training 18/05/26 for Office Manager/ Assistant to the Town Clerk	£ 38.50	£ 7.70	£ 46.20
SLCC Enterprises Ltd	Operation London Bridge Training 12/03/26 for Planning and General Administrator	£ 58.50	£ 11.70	£ 70.20
SLCC Enterprises Ltd	Operation London Bridge Training 12/03/26 for Mayor's Secretary/ Receptionist	£ 58.50	£ 11.70	£ 70.20
SLCC Enterprises Ltd	Operation London Bridge Training 18/05/26 for Admin Officer	£ 58.50	£ 11.70	£ 70.20
SOS Consultancy	Dell docking station for hot desk in reception	£ 191.00	£ 38.20	£ 229.20
SOS Consultancy	Monthly IT Support Services - December 2025	£ 1,384.66	£ 276.93	£ 1,661.59
SOS Consultancy	Monthly IT Support Services - January 2026	£ 1,384.66	£ 276.93	£ 1,661.59
South West Hygiene	Sanitary Bin Disposal Unit - Alexandra Square Toilet Rental/Service: 07/01/2026 - 06/01/2027	£ 155.65	£ 31.13	£ 186.78
South West Hygiene	Sanitary Bin Disposal Unit - Longstone Park Toilet Rental/Service: 07/01/2026 - 06/01/2027	£ 231.36	£ 46.28	£ 277.64
South West Hygiene	Sanitary Bin Disposal Unit - Belle Vue Toilet Rental/Service: 07/01/2026 - 06/01/2027	£ 245.78	£ 49.16	£ 294.94
South West Hygiene	Sanitary Bin Disposal Unit - Waterside Toilets Toilet Rental/Service: 07/01/2026 - 06/01/2027	£ 245.78	£ 49.16	£ 294.94
South West Signs	Window Frosting with Town Crests - Ground floor admin office window	£ 183.00	£ 36.60	£ 219.60
South West Water - Fairmead Road	Water Charges -10/09/2025 to 01/12/2025	£ 25.08	£ -	£ 25.08

South West Water - Library	Water Charges - 02/12/2025 to 05/01/2026	£ 16.01	£ -	£ 16.01
South West Water - Longstone Depot - Connection to Bowling Green	Water Charges - 02/12/2025 to 05/01/2026	£ 45.84	£ 3.83	£ 49.67
South West Water - Longstone Toilets - Connection to Bowling Pavilion	Water Charges 02/12/2025 to 05/01/2026	£ 426.24	£ 32.75	£ 458.99
South West Water - Maurice Huggins Room	Water Charges - 02/12/2025 to 05/01/2026	£ 16.01	£ 1.56	£ 17.57
South West Water - Victoria Gardens	Water Charges - 05/11/2025 - 01/12/2025	£ 6.56	£ 1.31	£ 7.87
South West Water - Victoria Gardens	Water Charges - 02/12/2025 - 05/01/2026	£ 8.51	£ 1.71	£ 10.22
South West Water - Waterside	Water Charges 27/09/2025 - 05/01/2026	£ 194.78	£ -	£ 194.78
Sovereign Fire and Security Ltd	7AMP Hours Battery Scheduled Replacement Saltash Library Hub Door Access Control System	£ 207.20	£ 41.44	£ 248.64
Spot-On-Supplies	Mini Jumbo toilet rolls	£ 49.15	£ 9.83	£ 58.98
Staff Salaries	Staff Salaries	£ 43,886.61	£ -	£ 43,886.61
Starboard Systems Ltd t/a Scribe Accounts	Scribe Allotments Subscription Fee - 01/04/2026 - 31/03/2027	£ 420.00	£ 84.00	£ 504.00
Stripe	Card Processing fees	£ 17.54	£ -	£ 17.54
Sumup	Card Processing fees	£ 0.98	£ -	£ 0.98
Tartendown Nursery	Plant Supply for The Winter 2025 Bedding Plant Order	£ 954.00	£ 190.80	£ 1,144.80
Thirsty Work	Credit Note for Overcharge	-£ 21.26	-£ 4.25	-£ 25.51
Trade UK Account	Credit Note for Returned Goods	-£ 4.22	-£ 0.85	-£ 5.07
Travis Perkins Trading Company Ltd	Tool Consumables - Longstone Depot	£ 8.93	£ 1.78	£ 10.71
Travis Perkins Trading Company Ltd	Maintenance Materials - Longstone Depot	£ 18.33	£ 3.67	£ 22.00
Travis Perkins Trading Company Ltd	Health and Safety Gloves	£ 56.04	£ 11.21	£ 67.25
Travis Perkins Trading Company Ltd	Paint for Longstone Depot office	£ 91.96	£ 18.39	£ 110.35
UK Identity Ltd	ID badge for Administration Assistant	£ 5.50	£ 0.75	£ 6.25
Viking Direct	Office Costs - Library	£ 83.44	£ 16.70	£ 100.14
Viking Direct	A3 paper - P&F	£ 19.18	£ 3.84	£ 23.02
Vincent Tractors Ltd	Special Fuel For Petrol Equipment for End of Year Storage and Cleaning	£ 40.42	£ 8.08	£ 48.50
WaterPlus	Water Supply Charges - 01/12/2025 - 01/01/2026	£ 68.47	£ 5.64	£ 74.11
Westcountry Skip Hire	14/01/2026 Disposal of Green Waste	£ 27.60	£ 5.52	£ 33.12
Westcountry Skip Hire	13/01/2026 Disposal of Green Waste	£ 29.90	£ 5.98	£ 35.88
Westcountry Skip Hire	16/01/2026 Disposal of Green Waste	£ 29.90	£ 5.98	£ 35.88
Westcountry Skip Hire	15/01/2026 Disposal of Green Waste	£ 39.10	£ 7.82	£ 46.92
Westcountry Skip Hire	22/12/2025 Disposal of Green Waste	£ 43.70	£ 8.74	£ 52.44
Westcountry Skip Hire	06/01/2026 Disposal of Green Waste	£ 62.10	£ 12.42	£ 74.52
Westcountry Skip Hire	17/12/2025 Disposal of Large Builders Skip waste	£ 331.00	£ 66.20	£ 397.20
WesternWeb Ltd	Renewal of domain name on neighbourhood plan website.	£ 25.00	£ 5.00	£ 30.00
Grand Total		£ 139,944.29	£ 4,890.75	£ 144,835.04

To receive a report on the Town Council committee structure and consider any actions and associated expenditure

1. Introduction

This report sets out a draft proposal for reforming Saltash Town Council's (STC) committee structure. The objective is to establish a more efficient, democratic, and functional governance model that strengthens decision-making, empowers committees, and aligns with sector best practice. The revised structure is intended for implementation in the municipal year beginning 7 May 2026, subject to approval at the April 2026 Full Town Council (FTC) meeting.

At the Council Forum meeting, there was strong support for the governance of the Town Council to be reviewed, but retaining a membership level of 16 for the Planning and Licensing, Services, and Policy and Finance Committees, with no changes proposed for the Personnel Committee, Burial Authority, or Joint Burial Board. The Town Clerk informed members that, although this arrangement differs from sector best practice, it remains a governance decision for the Town Council, not recommended by the Town Clerk.

The Town Council may, if it wishes, appoint an external organisation to carry out an independent governance review and produce a comprehensive report with findings and recommendations. This approach ensures that any decisions are informed and considered, recognising the importance of having effective governance arrangements that support both the Town Council and its staff.

2. Rationale for reform

STC currently operates a meeting pattern that relies heavily on themed FTC meetings, plus a number of sub committees, working groups, and a general FTC meeting, rather than a traditional structure of FTC supported by fully empowered committees, and working groups when necessary. This approach is considered poor practice, places unnecessary pressure on FTC, individual members, and inhibits efficient decision-making.

A revised committee structure is required to:

- Improve the Town Council's effectiveness as a decision-making authority.
- Ensure committees have the delegated powers necessary to carry out the operational work of the Town Council.
- Reduce unnecessary referrals to FTC and streamline governance.
- Create a structure that is democratic, functional, and proportionate to STC's administrative capacity.

- Reduces pressure on members of the Town Council.
- Improves attendance levels by ensuring members are aware of and accountable for their attendance.

3. Proposed principles underpinning the structure

The new committee structure should be designed around the following principles:

- Fit for purpose for STC tailored to the Town Council's size, workload, and strategic direction.
- Committees hold sufficient authority to deliver work without frequent escalation to FTC.
- Administrative workload is proportionate to available officer and resources.
- Democratic representation ensuring all members participate meaningfully in committee work.
- Using members' skills and subject knowledge in the appropriate areas.
- Clear, transparent, and effective decision-making.

4. Overview of committees and sub committees

Committees will be fully empowered and operate in accordance with their Terms of Reference (ToR). The consensus is the membership level is to remain unchanged as to what we know today x16:

- Policy and Finance
- Personnel
- Planning and Licensing
- Services
- Burial Authority
- Joint Burial Board (in accordance with the constitution)

Committees comprising 16 councillors shall be empowered to make decisions, with only statutory matters being referred to FTC.

Sub Committees to be disbanded:

- Station Property: all matters to be reported directly to the Services Committee.
- Property Maintenance: all matters to be reported directly to the Services Committee.

- Library: to be disbanded upon completion of the Phase 2 internal refurbishment. All matters to be reported directly to the Services Committee.
- Devolution: to be considered through the Town Council Forum as a supportive mechanism, with matters then reported directly to the relevant Committee and for final sign off FTC (Working Groups to be established as required).
- Town Vision: to be considered through the Town Council Forum as a supportive mechanism, with matters then reported directly to the relevant Committee and for final sign off FTC (Working Groups to be established as required).

5. Working Groups: purpose, operation, and governance

5.1 Role and importance of working groups:

Working groups are an important mechanism to support committees by undertaking detailed, time-limited tasks or exploring specific issues. While they have no decision-making powers, they provide significant value by:

- Gathering evidence or conducting research.
- Developing proposals or scoping projects.
- Supporting initiatives that require focused member involvement.
- Reporting findings and recommendations back to their parent committee.
- Eases pressure on available resources where officer time is not necessary.

5.2 Committee authority to establish working groups:

Committees should have the explicit authority, within their ToR, to:

- Create working groups as needed.
- Define each group's purpose, membership, objectives, and reporting arrangements.
- Set clear deliverables and timescales to ensure focused and effective operation.

5.3 Governance and operation:

- Working groups operate strictly under the authority of their parent committee.
- They cannot make decisions or commit resources independently.
- Their findings must return to the parent committee for approval, amendment, or escalation.

- Upon completing their assigned work, or delivering their final report, the working group should be dissolved automatically.

This ensures transparency, accountability, and efficient use of member and officer time.

6. Empowering committees: Decision-making authority

6.1 To improve efficiency and reduce unnecessary escalation:

- Committees should be granted maximum delegated authority to make decisions within their remit through their ToR.
- Committees must operate as decision-making bodies, not advisory groups.
- Only statutory matters should return to FTC, such as:
 - Precept setting
 - AGAR
 - Internal audit recommendations
 - Policy adoption or major policy amendments
 - Certain finance matters governed by law
 - Any other business advised by the Town Clerk

This shift will enable committees to complete work effectively, remove duplication, reduce FTC workload and resources.

7. Role and function of FTC

FTC meetings should last no longer than a maximum of 1-hour. The remit should focus on matters that committees cannot legally or practically determine. This includes:

- Statutory responsibilities as outlined above.
- Oversight of major strategic issues (devolution, business plan, acquisition or sale of land and property etc).
- Matters explicitly reserved to FTC under Standing Orders or legislation.

Committees will undertake the substantive day-to-day business of STC. Their meetings are expected to be longer than those of FTC, typically lasting up to 2.5 hours (Standing Orders).

Reports will need to be comprehensive and issued with the agenda.

Members are expected to read all papers in advance and, where necessary, seek clarification or guidance from the Town Clerk or officers prior to the meeting. This will help ensure the meeting runs efficiently and avoids the need to suspend Standing Orders.

8. Frequency of committee meetings

To remain as currently set:

- Policy and Finance – bi-monthly
- Services – bi-monthly
- Planning and Licensing - monthly
- Personnel – quarterly
- Burial Authority – twice a year
- Joint Burial Board – twice a year (in accordance with the constitution)

9. Frequency of FTC Meetings

It is proposed that FTC is reduced to 10 meetings per year, omitting:

- August – traditionally a period of reduced business and member availability due to holiday season.
- January – limited business following the Christmas period and potential weather-related disruption.

This aligns with sector norms and complies with legislation, which requires Town Councils to meet a minimum of four times per year including the Annual meeting of the Town Council.

10. Supporting governance documents

To support the new structure:

10.1 Scheme of Delegation

- A full review would need to be conducted to improve clarity and increase the Town Clerk and officer delegation where appropriate, including budgets.
- Benchmarking would need to be undertaken against other Town Councils.

10.2 Terms of Reference

- All committee ToRs would need to be reviewed and strengthened where required.

10.3 Policies

- All Town Council policies and procedures within the governance framework would need to be subcontracted to the relevant organisation for a comprehensive review and recommendations, ensuring they are fit for purpose in supporting the new committee structure – this has been actioned through Policy and Finance committee meeting minute 325/25/26.

11. Culture, conduct, and governance

All members sign up to the Code of Conduct, which emphasises respect, integrity, and accountability. The default culture within STC should be one of trust, not distrust, reflecting the core principles of ethical public life and supporting positive governance.

The Town Clerk is, open, and transparent, and operates an open-door policy for Members and staff who wish to discuss any matters.

Saltash Town Council is part of the Civility and Respect Pledge.

12. Implementation timeline

- April 2026: FTC approval of the new structure by way of receiving Town Clerks report.
- 7 May 2026 (Municipal Year): Implementation begins at the Annual meeting of the Town Council. Committees appointed in accordance with the new structure approved by FTC in April.
- No re-adoption is required at the May Annual Meeting of the Town Council; however, committee appointments will be updated in line with the approved framework.
- STC would retain the ability to make further changes should it consider them necessary, as it works through its new governance.

13. Conclusion

The proposed committee structure is intended to strengthen STC's democratic decision-making and enhance operational efficiency. However, the current membership levels mean it does not fully align with sector best practice. By empowering committees, reducing unnecessary burdens on FTC, and establishing a clear and consistent governance framework, STC will be better equipped to deliver effective services and maintain high standards of public administration.

**End of Report
Town Clerk/RFO**



Cornwall Association of Local Councils

Unit 2, 1 Riverside House, Heron Way, Newham, Truro TR1 2XN

Review of Saltash Town Council Policy Framework Stage 1 Report – March 2026

Executive Summary

Saltash Town Council commissioned the Cornwall Association of Local Councils (CALC) to undertake a comprehensive review of its full suite of policies and governance documents. Over many years, the Council has accumulated a large number of policies written at different times, in different styles, and for different purposes. The result is a collection that has become inconsistent, uneven in quality, and increasingly difficult for both councillors and officers to navigate effectively. This review provides an assessment of the current framework and sets out recommendations to support a clearer, more coherent and more practical approach to policy management.

The review examined 51 documents, each scrutinised for relevance, clarity, legal alignment, duplication, tone and accessibility. The analysis identified several recurring themes. Many documents are significantly longer than necessary, with detailed operational content embedded within strategic policies. Several policies overlap or cover the same ground, particularly in areas such as Data Protection, HR, Finance and Library operations. A number of documents originated from private-sector or principal-authority templates and are therefore more complex or procedural than is appropriate for a Town Council. These factors, taken together, have contributed to a policy suite that is cumbersome to maintain, difficult to use in practice, and not always aligned with the Council's preferred ways of working.

The review also found that the distinction between policy (strategic, Council-adopted) and procedure (operational, officer-owned) has become blurred. This has led to unnecessary committee workload, reduced officer autonomy, and inconsistent operational practice. In several cases the policies reviewed required modernisation to reflect plain English standards, remove gendered language, and ensure alignment with contemporary expectations for transparency and inclusivity.

To address these issues, a new policy structure is recommended. This involves streamlining the existing documents into a clear hierarchy of Council-adopted policies supported by officer-managed procedures, guidance and templates. The recommended new structure reduces duplication, removes obsolete or overly detailed material, and introduces two essential new documents: a modern Data Protection Policy and a Records Management & Retention Policy. Additional policy areas—such as Privacy Notices, Whistleblowing and Biodiversity—are identified for consideration to ensure that the Council's governance framework is complete and future-proofed.

Several long-standing documents are proposed for retirement or reclassification as internal procedures rather than formal policy. These include certain HR processes, finance-related guides, service-specific operational instructions, and documents that duplicate existing statutory or sector guidance. Simplifying these into a Staff Handbook and a Councillor Induction Pack would improve accessibility, reduce unnecessary policy volume, and ensure that staff and councillors can find the information they need more easily.

The report also highlights broader governance considerations. The Council's current committee structure, which includes multiple all-member committees, creates additional administrative pressure and can blur lines of accountability. A future review of committee arrangements may help to streamline decision-making and strengthen delegation.

Finally, the report outlines how any agreed changes could be implemented. This would involve a period of redrafting, consolidation and creation of new documents, followed by consideration through the Council's normal governance processes. The timeline will depend on capacity and meeting schedules though implementing the recommendations in this report will result in a more coherent, modern and sustainable policy framework.

The Council is to be commended for undertaking this work. It represents a proactive approach to strengthening governance, improving clarity, and ensuring that policies genuinely support effective decision-making and day-to-day operations. The recommendations contained in this report aim to provide a practical and realistic route towards a clearer and more efficient framework that will serve the Council, its staff and the community well in the future.

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Review of Saltash Town Council Policy Framework

Stage 1 Report – March 2026

Documents provided:

- Full Report
- Annotated copies of 51 policies/documents
- Full analysis table of all policies/documents

Abbreviations:

ACAS	Advisory, Conciliation and Arbitration Service
ACSS	Archives and Cornish Studies Service
CALC	Cornwall Association of Local Councils
CIPFA	Chartered Institute of Public Finance and Accountancy
FOI	Freedom of Information
GDPR	General Data Protection Regulations
HR	Human Resources
ICO	Information Commissioner’s Office
KIT	Keeping in Touch [days]
NALC	National Association of Local Councils
SAPPP	Small Authorities Proper Practices Panel
SLCC	Society of Local Council Clerks

1. Introduction

1.1 Background

Saltash Town Council commissioned the Cornwall Association of Local Councils (CALC) to undertake a comprehensive professional review of its full suite of policies and governance documents. The Council’s rationale for commissioning this work was clear and well-founded. Over time a large number of documents have accumulated, many written in different styles, reflecting different organisational eras, authors, external contractors, and sector influences. As a result, policies have grown inconsistent, overly detailed, and, in places, difficult to operate in day-to-day practice.

1.2 Objectives

The Town Council expressed a series of specific objectives for this review:

- To assess the full range of policies for consistency, clarity, legal compliance, and practical usability.
- To determine which policies may be simplified, combined, or retired, reducing unnecessary bureaucracy.
- To ensure the policy suite is coherent, modern, inclusive, and future-proofed, including use of universal language (e.g., Chairperson, they/them).
- To ensure that policies reflect the appropriate role of elected members (strategy & governance) and officers (operational delivery).
- To support the creation of a logical, navigable, user-friendly policy catalogue, useful to councillors, staff, and the community.

Saltash Town Council has 55 identified policies and governance documents in their policy catalogue, of which 51 were provided to CALC for analysis. These documents span:

- Governance
- Finance
- HR and Employment
- Civic and Councillor Protocols
- Service Delivery
- Library Operations

This report provides CALC's full assessment of Saltash Town Council's current policy catalogue, drawing together the key findings from the detailed review. It offers a synthesised, high-level analysis of the principal issues identified, together with a comprehensive recommended new policy structure for the Council. In addition, it presents observations intended to guide the Council towards a more coherent, efficient and modernised governance framework, and concludes with a set of summarised headline recommendations designed to support practical next steps.

1.3 Essential companion documents

Whilst this report provides the narrative, strategic findings and overarching recommendations arising from CALC's review, it should be read alongside the full analysis table and the annotated policy documents supplied separately. These documents contain the detailed, line-by-line observations, examples, corrections and procedural suggestions that underpin the recommendations made here.

Without reference to those underlying documents, key nuances may be missed and the rationale for specific recommendations may not be fully understood. The analysis table and annotated policies therefore form an integral part of Stage 1 and will be essential for any Stage 2 implementation work.

1.4 CALC Credentials and reviewer expertise

CALC is the recognised professional body supporting Town and Parish Councils across Cornwall. CALC provides governance advice, training, policy development support, and specialist consultancy to over 200 local councils, maintaining direct links with NALC and sector bodies nationally. CALC's work is grounded in current legislation, best practice frameworks, and emerging sector standards. More about CALC can be found here: [The Association | Cornwall Association of Local Councils](#)

This review was undertaken by Lee Dunkley, the Association's County Executive Officer. Lee is an experienced governance and policy professional with senior experience across local government, civic administration, and organisational development. A detailed professional profile is available here:

<https://www.linkedin.com/in/leedunkley/>

This combination of organisational and personal expertise ensures that the findings and recommendations within this report are rooted firmly in recognised good practice, realistic for councils of Saltash's scale, and directly aligned with contemporary sector expectations.

2. Scope of work and agreement

CALC advised that the review should be undertaken in two distinct stages, the first being a full assessment of the existing catalogue and the second being the implementation of any agreed changes.

Stage 1—commissioned by Saltash Town Council—comprised the detailed reading and analysis of every policy document, with each one annotated to highlight recommended amendments. This stage also involved identifying duplication, contradictions, outdated references, and areas where current documents diverged from accepted sector practice. Consideration was given not only to the substantive content of each policy, but also to style, tone, accessibility, internal consistency, and compliance with relevant legislation. A key output of Stage 1 was the development of a proposed modern, streamlined policy structure designed to rationalise the existing collection. The estimated time required to complete this stage was 40–56 hours (five to seven working days), reflecting the depth and breadth of the assessment.

The 51 documents provided to CALC for review were named as follows:

- | | |
|---|---|
| 1) <i>Awarding the Honorary Freedom of Saltash</i> | 26) <i>DRAFT Receiving Public Questions, Representations and Evidence at Meetings</i> |
| 2) <i>Civic Awards Policy</i> | 27) <i>Freedom of Information & Model Publication Scheme</i> |
| 3) <i>Civic Handbook</i> | 28) <i>Scheme of Delegation</i> |
| 4) <i>Code of Conduct</i> | 29) <i>Standing Orders inc appendices</i> |
| 5) <i>Co-option Policy</i> | 30) <i>Data Protection and Retention Policies</i> |
| 6) <i>Election of Mayor and Deputy Mayor</i> | 31) <i>Data Protection Policy (Employees)</i> |
| 7) <i>Protocol for Marking the Death of a Senior National Figure</i> | 32) <i>Data Protection Criminal Records Information Policy</i> |
| 8) <i>Protocol for Member Officer Relations</i> | 33) <i>Disability Employment Policy</i> |
| 9) <i>Planning - A Guide for Councillors</i> | 34) <i>Employee Recognition Scheme</i> |
| 10) <i>Acquisition or Sale of Land and Property minus attachments</i> | 35) <i>Equality & Diversity Policy</i> |
| 11) <i>Annual Reserves Policy</i> | 36) <i>Health and Safety Manual</i> |
| 12) <i>Annual Statement on Internal Control</i> | 37) <i>Local Government Pension Scheme Policy</i> |
| 13) <i>Annual Treasury Management Strategy</i> | 38) <i>Recruitment and Selection Policy</i> |
| 14) <i>Anti bribery Policy Statement & Anti fraud and Corruption Strategy</i> | 39) <i>Safeguarding Policy</i> |
| 15) <i>Finance schedule and precept plan</i> | 40) <i>Training & Development Policy</i> |
| 16) <i>Financial Regulations</i> | 41) <i>Communications Policy & Strategy</i> |
| 17) <i>Fundraising Strategy</i> | 42) <i>Noticeboard Policy</i> |
| 18) <i>Grants Policy</i> | 43) <i>DRAFT Complaints Policy</i> |
| 19) <i>Match Funding Policy</i> | 44) <i>Social Media Policy</i> |
| 20) <i>Receipting of Income and Banking Procedure</i> | 45) <i>Allotment Policy</i> |
| 21) <i>Annual Internal Audit and Business Risk Assessment</i> | 46) <i>CCTV POLICY</i> |
| 22) <i>Risk Management Plan Statement</i> | 47) <i>Corrections and Additions to Saltash war memorials policy</i> |
| 23) <i>Risk Management Strategy</i> | 48) <i>Hire of Town Council Premises and Events</i> |
| 24) <i>Annual Business Continuity Plan</i> | 49) <i>Public Loudspeaker System (Fore Street)</i> |
| 25) <i>DRAFT IT Policy</i> | 50) <i>Home Library Service Policy</i> |
| | 51) <i>Library - Stock Management Policy</i> |

Stage 2—outside the scope of this report—would involve putting those recommendations into practice. This implementation phase would include rewriting and simplifying policies, producing new or replacement documents, removing or merging outdated items, modernising language throughout to ensure consistency and inclusivity, and assembling a final, coherent policy suite ready for Council approval and publication.

Saltash Town Council commissioned Stage 1 only, and the findings of that stage are presented in full within this report.

3. Methodology

CALC undertook the following work:

3.1 Categorisation

The 51 documents were grouped into thematic areas:

- Councillors & Civic
- Finance
- Governance
- HR & Employment
- Public-facing communications
- Services (Allotments, CCTV, Facilities Hire, Library, etc.)

3.2 Document summaries

CALC prepared a detailed assessment for every document in the catalogue. For each policy, a concise explanation of its remit and purpose was produced, along with contextual notes on the legal or statutory framework underpinning it. CALC also examined the structure, internal logic and practical alignment of each document, commenting on how effectively it fits within the Council's wider governance arrangements and day-to-day operations.

3.3 Detailed annotations

Each document was also annotated extensively, with CALC identifying a wide range of issues and opportunities for improvement. This included highlighting content that had become outdated, instances where a policy extended too far into operational territory that should properly sit with officers, and areas where duplication served no useful purpose. CALC drew attention to documents that lacked essential legal references or, alternatively, contained incorrect or superseded statutory information, as well as those that conflicted with the Council's Standing Orders, Financial Regulations, or established procedures. The annotations also addressed concerns about language—such as the use of gendered terms or inconsistent styles—alongside examples of administrative requirements that were unnecessarily onerous or impractical to implement.

3.4 Policy framework analysis

CALC also undertook a holistic review of the entire policy suite to understand how well the collection functions as a whole. This involved assessing whether the overall size and volume of the catalogue is proportionate to the needs of a Town Council of Saltash's scale, and whether the Council is attempting to do too much in policy areas where a simple reference to established external guidance would be more appropriate. The review examined which documents genuinely constitute strategic policy—requiring formal adoption by the Council—and which, by contrast, are operational tools that should properly sit under officer management rather than forming part of the Council's adopted policy framework.

3.5 Development of a new structure

Drawing on sector best practice, CALC evaluated the full policy suite to determine which documents are fit for retention in their current form, which require revision, which are no longer necessary and should therefore be withdrawn, and which could be merged to remove duplication. The review also identified a number of documents that, while useful, should not sit within the formal policy catalogue because they are operational in nature and should instead be managed internally by officers. In addition, CALC highlighted several areas where entirely new policies are required to ensure the Council has a coherent and complete governance framework. Together these assessments inform a streamlined, fit-for-purpose policy catalogue that better reflects the needs and responsibilities of Saltash Town Council.

4. Analysis – High-level findings

A synthesised summary of key themes is set out below. The detailed policy-by-policy analysis appears in the separate analysis table and annotated documents.

4.1 Overall volume and complexity

Saltash Town Council has accumulated a policy suite more typical of a large principal authority or a complex charitable organisation. This has resulted in:

- Overly long policies, sometimes 25–40 pages, when 4–12 pages would suffice.
- Duplication of statutory guidance, especially in HR, Safeguarding, Planning, FOI and Data Protection.
- Multiple documents addressing the same issues (e.g., Data Protection policies, finance procedures).
- Private-sector HR policy content not suited to a Town Council.

While a certain level of detail is sometimes appropriate, policies that become excessively long introduce several practical risks. Lengthy documents can obscure the key rules and responsibilities they are supposed to convey, burying essential information within dense narrative and making the policy harder to understand and less likely to be followed. They also create a significant administrative burden: long policies take considerable time to read, review, update and approve, placing avoidable pressure on both councillors and officers.

Moreover, the longer and more complex a policy becomes, the less usable it is in day-to-day practice. Staff and councillors are far less inclined to consult a document that is unwieldy, repetitive or difficult to navigate, which in turn increases the likelihood of inconsistent practice or non-compliance. Lengthy documents also pose challenges for version control; the more content a policy contains, the harder it is to keep it accurately updated across all platforms and ensure that officers and members are working from the correct version. Further, policies that include process-level detail tend to become outdated quickly. As working practices evolve or legislation changes, these detailed sections can conflict with other documents or with current law, creating confusion and operational risk.

For all these reasons, policies should be concise, accessible and focused on principles – not exhaustive procedural manuals.

4.2 Sector misalignment

Several of the Council's existing documents appear to have originated from sources outside the Town and Parish Council sector, including private-sector HR consultancies, NHS-style or principal-authority templates, and governance frameworks more commonly found in charitable organisations. While these documents are not inherently incorrect, they are frequently far more detailed, formal, or procedurally complex than is appropriate for a Town Council. Their tone, structure and expectations often reflect the needs of much larger organisations, and as such they impose a level of bureaucracy that is out of proportion to Saltash Town Council's requirements.

This situation leaves the Council vulnerable to a number of risks. The Council may inadvertently duplicate work that is already covered by statutory guidance or sector-standard resources; it may introduce unnecessary administrative barriers that slow down decision-making and reduce operational agility; and it may adopt procedural burdens that the law does not in fact require. Perhaps most importantly, documents of this nature can blur the essential distinction between the strategic role of the Council – as the decision-making body setting policy direction – and the operational role of officers, who are responsible for day-to-day delivery. Maintaining clarity between these functions is essential to sound governance, and policies that overreach into operational management risk undermining that balance.

4.3 Purpose of policies

A central issue emerged when analysing the collection of 51 documents:

- 1) A policy should set rules and principles for decision-making.

- 2) A policy should not attempt to describe operational process or workflow.

Across many of the Council's documents there is a blurring between the type of document and its purpose. It appears that an administrative burden is being placed on staff, and a time-burden on councillors, by bringing all documents to committee for discussion and decisions, when this is unnecessary and unproductive. The table clarifies the purpose of documents:

Type of document	Purpose	Role
Policy	Strategic, adopted by Council	Discussed and decided by <u>Council</u>
Guidance	Explanatory	<u>Officer</u> developed using external sources
Operational Procedure	Staff instructions	For <u>officer</u> use
Forms/Templates	Administrative tool	For <u>officer</u> use

This distinction is essential for effective governance.

4.4 Appropriate roles: Council and Officers

A well-designed policy suite must remain firmly at the strategic level and avoid slipping into operational management. It should not prescribe the specific workflows that officers must follow, dictate day-to-day procedural details, require councillor approval for routine administrative tasks, or restrict officers' flexibility to act within their professional roles. Several of the current documents, however, do exactly this. Items such as the Receipting and Banking Procedures, rules governing the Public Loudspeaker System, volunteer procedures, and the detailed terms and conditions for hiring council premises are all examples of material that belong in internal officer-managed operational guidance rather than in formally adopted council policy. These are essential working tools for staff, but they should not form part of the Council's strategic governance framework.

4.5 Modern language and accessibility

As annotated, many documents require:

- Removal of gendered terms (Chairman, he/him)
- Adoption of universal, modern professional terminology
- Consistent use of plain English
- Avoidance of outdated concepts

4.6 Overreach and bureaucracy

A number of the Town Council's existing policies introduce administrative requirements that go well beyond what is proportionate or necessary for effective governance. Several impose long timeframes for relatively simple actions, while others require multiple forms or layers of documentation for processes that should be straightforward. In some cases, the approval pathways set out in policies create unnecessary loops that slow down routine tasks, and there are also examples where procedures are duplicated across different documents, adding to confusion and administrative burden.

Taken together, these features risk reducing the Council's agility and efficiency. Policies should be designed to enable good decision-making and smooth operational practice. The aim is to provide a clear framework that supports staff and councillors in delivering services effectively, rather than creating bureaucracy for its own sake.

4.7 Use of external guidance

Where authoritative guidance already exists from bodies such as Cornwall Council, NALC, SLCC, SAPP, the ICO, ACAS or CIPFA – whether in relation to planning protocols, safeguarding frameworks, Freedom of Information requirements, or data-protection checklists – it is rarely necessary for Saltash Town Council to recreate or restate this material within its own policies. Instead, the Council should simply reference and link to these sector-standard frameworks, adopting and following them as appropriate. This approach avoids duplication, reduces the risk of misinterpretation, and ensures that the Council remains aligned with up-to-date professional and statutory guidance.

4.8 Risks of taking no action

The Council has reached a point where its policies have simply grown too numerous and uneven to function well as a framework for governance. Leaving things as they are would mean continuing to work within a system that no longer reflects the needs of a modern Town council. The risk is not dramatic failure but rather a slow and steady accumulation of inefficiencies, inconsistencies and avoidable problems.

The first and most obvious issue is compliance. Several of the existing documents no longer align with current legislation or accepted sector standards, and some contain outdated statutory references. Without a clear, single Data Protection Policy or a modern approach to retention, the Council remains open to errors that could easily be prevented. Auditors and members of the public expect councils to be able to demonstrate sound governance quickly and confidently; this becomes much more difficult when policies contradict one another or exist in multiple overlapping versions.

Operationally, the current suite places avoidable pressure on staff. Many documents stray into processes that should remain in the remit of officers, and others repeat the same information in multiple places. This forces officers to work harder than they should to determine which document they ought to follow. When routine tasks need to be escalated to committees because policies require it, delay becomes built into the system. Roles and responsibilities are also becoming less clear. The distinction between strategic policy and operational management is blurred meaning councillors can find themselves discussing procedural detail, and officers may second-guess decisions they are meant to take autonomously. The overall effect is a governance structure that is over prescriptive and inflexible.

Finally, there is the Council's public face. The policy suite is published online and used by residents, partners and contractors. When it appears outdated or unwieldy, it communicates a lack of coherence that does not reflect the professionalism of those working within the organisation. A more streamlined, modern framework would better represent the Council's ambitions and standards.

5. New policy structure (recommended)

Below is the comprehensive new policy structure, fully aligned with sector best practice and eliminating duplication.

	Policy area	Policy	Updates needed
1	Councillors and Civic	Awarding the Honorary Freedom of Saltash	Minor/Medium
2		Civic Awards Policy	Minor/Medium
3		Code of Conduct	Minor/Medium
4		Co-option Policy	Minor/Medium
5		Election of Mayor & Deputy Mayor	Minor/Medium
6		Protocol for Marking the Death of a Senior National Figure	Minor/Medium
7		Member–Officer Protocol	Major
8	Finance	Acquisition / Disposal of Land & Property	Minor/Medium
9		Annual Reserves Policy	Minor/Medium
10		Annual Statement on Internal Control	Minor/Medium
11		Annual Treasury Strategy	Minor/Medium
12		Anti-Bribery, Anti-Fraud & Corruption Policy	Minor/Medium
13		Financial Regulations	Minor/Medium
14		Grants Policy	Minor/Medium
15	Match Funding Policy	Minor/Medium	
16	Governance	Scheme of Delegation	Minor/Medium
17		IT Policy	Minor/Medium
18		Risk Management Strategy	Major
19		Freedom of Information Policy & Publication Scheme	Major
20		Standing Orders	Major
21		Complaints Policy	Major
22		Data Protection Policy	NEW
23	Records Management & Retention Policy referencing ACSS 2025	NEW	
24	Human Resources	LGPS Employer Discretions Policy	Minor/Medium
25		Training & Development Policy	Minor/Medium
26		Safeguarding Policy	Major
27		Equality & Diversity Policy	Major
28	Public-facing	Communications Policy & Strategy	Major
29		Social Media Policy	Major
30		Complaints Policy	Major
31	Services	CCTV Policy	Minor/Medium
32		War Memorials Additions/Corrections Policy	Minor/Medium
33		High-level Allotment Policy	NEW
34		High-level Hiring Town Council Premises and Facilities	NEW

6. Removal, integration or recategorisation of old policies

The below table summarises the existing policies that it is recommended to retire, merge or recategorise:

	Policy Area	Policy	Summary
1	Councillors and Civic	Civic Handbook	Retain as guidance, not policy
2		Planning Guide for Councillors	Retain as guidance, not policy
3	Finance	Finance Schedule and Precept Plan	Internal procedure
4		Fundraising Strategy	Staff guidance
5		Receipting and Banking Procedure	Internal procedure
6		Risk Management Plan Statement	Use Risk Register as internal document
7		Annual Internal Audit & Business Risk Assessment	Internal working document
8	Governance	Public Questions Policy	Retire. Use Standing Orders.
9		Data Protection and Retention Policy	Integrate into shorter Retention Policy
10		Data Protection (Employees)	Integrate into new Data Protection Policy
11	Human Resources	Recruitment and Selection Policy	Retire (or major review at minimum)
12		Disability Employment Policy	Integrate into Staff Handbook
13		Data Protection Criminal Records Information Policy	Retire (or major review at minimum)
14		Employee Recognition Scheme	Retire
15		Health & Safety Manual	Retain as operational, not policy
16	Public-facing	Noticeboard Policy	Append to Communications Policy & Strategy
17	Services	Allotment Policy	Split into new high-level policy and operational allotment tenancy agreement
18		Public Loudspeaker System	Integrate in new Hirer's Guide
19		Hire of Premises and Events	Replace with High-level Hiring Town Council Premises and Facilities Policy Develop new Hirer's Guide
20		Home Library Service Policy	Retain as procedural, not policy
21		Library Stock Management Policy	Retire. Already exists as Cornwall Council policy

7. New core governance documents to introduce

CALC recommends that Saltash Town Council introduces two essential new governance documents that will considerably strengthen and modernise its overall policy framework.

7.1 Data Protection Policy

The first is a new Data Protection Policy, written in a modern, concise and sector-appropriate style. This policy would apply consistently to councillors, employees, volunteers, contractors and members of the public, removing the duplication created by multiple overlapping documents and ensuring the Council's approach aligns with current ICO expectations and wider best practice across the local government sector.

7.2 Records Management and Retention Policy

The second recommended addition is a new Records Management and Retention Policy. This would be a short, clear governance statement formally adopting the ACSS/CALC Retention Schedule (2025) as the Council's authoritative reference point for all retention and disposal decisions. This single policy would replace the outdated retention content currently spread across various legacy documents and would provide the Council with a coherent, legally robust and future-proofed foundation for managing information.

Together, these two new documents would provide clarity, compliance and a strong structural basis for the Council's information governance arrangements, ensuring that policies are streamlined, consistent and aligned with recognised sector standards.

7.3 Additional policies not provided but expected in a complete policy framework

Although Saltash Town Council supplied 51 documents for review, a small number of policies that would normally appear in a complete, modern local council policy suite were not provided. These do not appear to be missing for reasons of poor governance, but rather because they may exist informally, be embedded within other documents, may have never been formally adopted, or were not required to be reviewed by CALC. We recommend that the Council considers whether the following should be added to the formal suite:

- Privacy Notice(s) – legally required under the UK GDPR for staff, councillors, service users and the public.
- Biodiversity and/or Sustainability Policy – a statutory requirement under the Environment Act 2021.
- Real Living Wage Policy
- Whistleblowing Policy – referenced implicitly in other HR documents but not provided as a standalone policy.
- Harassment and Bullying / Dignity at Work Policy – although elements appear in HR documents, a dedicated version is highly recommended.
- Civility & Respect Pledge – commonly adopted across the sector; the Town Council is encouraged to adopt and publish this as part of its commitment to a positive culture.
- Organisation Chart.
- Committee Terms of Reference – while these exist operationally, they were not provided in policy form, but should be published for transparency and induction purposes.

These documents would help complete the Council's governance framework and ensure alignment with sector norms and legal expectations.

8. A note on Staff Handbook

During this review it became clear that Saltash Town Council would benefit from consolidating numerous HR-related operational procedures into a single Staff Handbook. This document would not be adopted as a “policy” but would instead sit under the Town Clerk’s management and be issued to all employees on appointment. While there is reference to a Staff Handbook, CALC have not had sight of it. We recommend that the Staff Handbook may include (but is not limited to) the following:

To feature only in handbook - no stand alone policy needed	To feature a short summary of, or reference to, the separate standalone policy
Ethical Conduct	Training & Development
Good Faith and Loyalty	Data Protection
Proof of Identity	Health & Safety Policy
Dress Code / PPE use	Whistleblowing
Timekeeping	Disciplinary/Grievance/Capability Procedure
Adverse Weather / Travel Disruption	Equal Opportunities / Equality & Diversity Policy
Rest Breaks	Harassment & Bullying / Dignity at Work
Smoking	Pension Policy
Telephones	IT Policy
Driving	Member-Officer Protocol
Expenses & Allowances	Organisation Structure/Chart
Overtime	Real Living Wage
Purchasing Procedure	
Council Property	
Deliveries & Warranties	
Relationships at Work	
Unauthorised Absence	
Medical Appointments	
Ante-natal/Adoption Appts	
Jury Service / Other Time Off	
Compassionate/Bereavement Leave	
Parental Bereavement Leave	
Time Off for Dependants	
Annual Leave	
Christmas Closure Rules	
Reserve Forces	
Flexible Working	
Maternity Leave	
Adoption Leave	
Paternity Leave	
Parental Leave	
Shared Parental Leave	
KIT Days	
During Maternity/Adoption	
Carers Leave	
Lone Working	
Menopause Policy	
Stress and Wellbeing	
Sickness Absence Procedure	
Reasonable Adjustments - Disability	

Placing these operational matters in a Staff Handbook reduces the size of the policy suite while improving clarity, consistency and ease of access for staff.

9. A note on Councillor Induction Pack

Similarly, CALC recommends the creation of a structured Councillor Induction Pack. This should be produced and maintained by officers and issued to each councillor upon election or co-option. It should not form part of the formal policy suite. The pack should provide:

To feature only in induction pack - not needed to be replicated elsewhere	To append to the pack
CALC Induction pack commentary	Training & Development Policy
Who to contact and how	Data Protection Policy
Registering financial and other interests - summary	IT Policy
Code of Conduct – summary	Member-Officer Protocol
Members' Allowances	Standing Orders
Freedom of Information – summary	Financial Regulations
Training – summary	Recent minutes
IT usage – summary	Committee Terms of Reference
Attending your first meeting	Approved budget
The Annual Town Meeting	Calendar of meetings
The Annual Council Meeting	Organisation structure/chart
Roles of members and officers – summary	Code of Conduct
Gifts and Hospitality – summary	Declaration of Acceptance of Office
Useful links (NALC, CALC, ACAS, ICO etc)	Register of Interest
	Statement of Assurance
	Civility and Respect pledge
	NALC Good Councillor Guide
	Planning Guide for Councillors

This will support councillors in understanding their role, reduce reliance on lengthy policies, and promote good governance from day one.

10. Strategic recommendations (Higher-level)

Beyond individual documents, CALC recommends the following strategic changes:

10.1 Establish clear layers of documentation

Documents should be classified as:

- Policy (adopted by Council; high-level rules)
- Procedure (operational; officer-owned)
- Guidance (explanatory; non-binding)
- Forms / Templates (administrative tools)

10.2 Reduce bureaucracy

Administrative practices should be simplified where possible. Policies should enable action, not restrict it.

10.3 Adopt a “Principles and references” approach

Where external bodies have authoritative guidance (ICO, Cornwall Council, SLCC, NALC), the Council should reference, not replicate.

10.4 Ensure policies are actively used

Policies should not exist as static documents; they must actively shape and inform the Council’s day-to-day practice. They should underpin induction processes for new councillors and staff, guide the Council’s training and development arrangements, support consistent and lawful decision-making, and provide a reliable framework for committee procedures. To achieve this, the policy framework must be both accessible and genuinely used in practice.

For this reason, the new structure should be designed so that it is easy for users to navigate, subject to routine review, and maintained in both public-facing (unless not appropriate) and internal locations – namely the Council’s website and staff SharePoint system. Policies should also be clearly tagged or categorised by audience, distinguishing those intended for councillors, staff, and the wider public. This approach ensures clarity, fosters accountability, and makes the suite functional and actively supportive of the Council’s governance and operational needs.

11. A note on committee structure and usage

During the review process CALC noted that Saltash Town Council operates at least two committees comprised of all councillors, alongside a number of other committees and sub-committees. While this structure is legally permissible, it is unusually complex and may not provide the clarity, efficiency or delegation benefits associated with a more streamlined governance model.

Saltash Town Council's current committee structure creates several governance challenges that merit consideration. When every member is involved in committees, the distinction between the role of Full Council and the role of committees becomes blurred, making it difficult to achieve the clear separation of purpose that effective delegation requires. This arrangement also increases the administrative burden on officers, who must support, minute and service meetings involving the entire membership, often duplicating effort across multiple bodies.

Such a structure can also reduce the Council's agility, as decisions that could appropriately be delegated to a smaller group still require consideration by all members, slowing the process and limiting responsiveness. Meaningful delegation becomes harder to achieve, and committees struggle to develop distinct remits or a sense of ownership over their areas of responsibility. In practice, this can dilute accountability and strategic focus.

For these reasons CALC recommends that the Council undertakes a focused review of its committee arrangements. A more streamlined structure – where committees have clear and separate areas of responsibility, appropriate numbers of members, and genuine authority within defined limits – would support more efficient decision-making and reduce unnecessary duplication. It would also help ensure that workloads are manageable, that officers receive clear and consistent direction from the appropriate body, and that councillors' time is used effectively.

CALC may be able to investigate governance models and facilitation support should Saltash Town Council wish to undertake such a review as a separate piece of work or as part of wider organisational refinement.

12. Summary of recommendations

Full recommendations and details are contained within the full analysis table. In short, CALC recommends Saltash Town Council adopt the following actions:

- A. Adopt the new streamlined policy structure (set out in Section 5)
- B. Remove the following categories of documents from the policy suite:
 - Duplicative Data Protection documents
 - Outdated Library and HLS operational documents
 - Recognition Scheme
 - Planning Guide (operational)
 - Receipting & Banking / Audit Schedules (operational)
 - Fundraising Strategy (operational)
 - Health & Safety Manual (operational)
 - Civic Handbook (operational)
 - Finance Schedule and Precept Plan (operational)
 - Public Questions Policy
 - Recruitment and Selection Policy
- C. Amalgamate or split the following:
 - Split Allotments into Policy and Tenancy Agreement
 - Merge Noticeboard rules into Communications Policy
 - Replace Hire Policy with short policy and Hirers' Guide, include the Loudspeaker details
 - Merge Disability Employment Policy into Staff Handbook entry
- D. Introduce new policies:
 - New Data Protection Policy
 - New Records Management Policy (ACSS 2025 schedule adopted)
- E. Consider the need for further additional policies/documents if not in place:
 - Privacy Notice(s)
 - Biodiversity and/or Sustainability Policy
 - Real Living Wage Policy
 - Whistleblowing Policy
 - Harassment and Bullying / Dignity at Work Policy
 - Civility & Respect Pledge
 - Organisation Chart
 - Committee Terms of Reference
- F. Revise language throughout the remaining policies:
 - Use gender-neutral terminology
 - Remove private-sector HR language
 - Ensure consistent professional tone
 - Correct formatting errors – font size, line spacing etc.
 - Plain English approach
- G. Remove contradictory or third-party text where unnecessary (per annotations); replace with references to authoritative guidance.
- H. Review the following practices:
 - Complaints handling process
 - Public participation mechanisms

- Hiring processes for facilities
 - Co-option criteria
 - Grant Policy fairness
 - Fixing numbers on committees within Standing Orders
 - Whether an Appropriate Policy Document is required
 - Recruitment timelines and application process
 - War memorial additions requirements
- I. Consider undertaking a focused review of its committee structure to ensure decision-making arrangements are efficient, clearly delegated, and fit for purpose.

13. Implementing Stage 2

Once the Council has reviewed and resolved a course of action regarding the recommendations in this report officers and/or a contracted organisation (CALC or another) can begin to pursue implementation. Much of the effort will sit in the redrafting stage. Some documents need only tightening or a freshening of tone, while others will benefit from being reorganised or rethought more fully. Those documents requiring merging, major changes, or developing from scratch will of course take the most time.

Once the initial drafting is completed the documents can move back through the Council's usual governance pathways with committees, or the Full Council, considering the revised documents. This can be done in batches or all at once, according to prevailing preference. When the Council is satisfied with the final versions, they can be adopted formally and made available to staff and the public. Older documents can then be withdrawn or archived so that the new structure stands on its own.

How long this takes will depend on capacity and meeting cycles, but what matters most is that the pace supports thoughtful review rather than simply processing paperwork. If done in this spirit, the end result could be a framework that is more navigable, easier to keep current, and better aligned with how the Council already works.

14. Conclusion

Saltash Town Council is to be commended for taking the initiative to carry out such a comprehensive and forward-looking review of its governance framework. Few councils pause to examine the evolution of their policies in this way, and the decision to seek external expert support reflects a clear commitment to strong governance, transparency, and organisational clarity. Undertaking this exercise demonstrates the Council's desire not only to comply with statutory and sector expectations, but also to ensure that its policies genuinely support effective decision-making and operational delivery.

For the new policy framework to work effectively, it must be something people actually use. Policies should help guide induction for new councillors and staff, support ongoing training, inform day-to-day decision-making, and underpin how committees operate. They should be practical tools that support the Council's work, not documents that sit on a shelf.

To achieve this, the revised structure needs to be straightforward to navigate, regularly reviewed and available in places where people will naturally look for it – on the Council's public website and on the staff SharePoint system. Each policy should also be clearly marked to show who it is for, whether councillors, staff, or the public. This approach makes the whole suite clearer, more accountable, and genuinely useful in supporting both governance and day-to-day operations.

*Lee Dunkley
County Executive Officer
Cornwall Association of Local Councils
March 2026*

**To receive a report on Town Council policies and procedures and
consider any actions and associated expenditure**

Report to:

Full Town Council

Date of Report:

2 April 2026

Officer Writing the Report:

Town Clerk / RFO

Purpose of the report:

To provide Saltash Town Council with support to carry out an assessment of its governance framework providing a clearer, more coherent and more practical approach to policy management, easing the unnecessary pressure on the Town Council and its staff.

Pursuant Minute:

Policy and Finance held on 10 March 2026 – 325/25/26

Officer's Recommendations

Members are asked to consider the following:

1. Adopting CALC's new streamlined policy framework, which is fully aligned with sector best practice and removes duplication (see Section 5).
2. Adopting CALC's proposed amendments to the policies within the new streamlined structure, as provided via the [SharePoint link](#).
3. Appointing CALC to undertake Stage 2 of the review, progressing implementation of the revised framework, at a cost of £400 per day plus travel expenses, for an estimated 3–4 days allocated to budget code 6273 EMF Legal Fees.
4. Delegate authority to the Town Clerk to work in conjunction with CALC relating to their recommendations listed from B to I, ensuring these are considered in the context of the Town Council's recent work and strategic direction for Saltash, to secure the most appropriate outcomes.

Report Summary

Saltash Town Council acknowledges that its governance framework requires a significant review. Over the years, the number of Council policies has steadily increased, resulting in a substantial volume of work needed to review and update the full suite of policies and governance documents. Due to the scale of this task, the Council determined that external support would be necessary.

At the most recent Policy and Finance Committee meeting, the CALC was appointed to undertake Stage 1 of the process—conducting a comprehensive review of all Saltash Town Council policies and governance documents.

The CALC have produced a number of documents from their review for members consideration together with the Town Clerk's recommendation:

1. Review of Saltash Town Council Policy Framework.
2. Full analysis of Saltash Town Council's policies.
3. All 51 Saltash policies annotated as provided via the [SharePoint Link](#)

Signature of Officer:

Town Clerk / RFO

Category	Policy	Remit of the Saltash document	Overall document-specific comment	Wider structural comment/action
Councillors and Civic	Awarding the Honorary Freedom of Saltash	This document describes the criteria, eligibility, and legal basis for awarding the Honorary Freedom of Saltash, the highest civic honour available to the Town Council. It sets out who may nominate, how nominations are assessed by a designated panel, and how final decisions must be approved by a two-thirds majority at a specially convened Council meeting. It also explains the presentation process, what the award confers, and the circumstances under which it may be withdrawn.	The document is in need of a couple of legal clarifications and one consistency matter. A good document otherwise and should be a stand-alone.	Keep. Minor changes to clarify.
Councillors and Civic	Civic Awards Policy	This document describes the annual Civic Awards process, including the award categories, eligibility rules, nomination requirements, and criteria for recognising voluntary contributions within the Saltash community. It sets out how the Awards Panel is composed, how nominations are assessed, and how winners are chosen and presented with their awards. It also includes procedural guidance for officers, nomination forms, and the publicity and administration that supports the awards ceremony.	There are no issues with this policy. It is consistent with law, with other council procedures, and with itself. A useful stand-alone document.	Keep.
Councillors and Civic	Civic Handbook	This handbook provides a comprehensive guide to the role of the Mayor, covering civic duties, ceremonial responsibilities, constitutional powers as Chairman of the Council, and expectations for conduct and protocol. It outlines the election process, day-to-day operational practices, meeting responsibilities, use of regalia, engagement procedures, and the structure of the civic year. It also explains support roles such as the Mayor's Secretary, rules for emergencies, protocols for events and funerals, and the legislative framework underpinning the office.	An operational handbook for the incoming Mayor - as opposed to a policy. Good idea to have this as stand-alone. Suggested clarifications are contained in the annotations.	Not necessary for Council approval - this is guidance, not policy or strategy. Requires minor review per the annotations.
Councillors and Civic	Code of Conduct	This document sets out the ethical and behavioural standards required of councillors and co-opted members, based on the Nolan Principles and the statutory framework of the Localism Act 2011. It details expected conduct, rules around respect, confidentiality, use of council resources, gifts and hospitality, and the requirement to uphold high standards at all times. It also provides the full legal process for registering and declaring pecuniary and non-pecuniary interests, including sensitive interests, and the responsibilities members have during meetings and decision-making.	No comments. As per template and should be stand-alone. No changes needed until new Code introduced with change in law (likely towards end of 2026)	Keep.
Councillors and Civic	Co-option Policy	This document explains the statutory process for filling councillor vacancies by co-option when no by-election is triggered, detailing eligibility criteria, application requirements, and how candidates are assessed and selected at a public Full Council meeting. It sets out the legal framework under the Local Government Act 1972 and Representation of the People Act 1985, including how vacancies arise and how public notices must be issued. It also includes templates, procedural steps, voting rules, and administrative actions required once a candidate is appointed.	A good stand alone policy with useful appendices. Strongly recommend reframing the "essential criteria" mantra to ensure those without formal qualifications and work experience are not excluded; and suggest a rethink of timeframes for co-option adverts and re-advertising after a failure to appoint. All stated in the annotations.	Keep but requires revisions per annotations.
Councillors and Civic	Election of Mayor and Deputy Mayor	This policy sets out the formal process for nominating and electing the Mayor and Deputy Mayor, including timelines, nomination requirements, voting procedures, and the distinction between election-year and non-election-year arrangements. It details how nominations must be submitted, how special meetings or the Annual Meeting handle the election, and how majority voting and tie-breaking are conducted. It also includes procedures for mid-year vacancies, the responsibilities of the retiring Chair, and rules on member voting and declarations of acceptance of office.	Should exist as stand-alone; generally fit for purpose but with clarifications on dates and voting methods, and highlighting law that allows anyone to stand at the Annual Meeting regardless of the custom and practice.	Keep but requires revisions per annotations.
Councillors and Civic	Protocol for Marking the Death of a Senior National Figure	This comprehensive protocol provides detailed procedures for how Saltash Town Council responds to the death of the Sovereign, senior members of the Royal Family, Prime Ministers, MPs, and key civic figures. It covers activation of mourning procedures, flag-flying sequences, proclamation arrangements, condolence books, public statements, church services, floral tributes, dress codes, silences, website changes, local events, and communication protocols. It also includes D-Day action grids, pandemic-specific adaptations, and appendices with invitation lists and flag-flying rules.	This document should definitely feature in the Council's catalogue of protocols, and it follows the recommended format. It does, however, need updating to be made future-proof, neutral, title-based and not tied to a specific event or monarch.	Keep. Minor changes to update.
Councillors and Civic	Protocol for Member Officer Relations	This protocol defines expected standards of conduct, communication, and working relationships between Councillors and Officers to ensure effective, lawful governance. It outlines respective roles, the importance of impartial advice, adherence to the Nolan Principles, expectations of professional behaviour, access to information, use of council resources, meeting conduct, correspondence protocols, press/media responsibilities, and boundaries (including prohibition on political influence or directing staff). It sets out processes for conflict resolution, grievances, code-of-conduct concerns, and maintaining respectful, constructive relationships.	This protocol tries to do the job of half a dozen different documents. A Member-Officer Protocol is meant to be a straightforward guide to how councillors and officers work with each other — expectations, boundaries, and good conduct. This version pulls in material that already belongs in the Code of Conduct, HR policies, grievance procedures, IT and communications policies, and potentially employment law. Its reach blurs the lines between what this protocol is supposed to cover and what is governed elsewhere. The risk here is of duplication and paraphrasing rules that are formally set out in other adopted documents. When one of those documents is updated the protocol becomes out of date or contradictory - or vice versa. A Member-Officer Protocol works best when it stays focused on the working relationship itself. It is recommended that the Member-Officer Protocol focuses on: Roles of, and working relationships between, councillors and officers including: appropriate behaviour and mutual expectations; Communication boundaries (email, meetings, phone); impartiality and neutrality; access to information rules; how to raise issues. The documents should not feature duplication of the Code, HR, or IT policy. Also unnecessary is the inclusion of the Nolan Principles (already in the Code of Conduct), HR training lists, press/media rules (covered elsewhere and is not to do with the officer-member relationship), purdah section (not about officer-member relationship), detailed employment procedures. It is recommended that the Council consider focusing this protocol towards something similar to the CALC model.	Requires significant review per annotations.
Councillors and Civic	Planning - A Guide for Councillors	This handbook consolidates all planning-related protocols and guidance for Saltash Town Councillors, including how to consider applications, engage in pre-application discussions, and follow Cornwall Council procedures. It includes consultation requirements by application type, site visit expectations, principles for transparency, and rules to avoid predetermination. It provides detailed protocols for local councils, including call-in rules, councillor conduct, handling major developments, community engagement standards, and use of the Town Council's planning pool process to review positions when case officer recommendations differ.	This document duplicates much of what is available online by the original author (Cornwall Council) and is outdated. Saltash TC should consider a issuing a planning guide which supplements and complements the existing guidance - not that repeats it. For example this document could have an introduction which states something more like: that the TC is a consultee in the planning process and that CC are the planning authority that make decisions to approve or reject. The TC role is to submit consultee responses which combine local knowledge and observations with material planning considerations. Cornwall Council publish useful planning information for Town and Parish Councils and these are regularly updated. They feature guides on planning application processes and protocols, pre-application discussions and others. It is recommended that councillors familiarise themselves, and keep updated, with this information: https://www.cornwall.gov.uk/planning-and-building-control/local-councils/role-of-local-councils-in-planning/#role . Councillors should also refer to the thorough planning guide produced by Cornwall Councils entitled "A Day in the Life of a Planning Application" which can be found here: https://www.cornwall.gov.uk/planning-and-building-control/local-councils/ This guide provides information on the additional protocols observed by Saltash Town Council. This document may then go on to feature the Saltash-specific sections: Section 3 "Protocol for considering Planning Applications" and Section 5 "Planning Poll Protocol" and Section 6 "Protocol on pre application meetings for major developments. Guidance for councillors and developers"	Not necessary for Council approval - this is guidance, not policy or strategy. Requires significant review per the annotations.
Finance	Acquisition or Sale of Land and Property minus attachments	Relatively short, high-level policy establishing governance for the acquisition or disposal of land or property by the Town Council. Core content includes: Legal compliance, decision-making criteria, solicitor's search, market valuation. Use of proceeds: Funds received from disposals.	Necessary stand alone document - suggested styling/wording changes in the annotations.	Keep. Minor style changes.
Finance	Annual Reserves Policy	This policy explains how the Town Council manages its General and Earmarked Reserves, setting out statutory principles and best-practice guidance (CIPFA and the Practitioners' Guide) for determining appropriate reserve levels. It details the rationale behind current reserve figures, including a risk-based calculation for contingency funds and the breakdown of earmarked reserves for specific future costs. It also defines the role of the Responsible Finance Officer in advising the Council and ensuring reserves are used and maintained responsibly.	Necessary and compliant stand-alone document. Wordy - can be shortened to help make the key messages more accessible to Cllrs and staff. A theme with much of the documents written by STC.	Keep but can shorten after review
Finance	Annual Statement on Internal Control	This document outlines the system of internal financial controls used by the Town Council, describing how risks are identified, monitored and mitigated across all financial and governance processes. It explains the control environment, including segregation of duties, audit arrangements, monthly financial checks, compliance with Standing Orders and Financial Regulations, and statutory RFO responsibilities under Section 114. It provides the formal annual assurance that internal controls are adequate and effective, confirming that no significant weaknesses were identified in the previous year.	This document should remain as a stand-alone for internal audit purposes. The document appears to cover all required areas, and the annotations highlight a few considerations for improving language and clarity. The document is lengthy and does iterate legal requirements - however this does not detract from the core purpose or pose a risk of contradiction elsewhere, so it is a matter of style as to whether the Town Council keep this content or not.	Keep but can shorten after review
Finance	Annual Treasury Management Strategy	This document sets out how the Town Council manages its borrowing, investments, and cashflow in accordance with the Local Government Act 2003, CIPFA guidance, and national investment rules. It explains how surplus funds may be invested, how credit ratings and risk are monitored, and which financial institutions and products the Council is permitted to use. It also details borrowing rules, limits, approval requirements, and the Council's current PWLB loans.	The purpose of a strategy or policy is to outline the Council's approach to a given topic. This document does that, but also serves as a reporting mechanism and reiterates law as well. It is a useful, compliant and necessary document but can be shortened to make more accessible to Cllrs.	Keep but can shorten after review
Finance	Anti bribery Policy Statement & Anti fraud and Corruption Strategy	This document sets out the Council's zero-tolerance stance on bribery, fraud, and corruption, referencing obligations under the Bribery Act 2010 and expectations for councillors and employees. It explains prohibited behaviours, reporting channels, investigation procedures, and links to whistleblowing and grievance processes. It also outlines the internal control environment, audit arrangements, and the responsibility of all staff and councillors to maintain ethical conduct and report concerns.	This document is compliant and appropriate and but for minor language changes is fit for purpose.	Keep. Minor changes.
Finance	Finance schedule and precept plan	This document sets out the annual financial cycle, detailing the timetable for year-end accounts, internal and external audits, quarterly budget monitoring, and the setting and approval of the Council's precept. It explains the roles of committees in reviewing expenditure, forming estimates, adjusting budgets, and making recommendations throughout the year. It also includes the structured precept-setting process from July guidance through October-December budget formation, culminating in Full Council approval and submission to Cornwall Council.	This is an administrative schedule. It is perfectly fine to use for officers as prompts but is not needed for council adoption or to be published.	Retire as policy. Retain relevant administrative process details for officer reference.
Finance	Financial Regulations	These regulations govern the Council's financial management, setting mandatory rules for budgeting, internal control, audit, procurement, banking, payments, salaries, risk management, asset management and financial decision-making. They define statutory duties of the RFO, non-delegable decisions of the Council (e.g., precept, governance statements, borrowing), procurement thresholds, authorisation limits, audit obligations and requirements for transparent financial reporting. The document also includes detailed regulations for electronic payments, contracts, reserves, income collection, investments, insurance, charitable funds and the tendering process.	This document follows the latest NALC model and has been reviewed to be tailored appropriately to STC. No issues.	No changes
Finance	Fundraising Strategy	This strategy outlines the Council's coordinated approach to identifying, securing and managing external funding to support projects aligned with the 2024-2027 Business Plan, led primarily by the Development and Engagement Manager (DEM). It describes decision-making processes, delegation levels, fundraising methods (grants, sponsorships, events, crowdfunding), prioritisation criteria, and structured community engagement through quarterly "Engagement Weeks." It also sets out communication expectations, data-handling requirements, training, monitoring and the DEM's responsibility for maintaining a funding database and reviewing the strategy quarterly.	Per the annotation, this document does not appear necessary. The notion of fundraising should be outlined in the committee terms of reference and the business plan referenced. The process can be recorded if necessary for administrative (staff) guidance. However as a stand alone adopted "Strategy", this document is unnecessary and is not necessary for adoption by Council. Charities may have such strategies, but this is not normal practice for Councils. Recommend retiring as a strategy/policy document and retaining working practices information for administrative reference.	Retire as policy. Retain relevant administrative process details for officer reference.
Finance	Grants Policy	This policy provides a structured process for assessing and awarding grants from the Community Chest and Festival Fund, including criteria, application requirements, decision-making, appeals, funding limits, and eligibility rules. It sets mandatory documentation standards, outlines key priority areas, explains types of grants available, and identifies circumstances where applications will be automatically or normally refused. It also covers expectations for publicity, match-funding, reporting obligations, reapplication restrictions, and requests for references supporting external bids.	This is a comprehensive stand-alone policy and should remain as such. However, there are key procedural recommendations in here for the Council to review for consistency and fairness. These are outlined in the annotations and concern the length of time that reapplications will not be considered; and the initial triaging of applications as an administrative (officer) process. There are a plethora of other clarifications recommended within the annotations.	Make it clear in both documents that there are two application routes: Play Park Match Funding, and then everything else. Significant reviews required in the General Grants Policy.
Finance	Match Funding Policy	This policy provides the framework for Saltash Town Council's match-funding scheme for play park improvements, offering up to £10,000 to constituted community organisations. It sets eligibility rules, required documentation, project criteria, evaluation benchmarks, and conditions such as responsible materials, maintenance commitments, and compliance with RoSPA installation standards. The policy outlines application stages, assessment by officers and the Services Committee, scoring methodology, post-award reporting, and rules for delays, publicity, and fund return where unused.	Useful stand-alone policy with very few annotations. Recommend, however, that the standard grant policy document points organisations to this policy if their project is more suited to this (i.e. for play areas)	

	= no changes
	= minor changes
	= significant changes
	= major changes, restructure or removal

Finance	Receipting of Income and Banking Procedure	This procedure supplements the Council's Financial Regulations and sets mandatory standards for collecting, receipting, securing, recording, and banking all income (cash, cheques, and card payments). It specifies staff responsibilities, security requirements, receipt book protocols, audit trails, card payment rules, cash limits, risk assessment expectations, and prohibitions (e.g., no cashing personal cheques, no using takings for expenses). It also defines monthly reconciliation, departmental logging, audit checks, the response to irregularities or theft, and requirements for safe storage and transport of funds.	This document mixes policy with detailed operational procedure. Policies = governance. Procedures = internal staff manuals. The document includes security and H&S elements that usually sit with the Clerk internally (e.g., robbery procedures, safe limits, CCTV protocol), and detailed workflow instructions such as on how to write receipts; Where to store books; How many copies to keep etc etc. This is being treated as a corporate policy by STC with approval & version control. In other councils this would be internal finance team process guidance only. The content of the document goes beyond JPAG requirements - which only requires that income is properly recorded, there is an internal control system, there is segregation of duties where possible. As this is a document for staff to understand process, it should be simplified and bullet points used rather than long prose.	Retire as policy. Retain relevant administrative process details for officer reference.
Finance	Annual Internal Audit and Business Risk Assessment	This document sets out Saltash Town Council's annual schedule of internal audit checks, financial controls, insurance reviews, and risk-management activities, covering everything from VAT returns and bank reconciliations to safety inspections and contract compliance. It functions as a comprehensive checklist to evidence good governance and proper practices for both internal and external audit. It also outlines the responsibilities of officers, contractors, and councillors in maintaining financial integrity and regulatory compliance.	This document is a schedule - a working document and not a policy for adoption. It is a useful administrative tool but does not form part of the policy suite.	The purpose of the review was to consider whether these documents are all necessary in their current form, whether any of them duplicate each other, and how the set might be streamlined so that it is concise, compliant with the Practitioners' Guide, and genuinely useful to councillors and officers. The Practitioners' Guide makes clear that councils must maintain an annual risk assessment, an annual review of internal control, and an independent internal audit, but it does not prescribe the format of the documents that support these requirements. It does, however, distinguish between adopted policies and operational working documents. It is evident from the Guide that the formal governance document is the overarching risk management strategy, while the detailed risk register and internal audit evidence are supporting tools rather than policy-level documents. The Guide provides examples of these administrative tools in the form of templates and checklists that councils may adapt for their own use; these are not intended for adoption by Council as policies (for example, the risk assessment template and the internal audit checklist). Having reviewed the three documents, the Council currently has one strategic policy, one operational risk register and one internal audit working document. However, all three are presented and adopted as policies, and there is significant duplication between them. In particular, the Risk Management Plan Statement and the Annual Internal Audit and Business Risk Assessment both replicate material that properly belongs in the risk register or in the year-end internal control review. Neither contains policy statements; instead, they list controls, monitoring arrangements and operational tasks. These are important working tools, but not governance documents. The Practitioners' Guide makes clear that such materials are part of the evidence base for completing the Annual Governance Statement, not standalone policies. There is also a noticeable overlap between the Strategy and the Plan Statement: both define risk categories, describe control systems and set out annual review requirements. This creates an unnecessary layer of documentation which obscures, rather than clarifies, the Council's governance framework. The Strategy should be the document that sets the Council's philosophy on risk, the processes it expects to be followed and the allocation of responsibilities. The Plan Statement should instead be termed the General Risk Assessment or Risk Register - a dynamic operational record maintained by officers and reviewed by members, but not itself a policy. The content of the Annual Internal Audit and Business Risk Assessment is essentially an internal compliance schedule. It is a working document used by officers to demonstrate that routine controls, reviews and audits are carried out. Again, the Practitioners' Guide treats these as administrative tools, not adopted policies. The Risk Management Strategy should remain as the sole adopted policy. It contains the organisational approach, expectations, overall process and responsibilities. This is consistent with both sector practice and the statutory proper practices. The Risk Management Plan Statement should be removed from the policy suite and retained as the Council's risk register. It should be updated by officers and presented to the relevant committee (typically Policy and Finance) annually or when material changes arise. The Annual Internal Audit and Business Risk Assessment should be withdrawn from the list of adopted policies. It should be retained for officer use as an internal schedule of compliance tasks and audit-readiness checks. It forms part of the evidence supporting the Annual Governance Statement but does not require member adoption. Its purpose is operational assurance and coordination, not governance. This streamlined structure reflects the distinction between strategy, risk register and working papers that underpins the Practitioners' Guide, ensures the Council maintains all documents necessary to comply with AGS Assertions 2, 5 and 6, and avoids unnecessary duplication. It also places the right materials in the right place: the Council adopts a strategic policy; officers maintain the operational tools; and members receive the necessary reports at the appropriate points in the year. If the Council wishes, the Strategy can be lightly amended to remove references suggesting that the Plan Statement or the Annual Internal Audit document are policies. Beyond that, no material reworking is required. The result will be a more concise, compliant and usable suite of documents that aligns with accepted sector practice and properly supports the Annual Governance and Accountability Return.
Finance	Risk Management Plan Statement	This statement identifies key risks across assets, finance, liability, employer duties, legal compliance, councillor conduct, reserves, and public consultation, scoring each risk and outlining existing controls and required actions. Controls include insurance, asset registers, financial procedures, audits, safety inspections, compliant budgeting processes, legal oversight, HR and health-and-safety support, and data protection measures. The plan is reviewed annually and provides a structured approach to reducing likelihood and impact through monitoring, training, policy compliance, and ongoing risk assessment across all service areas.	This document is necessary as a General Risk Assessment or Risk Register and should be treated as an operation record and not a policy. It is an audit necessity to retain this and to resolve at the appropriate committee annually.	
Governance	Risk Management Strategy	This strategy outlines Saltash Town Council's overarching framework for identifying, evaluating, managing, and monitoring risks across all service areas. It defines risk types (strategic, compliance, financial, operational, reputational, etc.), the risk management process, control options, and the format and purpose of the Council's Risk Register. It sets out the roles of Councillors, the Town Clerk, the Responsible Finance Officer, Line Managers, employees, the Internal Auditor, and the Policy & Finance Committee in implementing and reviewing risk management. It also embeds risk considerations into decision-making, service planning, partnership working, training, and annual monitoring and review.	The Saltash Risk Management Strategy is far longer and more detailed than typical for a town or parish council. It reads partly as a training manual and procedural guide rather than a concise strategic policy. Much of the content is useful but inappropriate for an adopted strategy. The document repeats explanations of risk management, lists risk categories multiple times, and restates responsibilities already covered elsewhere. Some sections go into operational or descriptive detail that exceeds the needs of a high-level strategy—for example lengthy descriptions of control methods, and a full scoring matrix more suited to a working document. Most councils produce strategies of around 6-8 pages, focusing on purpose, responsibilities, approach, links to decision-making, and monitoring. This version mixes strategic and operational content and making the document harder to navigate. A shorter, clearer strategy would better distinguish between the policy (how the council manages risk) and the risk register (the risks themselves). Streamlining the document—removing duplication, trimming narrative, and removing operational material—would bring it into line with common practice and still meet audit requirements.	
Governance	Annual Business Continuity Plan	A substantial risk-based business continuity plan covering operational continuity for the Town Council during disruptions. Key components: Compliance context: References the Civil Contingencies Act 2004 Fire, flooding, power loss, ICT failure, fraud, H&S failures, resignation of key staff, pandemics, loss of councillors etc. Each includes impact, likelihood, mitigation and actions. Insurance arrangements. Contact lists: contractors, utilities, emergency services, etc. (acknowledges non-statutory nature for Town Councils). Functions of the Council: Buildings, staff, services, emergency accommodation role. Extensive risk analysis.	This Business Continuity Plan doesn't need replacing or changing. It can be tidied up to make it easier to use quickly in a real incident - see for example Portishead Town Council as a strong example. This document can be made more valuable by adding a simple "what to do first" section and keeping the emergency-actions separate from the big risk table. The document is still solid and detailed, but reads more like a risk list than a quick-reference guide. As an audit requirement - the document works very well, as a practical guide, the style could be altered.	Keep. Optional style changes.
Governance	DRAFT IT Policy	This policy defines the proper use, care, security and management of all IT equipment, systems, accounts and digital resources provided by the Town Council to employees and councillors. It outlines rules for device handling, cybersecurity, email and internet use, website accessibility, remote working, data protection compliance and monitoring of council-owned systems. It also includes specific procedures for loss/damage reporting, acceptable use requirements, user responsibilities, and comprehensive appendices for equipment collection, return and incident reporting.	This IT Policy takes much of the NALC template and augments it with Saltash-specific further detail on process. It is rigid in its approach to IT usage - which is not an issue - and it is lengthy. In this case, the longer, more comprehensive IT policy produced by STC is strong. There are some recommended minor revisions in the annotations. This should remain as a stand alone document.	Keep. Minor changes to update.
Governance	DRAFT Receiving Public Questions, Representations and Evidence at Meetings	This policy explains how members of the public may submit questions, representations or evidence for council and committee meetings, including rules on deadlines, word limits, format and speaking time. It sets out the criteria for accepting or rejecting submissions, how questions are ordered and presented at meetings, and the expectations for behaviour and procedural conduct during public participation. It also provides a structured process for public involvement in planning applications and includes the required submission form for all questions or representations.	The Council is able in law to require this from the public - given that there is no right to participation (only attendance and recording), it is for the Council to determine how this is done. NALC advise this is detailed in Standing Orders, and not a separate policy. There are examples of this in other parts of the country, however the approach of requiring written notice is not the norm. I question why the Town Council wish to do this. It may come across as closed or an attempt to install barriers between the Council and the public. Provided that Standing Orders determine how long a member of the public can speak for, sets a maximum time limit for the whole item, and outlines how questions will be responded to, I see no need for this policy. Recommend reviewing the process and allowing questions without written notice, and abolishing this policy.	Review procedure and abolish policy.
Governance	Freedom of Information & Model Publication Scheme	This policy explains how the Council complies with the Freedom of Information Act 2000, how requests must be submitted, statutory response times, exemptions, charging rules and procedures for dealing with, refusing and reviewing requests. It outlines responsibilities of officers, internal review processes, ICO escalation routes, and detailed rules on costs, vexatious requests, deadlines, redaction and record-keeping. It also includes the full ICO-approved Model Publication Scheme showing all information the Council makes routinely available, how it can be accessed and related charges.	The document is necessary and fully compliant. The Publication Scheme is fit for purpose - the Policy section is very lengthy however. This could be viewed as overly long for public consumption, making it difficult to understand and creating an admin burden (as law evolves and the ICO makes updates). Mixing law, procedure, and publication scheme in one document makes it heavy and unclear. Suggest more of a summary approach to the legislation than a full outline. The document could be significantly reduced for ease and usability - an example structure: 1. Introduction: FOIA 2000 gives the public the right to access recorded information held by the Council. Rights include: Access to all information listed in the Council's Publication Scheme. Ability to request any recorded information regardless of format or date. Commitment to openness, transparency, and building public trust. Incorrect handling of information may cause reputational and legal issues. Policy safeguards staff, the public, and the Council through clear rules and processes. 2. Aims and Scope of the Policy; Applies to all recorded information created or held by Members or Officers. Sets out responsibilities under FOIA for anyone handling or responding to requests. Ensures a consistent and lawful approach to information access. 3. Guidelines: Failure to follow these requirements may trigger disciplinary action. The Council will: Comply with FOIA 2000. Maintain an up-to-date Publication Scheme with routinely available information. Reply to standard requests within 20 working days; extensions applied only where justified (e.g., public interest test). Protect personal data and only release it in accordance with data protection legislation. Keep a record of FOI requests and responses. Identify when a request is "complex" and escalate as necessary. Apply exemptions appropriately, releasing information unless there is a valid reason to withhold it. Proactively publish information wherever possible. Handle complaints about FOI decisions through the Town Clerk and signpost applicants to the ICO. Ensure all staff and Members understand their FOI obligations; include FOI in induction. Apply lawful charges where relevant, in line with fees regulations. Use the statutory "appropriate limit" when assessing requests and invite applicants to refine requests exceeding it. 4. Responsibilities: Council responsible for making recorded information available in line with FOIA requirements. 5. Responsibilities of All Staff and Members; Handle all information securely and confidentially. Understand this policy and refer to ICO guidance when needed. Comply with FOIA obligations in all communication and record-keeping. Ensure data protection rules are upheld at all times. 6. Responsibilities of the Town Clerk; Ensure Members and staff understand and follow FOIA requirements. Provide access to personal information following valid written requests. Coordinate dissemination of guidance on information security, FOIA, and data protection.	Suggest significant review per annotations.
Governance	Scheme of Delegation	This document defines the formal delegated powers of Saltash Town Council, specifying which financial, personnel, operational, and governance decisions may be made by the Town Clerk, Responsible Finance Officer, Line Managers, Committees, and the Chairman/Deputy Chairman. It sets limits for expenditure approvals, urgent works, petty cash, procurement, staff training, credit card use, additional hours, and the dispersal of Section 106 funds. It also grants delegated powers relating to health & safety, room hire waivers, publicity, elections/co-options, temporary arrangements, and Guildhall bookings, including a dedicated appendix covering actions during health pandemics.	The document is fit for purpose but for a few language changes and an addition to cover complaints procedures. Schemes of Delegation are often compiled at the end of the Financial Regs document, however due to the size and scope of STC, it is appropriate to have this as a stand alone document.	Keep. Minor changes.
Governance	Standing Orders inc appendices	The Standing Orders set the formal procedural rules governing Council meetings, committees, debate, voting, public participation, conduct, procurement, information management, data protection, and relations with the press. They incorporate statutory requirements (in bold) and local procedural rules covering motions, minutes, quorum, extraordinary meetings, the roles of the Proper Officer and RFO, contract/tendering processes, and legal execution of documents. Extensive appendices include the Code of Conduct, complaints procedures, unreasonable customer behaviour policy, public questions procedure, financial regulations, scheme of delegation, committee structures, and detailed terms of reference for all committees and sub-committees.	The most integral document to the Council's governance. It is compliant and it follows a NALC model in the main. There are suggestions for reviewing certain elements of practice, and for reviewing some wording to allow for more effective administration. Contained in the annotations. Also recommended to remove all appendices.	Suggest significant review per annotations.
Governance	Data Protection and Retention Policies	This combined policy covers how the Council stores, processes, retains, and disposes of information, setting legal and operational requirements for document retention, data protection, information security, and transparency. It includes detailed retention schedules, rules for disposing of confidential material, and guidance on managing councillor and staff email accounts, removable media, and subject-access rights. It also sets out the Council's compliance duties under UK GDPR and the Data Protection Act 2018, including rights of data subjects, lawful bases for processing, and expectations around information handling and publication.	This document is based on an old template originally developed in the sector in around 2011-2012. There is a county-wide retention scheme that CALC and Kresen Kernow developed and agreed for Town and Parish Councils (last updated 2025), and the recommendation here is that STC scrap this current document. In terms of an actual Data Protection Policy (different from document retention) CALC have not been provided with one for STC. STC need to demonstrate compliance with the Data Protection Act 2018, and the practitioners guide 2025 states that councils should do this by adopting a Data Protection Policy covering data handling, storage and sharing (see practitioners guide). There are good, succinct, modern versions available online - see for example Lowestoft Town Council. A new Data Protection Policy should include that: the council will manage information appropriately; the council will dispose of information in line with legislation; the council adopts ACSS / CALC schedule as its retention schedule; who is responsible; how review and disposal are undertaken. See: https://www.cornwallalc.org.uk/documents/2006927 .	Scrap both the Data Protection Policy (Employees) and "Data Protection and Retention Policy". Adopt a stand-alone Data Protection Policy per the recommendations.
HR	Data Protection Policy (Employees)	This policy explains how the Town Council collects, uses, stores, and deletes personal data relating to job applicants, employees, volunteers, and contractors, ensuring full compliance with UK GDPR and data protection principles. It sets out lawful bases for processing, security requirements, staff responsibilities, data-subject rights, and procedures for breaches, retention, monitoring, and DPIAs. It also details the obligations of staff who access personal information and the consequences of failing to comply with the policy.	This appears to originate from a 2018 Work Nest (HR company) template. There is no requirement for a separate employee data protection policy if STC adopt a general Data Protection Policy as per the recommendation outlined in the annotation on the "Data Protection and Retention Policy" document. Recommend scrapping once a general Data Protection Policy is adopted.	

HR	Data Protection Criminal Records Information Policy	This policy explains how the Council handles criminal records information when recruiting staff or managing existing employees, including when DBS checks are justified and how they must be processed. It sets out requirements for fairness, data minimisation, secure handling, retention limits, and compliance with the DBS Code of Practice and data protection law. It also describes how risk assessments are conducted when convictions are disclosed and outlines staff responsibilities, training expectations, and procedures for storing, using, and disposing of DBS information.	This appears to originate from a 2018 Work Nest (HR company) template. The requirement has since been superseded by an "Appropriate Policy Document". However, Town and Parish Councils very rarely adopt such a policy - this is common for principle authorities, and it may be that STC or Work Nest have made the assumption that it is required also for Town Councils. The ICO states that APDs are for in its official template: https://ico.org.uk/media/2/for-organisations/documents/2616286/appropriate-policy-document.docx . The APD is only required when an organisation processes special category data or Criminal offence data (including DBS) using certain Schedule 1 conditions of the Data Protection Act 2018. Principle councils have APDs because they deal with: Social care records; Criminal offence data; Safeguarding data; Domestic abuse information; Youth offending; Public protection / enforcement data; Housing enforcement cases. Parish and town councils generally do not process these but instead handle: Basic HR data; Employee sickness absence; Councilor contact info; Volunteers; Residents' contact details. I recommend that Council staff thoroughly review whether a policy covering these areas is actually needed, and if so, the ICO template for an APD is used.	Detailed review needed on whether necessary
HR	Disability Employment Policy	This policy outlines the Council's commitment to supporting employees and applicants with disabilities through equality of opportunity, reasonable adjustments, and an inclusive working environment. It defines disability under the Equality Act 2010, explains the responsibilities of managers and employees, and sets out processes for recruitment, workplace adjustments, learning, development, redeployment, and disability-related leave. It also provides detailed guidance via appendices covering Access to Work, support workers/job coaches, dyslexia support, and how managers assess and implement reasonable adjustments.	This policy is long, operational, and unnecessary for a council. The document is more fitting for large organisations such as a unitary authority or NHS Trust, and not a Town Council employing 35 people. It is suggested that this policy is retired and replaced with a modern Equality & Diversity Policy (as recommended separately - the SLCC 2025 and NALC 2023 models are legally robust and cover reasonable adjustments, non-discrimination and fairness in recruitment, and a general commitment to supporting disabled employees). STC may add a short "Reasonable Adjustments Procedure" in a Staff Handbook covering: how staff request adjustments; manager responsibilities; Occupational Health; disability leave; how to raise issues. This is how many councils (and ACAS) structure things.	Scrap and summarise elsewhere per annotation.
HR	Employee Recognition Scheme	This policy sets out a quarterly scheme designed to recognise employees who have demonstrated exceptional performance, innovation, customer service or significant positive contribution beyond normal expectations. It defines nomination criteria, who may nominate, how nominations are assessed anonymously by the Personnel Committee, and how ties are resolved. The policy also describes the award itself - recognition, a profile, certificate and £25 local voucher - along with processes for announcement, presentation and annual review.	The structure, language and design of this scheme indicates that it originated from a commercial HR template rather than from local government models or Cornwall-specific guidance. The emphasis on behaviours such as productivity, innovation and customer service, the use of vouchers, quarterly awards, nomination forms and private-sector "reward strategy" language are all typical of commercial organisations, not town councils. From an online search I cannot see that any other Cornish town council has anything comparable, and NALC do not issue model recognition scheme policies for councils. STC's scheme resembles private sector employee-engagement tools and is not representative of normal local government practice. Recognition in our sector is usually modest, service-based and reflects public-sector values rather than private-sector reward culture. Town and parish councils typically acknowledge staff through long-service awards, annual appraisals and occasional commendations linked to exceptional service delivery, rather than structured incentive schemes. Recognition tends to be low-value, non-competitive and non-financial to avoid perceptions of favouritism, protect equal-pay principles and maintain transparency in the use of public funds. NALC do not promote or model quarterly reward programmes or voucher-based incentives, and very few councils implement them independently. This does not mean that STC must retire the scheme - however it will be more in-line with the sector if it were removed. Annual appraisals are the normal mechanism for development and recognition.	Recommend scrapping the scheme - though it is not essential to do so.
HR	Equality & Diversity Policy	This policy confirms the Council's commitment as an employer and service provider to equality of opportunity and the elimination of unlawful discrimination across all protected characteristics. It sets expectations for recruitment, training, promotion, fair treatment and dignity at work, and outlines the Council's responsibilities in providing equitable, accessible services to the public. It also details specific equal opportunity commitments for each protected characteristic and outlines consequences for breaches, grievance routes and monitoring arrangements.	The current SLCC and NALC model policies are stronger and more suitable for a local council than the STC version. The NALC policy offers a more legally robust foundation. It provides full definitions of all forms of discrimination and explicit alignment with the Equality Act 2010, and ensures councils meet statutory duties and have defensible procedures in the event of a tribunal claim. The SLCC 2025 model also provides a modern, practical and operationally focused framework which details employer and employee responsibilities, enforcement expectations and monitoring duties in a way that aligns with contemporary HR practice in the sector. This STC policy is based on an older SLCC template and lacks legal definitions and statutory concepts. It therefore may leave the council in a more vulnerable position than if it adopted a modern version. The STC policy should be scrapped and replaced with either the NALC 2023 (https://www.nalc.gov.uk/resource/equality-and-diversity-policy.html) or SLCC 2025 (https://www.slcc.co.uk/advice/equality-and-diversity-policy-wonderland-town-council/) model as the new base.	Scrap and replace based on modern sector-specific model.
HR	Health and Safety Manual	This comprehensive manual outlines the Council's health and safety policy, responsibilities, and management system, including risk assessment, monitoring, training, emergency procedures, first aid, accident reporting, COSHH, DSE, manual handling, lone working, PPE, fire safety, work equipment, driving (including EVs), and workplace environmental standards. It defines the organisational structure, roles of employees and managers, contractor duties, and visitor roles. It includes detailed procedures, forms, checklists, and record-keeping requirements to ensure compliance with statutory duties across all sites and work activities.	This document was formulated by a Health and Safety professional in 2024. Saltash TC use a H&S consultancy company (Moorepay) to offer professional advice and to draw up this document. It is exceptionally lengthy and goes into detail which is not usual for local councils. Topics expected and are covered include: Fire safety, First aid, Lone working, COSHH, Manual handling, PPE, Driving, Violence and aggression, Stress, Risk assessments, Stress at work, DSE, Contractors, Training. Additional topics covered and not necessarily usually seen in a local council H&S manual: Extensive Document, Control system, PDCA management methodology, Extensive checklists for office, contractors, COSHH, risk assessment, Visitors' rules, Non-English-speaking employees section, Detailed RIDDOR guidance, Very large fire testing / evacuation testing procedures, Dozens of forms (accident, COSHH inventory, PPE issue records, vehicle checks, violent incident reports, visitors' logs etc.). The document doesn't appear to cover the following - which do feature in some other local council manuals: Radiation, Noise, Vibration (including HAVS), Leptospirosis / Weil's Disease. There are no identified compliance issues here - just a note that the document is more lengthy than expected. If the Council wish to review this document it should engage Health & Safety professionals - ideally a company with sector-specific experience.	Integral document to keep as stand alone. Revisions are optional.
HR	Local Government Pension Scheme Policy	This policy explains how Saltash Town Council exercises its employer discretions under the LGPS 2014, including contribution rate reviews, early retirement, actuarial reduction waivers, compassionate cases, flexible retirement, SCAPC rules, transfers, and limitations on awarding additional pension. It emphasises a default position of no discretionary enhancements unless there is a clear organisational benefit and financial recovery within two years. It also outlines decision-making, management roles, dispute resolution procedures, and defined circumstances in which discretions may be applied.	This Employer Discretions Policy is based on the official Cornwall Pension Fund template. It is fully compliant and fit for purpose and should be a stand-alone policy. No changes needed.	Keep.
HR	Recruitment and Selection Policy	This policy sets out Saltash Town Council's procedures for fair, transparent, and consistent recruitment, covering job design, advertising, shortlisting, interviewing, selection, eligibility checks, and appointment. It defines roles of the Town Clerk, Line Managers, Personnel Committee, and interview panels, and details requirements for CVs, cover letters, references, right-to-work checks, data protection compliance, and record retention. It also outlines the use of agencies, internal and external advertising expectations, equal opportunities considerations, and the process for offering, withdrawing, or reallocating roles.	It isn't entirely necessary to have a stand-alone recruitment policy as much of recruitment basics are covered by legislation and can be referenced in the employee handbook. Nevertheless STC can have this as a stand alone policy - some of the very big Councils do this (Taunton, Penzance). If retaining this policy, there are major revisions suggested both to process and to wording in the document, per the annotations.	Significant revisions suggested and review of CV/application procedure. This can be either reviewed or retired.
HR	Safeguarding Policy	This policy sets out Saltash Town Council's responsibilities for safeguarding children, young people, vulnerable adults, employees, councillors, volunteers, and contractors. It defines key principles, reporting procedures, legal frameworks, safer recruitment expectations, training requirements, roles of the Designated Safeguarding Lead, and guidance for identifying and responding to abuse. It also details safeguarding measures for staff welfare, expectations for safe activities and events, and specific procedures for photography and filming at Council sites and the Library Hub.	This policy clearly originates from older national templates and out-of-date statutory guidance, including materials that pre-date the Care Act and the Cornwall Council Safeguarding Toolkit (2023). It contains dated references and an overly complex structure that no longer reflects modern local-authority safeguarding practice. I recommend adopting the current Cornwall Council template (https://www.cornwall.gov.uk/media/40nn0cpl/final-tpc-safeguarding-toolkit-updated-august-2023.pdf) as the core document and rebuilding your safeguarding framework on that basis. However, several parts of this existing policy do add value and should be retained: the local reporting structure (DSL and deputy) the photography/filming procedures for Guildhall and Library Hub, library-specific safeguarding processes, staff-safeguarding elements, operational guidance for events, and the detailed version-control governance. These elements are Saltash-specific and enhance your compliance and practice, and can be reattached as appendices or supplements to a new, Cornwall-aligned policy. See annotations for further detail.	Major changes required.
HR	Training & Development Policy	This policy outlines Saltash Town Council's approach to training for staff and councillors, defining training as a planned process to develop individual ability and meet organisational needs. It sets objectives for councillor induction, mandatory training (e.g., Code of Conduct, Standing Orders, Planning, Data Protection), and ongoing development supported through CALC, SLCC and in-house provision. Staff training covers induction, appraisal-linked development, qualification support, health & safety, legislation updates, and personal development, with a structured prioritisation system and financial assistance rules. Records and evaluation requirements apply to all training undertaken.	The document deviates from the NALC template but is compliant and fit for purpose - but for minor considerations for revision. This should be a stand alone document (as required for the Civility & Respect Pledge) and issued to both councillors and staff in respective induction packs/handbooks.	Keep. Minor changes to update.
Public facing	Communications Policy & Strategy	This policy sets out how the Town Council communicates with residents, partners, the media, councillors and staff, establishing standards for clarity, accessibility, accuracy, branding and data protection compliance. It defines who may issue official communications, how press enquiries must be handled, expectations for councillor correspondence, and how information should be presented across different channels including social media. It also includes a wider communications strategy covering audiences, engagement aims, transparency, branding rules, monitoring arrangements, and the tools and platforms the Council will use.	Very useful to have as a stand alone document however it requires revisions and reductions, and incorporating a much reduced noticeboard protocol as an appendix. Full details in the annotations.	Significant revisions suggested for the Communications Policy. Retire the noticeboard policy and retain concise information in a new appendix in the communications policy document.
Public facing	Noticeboard Policy	This policy sets out how Saltash Town Council manages and controls the use of its physical and virtual noticeboards, including seven general boards and three premises-specific boards. It defines priority order for displayed materials, size limits, time restrictions, rules for permanent or long-term notices, and conditions for removal when space is limited. It also sets content rules—permitting community, charity, and Council-related notices while prohibiting commercial, political, or out-of-area events (except certain wellbeing-related exceptions). Premises-specific boards have tighter restrictions. The policy also outlines submission requirements and confirms that approved notices will also appear on the Council's virtual noticeboard and events diary.	Recommend this is shortened and simplified - and added as an appendix to the communication and strategy policy. Annotations below suggest where to rationalise.	
Public facing	DRAFT Complaints Policy	This policy sets out how the Town Council receives, investigates, and responds to complaints, including definitions, timescales, responsibilities, and a two-stage escalation process. It explains how complaints must be submitted, how informal and formal complaints are handled, how confidentiality is maintained, and how unacceptable or vexatious behaviour is managed. It also clarifies procedures for complaints about staff, the Town Clerk, and councillors, and includes standardised complaint forms for public use.	There are no specific annotations to individual parts of this policy. It's general message is sound and compliant, but there are two key issues for the Council to consider: 1. This policy uses too many words and various phrases and is therefore unclear. This is a public-facing document that the public must be able to absorb simply. 2. Do the Council wish to insist that a form must be completed by complainants? The option of a verbal complaint or a written complaint often feature in such policies, and the introduction of a form seems to create a barrier. It also brings into question the "informal" nature of a complaint if it must be written on a prescribed form. I recommend a redrafting of the wording which makes it clearer, and a rethinking of the need for official forms. It may be much simpler, for example, to have the following structure: 1. Introduction; Council is outside Ombudsman jurisdiction. Policy ensures complaints are handled properly and transparently. Complaints about councillors follow the Code of Conduct and go to the Monitoring Officer (unitary authority). All other complaints go to the Town Clerk. Complaints about the Clerk go to the Mayor/Chair. Commitment to fair, timely, courteous handling and proportionate investigation. 2. Informal Complaints: Council aims to resolve concerns informally first. Usually raised with the Town Clerk. Clerk may liaise with staff or councillors to find a quick solution. If unresolved or serious, matter moves to the formal stage. Clerk maintains a simple log of informal issues and outcomes. No set procedure, but a record must be kept. 3. Formal Complaints: Formal route used where informal resolution is not possible. Written acknowledgement within a set timeframe (e.g., 10-14 days). Complainant updated periodically throughout the investigation. 4. Complaints About Councillors; Council cannot investigate councillor conduct. Must be referred to the Monitoring Officer under the adopted Code of Conduct. Provide contact details for the Monitoring Officer. 5. Complaints About Staff; Must be submitted in writing with supporting information. Referred to the appropriate manager and handled via HR/disciplinary procedures. Complaints about the Clerk go to the Mayor/Chair. Complainant informed that the matter will follow employment processes (details of actions not shared). 6. Complaints About Council Decisions or Committees; Must be made in writing to the Town Clerk with supporting evidence. Only considered where new information or potential error is identified. Initially reviewed by Clerk + Mayor + relevant Chair. May escalate to committee or Full Council if unresolved. Complainant may be invited to address a meeting where appropriate. All stages recorded for audit and learning. 7. Vexatious Complainants; Defined as repeated, unreasonable or intentionally disruptive behaviour. Council may limit or cease responses when behaviour impacts service delivery. Complainant informed if classified as vexatious and advised of review period. New, unrelated complaints still assessed on merit.	Significant revisions suggested and review of the informal/formal nature and the need for forms.

Public facing	Social Media Policy	The policy governs the Council's use of social media platforms such as Facebook and Instagram, with operational oversight by the Communications & Engagement Officer and strategic direction from the Working Group. It sets aims including improving public engagement, promoting events and tourism, providing accessible information, and enabling two-way communication while maintaining clear distinctions between official and personal posts. It provides detailed content, style, and administration rules covering posting standards, response protocols, safeguarding considerations, follower/like restrictions, acceptable conduct, scheduled posting times, and escalation for misuse or abusive behaviour.	An integral stand alone document. It meets compliance but its style is inconsistent with other STC documents and is not as professional. This needs significant tidying and rationalising per the annotations.	Significant changes required.
Services	Allotment Policy	A comprehensive compliance and operational policy for Town Council allotment sites, functioning as both policy and management handbook. Main sections: Eligibility & allocation rules, including waiting lists and residency boundaries. Tenant responsibilities: cultivation, behaviour, chemicals, waste, water, structures, fees, etc. Council responsibilities: site management, inspections. Enforcement: warnings, notices to quit, eviction triggers. Termination: including death of tenant, relocation of land (statutory 12-month notice), boundary moves.	This "Policy" reads like a Tenancy Agreement (which is referenced in this document but has not been provided to CALC). The Council should have a short high-level policy, and a longer Tenancy Agreement for issuing to tenants (NALC have a template if required). Content of short policy: Why the council provides allotments; Legislative framework; Who can apply (eligibility high-level); Priority / allocation principles; Reference to fees and charges; Signposting to further detail in the Allotment Tenancy Agreement. Content of Allotment Tenancy Agreement: Legislative framework (limited); Who can apply (detail) Cultivation rules; Waste / chemicals / tools rules; Water usage rules; Livestock rules; Structures rules; Fees and charges (exact amounts/dates); Enforcement steps; Notice to quit rules; Site inspections process. Further queries on content provided in the annotations.	Rethink structure altogether. 2 separate document recommended.
Services	CCTV POLICY	This document explains how Saltash Town Council manages, monitors, and governs its CCTV systems, including their purpose, lawful use, and compliance with data protection legislation. It sets out how images are stored, retained, accessed, and deleted, and details the responsibilities of both the Council and external operators such as Plymouth City Council. It also lists all camera locations, outlines signage and data-protection requirements, and clarifies how individuals can request footage.	Necessary stand alone policy that adheres to ICO guidance. Significant style and wording issue with recommended changes in the annotations.	Significant style and wording changes recommended.
Services	Corrections and Additions to Saltash war memorials policy	This document sets out the process for requesting the addition or correction of names on Saltash Town Council-maintained war memorials, including the information required and eligibility criteria such as military/civilian status and local connection. It explains the verification steps the Council must take, including checks with census data, the Commonwealth War Graves Commission, Armed Forces records, and the national War Memorials Register. It also describes how requests are advertised for public comment, how decisions are made, and how inscriptions are carried out and recorded.	This is a really useful document and appears mainly compliant. Suggest a review of some content per the annotations.	Keep. Suggest a review to some wording.
Services	Hire of Town Council Premises and Events	This policy sets out the full conditions for hiring Saltash Town Council premises, including eligibility, booking requirements, hire periods, charges, refunds, access arrangements, and on-site conduct. It details hirer responsibilities for safety, noise, supervision, insurance, fire procedures, safeguarding, and cleaning, as well as items and activities that are prohibited (e.g., pyrotechnics, bouncy castles, untested equipment). It also explains music and alcohol licensing requirements, free-use criteria, the booking form and documentation needed, and rules for events run by both the Council and third parties.	A major overhaul is recommended to the approach taken by STC to the governance of this issue. The current document is essentially a guide for hirers (very useful) but is being treated as a policy that goes to a committee for approval. The Council do not need to approve such operational content but should instead adopt a high level policy that sets out the important information (i.e. that premises will be hired, what for, how much to charge etc). The recommendation therefore is to produce a short high-level policy covering these (and set out in note form within the first annotation in the document). This policy shouldn't be more than around 500 words. Fine detail is not needed - the Council is making higher level decisions. The hirers guide should then be adapted by officers as and when it is appropriate without the need to go back to Council for discussion or decision. The hirers guide includes things like opening times, contact details, all the T&Cs, forms etc. The annotations in this document are in relation to adapting it for the "Guide to Hiring Town Council Premises and Facilities". The comments in the first annotation are what I recommend is included in the SHORT new policy to be approved by Council.	Major overhaul - have a separate, short, high level policy, and then a "Guide to Hiring Town Council Premises and Facilities". Retire the loudspeaker policy as a stand alone document and include a shorter version in a new hiring guide document.
Services	Public Loudspeaker System (Fore Street)	This policy sets out rules for the use, hire, and management of the 12-speaker outdoor sound system installed in Fore Street for community events. It details statutory restrictions under the Control of Pollution Act 1974, including a prohibition on use between 9pm and 8am and a ban on advertising for trade or business. It explains the hire process (free of charge), requirements for PRS/PPL licensing, PAT-tested equipment, set decibel limits, and operational controls such as breaks for amplified music, noise monitoring, complaint handling, and termination of use for breaches. A full application form and conditions of use are included.	The loudspeaker system is not a strategic governance area. It covers: operational rules, hire conditions, restrictions, a booking form. This is therefore operation rules for hirers of one facility, and doesn't justify a standalone "policy" requiring councillor approval. Recommend that a shortened version of this information is contained within a section of the Hire of Town Council Premises and Events, and the application form is attached as appendix C in that document. That document can be renamed "Hire of Premises and Facilities".	
Services	Home Library Service Policy	This policy defines how Saltash Town Council delivers the Home Library Service locally following Cornwall Council's withdrawal of the countywide programme. It sets eligibility criteria for borrowers, outlines delivery arrangements by trained and DBS-checked volunteers, and details service levels, risk management, and volunteer processes. It also includes insurance provisions, safeguarding expectations, data handling requirements, and a comprehensive volunteer toolkit (induction, training, application pack templates, role profiles, and agreements).	The content of this document relates to operational delivery: volunteer recruitment, DBS checks, training, procedures, risk assessments and service coordination. These matters sit within officer management and do not require Council debate or adoption as a policy. The Council's decision making role here is to determine whether the Home Library Service exists; officers are responsible for implementing it. This document should therefore be held as an officer managed operational document, not a Council policy.	Maintain as operational document. Not policy.
Services	Library - Stock Management Policy	This policy sets out how library stock is acquired, managed, maintained, rotated, promoted, and withdrawn, following Cornwall Council's stock management framework. It covers acquisition processes via the CUSP consortium, use of online resources, catalogue standards, and the principles governing collections (including equal access, diversity, and specialist collections). It also explains evidence-based stock management using collectionHQ™, guidelines for stock circulation, withdrawal and disposal processes, and expectations for display and promotion within the library.	This is word for word reproduction of the Cornwall Council policy. STC does not need to adopt this. Instead the Council may publish a short "Library Operating Statement" that says: Cornwall Council provides and manages stock in accordance with their Library Resource Development Policy. Saltash Town Council delivers day-to-day frontline library services under Cornwall Council's stock framework. STC's only stock role is limited (e.g., selling withdrawn stock, if agreed). This is also not needed to be adopted by Council. It is a truism of the devolution arrangement and doesn't require discussion or decision from STC as this was all agreed/understood at the point of the library being devolved.	Scrap. Not needed.

Suggested/potential Employee Handbook contents	
To feature only in handbook - no stand alone policy needed	To feature a short summary of or reference to the separate standalone policy
Ethical Conduct	Training & Development
Good Faith and Loyalty	Data Protection
Proof of Identity	Health & Safety Policy
Dress Code / PPE use	Whistleblowing
Timekeeping	Disciplinary/Grievance/Capability Procedure
Adverse Weather / Travel	
Disruption	Equal Opportunities / Equality & Diversity Policy
Rest Breaks	Harassment & Bullying / Dignity at Work
Smoking	Pension Policy
Telephones	IT Policy
Driving	Member-Officer Protocol
Expenses & Allowances	Organisation Structure/Chart
Overtime	Real Living Wage
Purchasing Procedure	
Council Property	
Deliveries & Warranties	
Relationships at Work	
Unauthorised Absence	
Medical Appointments	
Ante-natal/Adoption Appts	
Jury Service / Other Time Off	
Compassionate/Bereavement Leave	
Parental Bereavement Leave	
Time Off for Dependants	
Annual Leave	
Christmas Closure Rules	
Reserve Forces	
Flexible Working	
Maternity Leave	
Adoption Leave	
Paternity Leave	
Parental Leave	
Shared Parental Leave	
KIT Days	
During Maternity/Adoption	
Carers Leave	
Lone Working	
Menopause Policy	
Stress and Wellbeing	
Sickness Absence Procedure	
Reasonable Adjustments - Disability	

Suggested/potential Councillor Induction Pack contents	
To feature only in induction pack - not needed to be replicated elsewhere	To append to the pack
CALC Induction pack commentary	Training & Development Policy
Who to Contact and how	Data Protection Policy
Registering Financial and Other Interests - summary	IT Policy
Code of Conduct - summary	Member-Officer Protocol

Members' Allowances	Standing Orders
Freedom of Information - summary	Financial Regulations
Training - summary	Recent minutes
IT usage - summary	Committee Terms of Reference
Attending your first meeting	Approved budget
The Annual Town Meeting	Calendar of meetings
The Annual Council Meeting	Organisation structure/chart
Roles of members and officers - summary	Code of Conduct
Gifts and Hospitality - summary	Declaration of Acceptance of Office
Useful links (NALC, CALC, ACAS, ICO etc)	Register of Interest
	Statement of Assurance
	Civility and Respect pledge
	NALC Good Councillor Guide
	Planning Guide for Councillors

Documents not provided to CALC - potentially missing
Committee Terms of Reference
Calendar of meetings
Organisation structure/chart
Biodiversity/Sustainability policy
Privacy Notice
Real Living Wage
Civility & Respect Pledge
Health & Safety Policy
Whistleblowing
Harassment & Bullying / Dignity at Work

To receive an amendment to Standing Orders and consider any actions

Report to:

Full Town Council

Date of Report:

30.03.26

Officer Writing the Report:

Town Clerk / RFO

Purpose of the report:

To provide the Town Council with the tools to undertake the appointment of a committee Chair without Members feeling unnecessary pressures when voting.

Officer's Recommendations

Members are asked to consider and approve the proposed amendment to Standing Orders, as outlined in the main report summary.

Report Summary

Section 5 of Standing Orders currently states:

5. Committees and Sub-Committees

5.5.5. shall permit a committee to appoint its own Chairman at the first meeting of the committee.

To incorporate a written ballot into the appointment of a Chair the following sentence would need to be added to Section 5.5.5 of Standing Orders:

A written ballot shall be taken to determine whether to appoint the nominated candidate when more than one candidate is standing. The same procedure shall apply for the Vice Chair.

Signature of Officer:

Town Clerk / RFO

To receive a request to amend the presentation of the Past Chairman's Badge and consider any actions.

Report to:

Full Town Council

Date of Report: 17/02/2026

Cllr Writing the Report: Rachel Bullock

Cllr Recommendations:

To receive a request to amend the Civic Handbook and Standing Orders for presenting the Past Chairman's Badge.

Report Summary:

Civic Handbook states:

'The final role will be to chair the first item at the Annual Meeting, the election of the new Chairman of the Town Council.

You will be presented with a Mayor's Badge engraved with your name and term of office by the new Chairman of the Town Council.'

Standing Orders States:

'6.10. Following the election of the Chairman of the Council and Vice-Chairman (if there is one) of the Council at the annual meeting, the business shall include:

6.10.4 Incoming elected Chairman to present the Past Chairman's Badge to the outgoing Chairman.'

Throughout my tenor as Mayor, I have attended many other Mayor Making Ceremonies. At many of these ceremonies, the outgoing Mayor is presented with their Past Chairman's Badge by the newly elected Mayor.

I propose we alter this tradition, so the outgoing Mayor is awarded their badge at the Mayor Making Ceremony by the newly elected Mayor.

I feel that this amendment would help make the presentation of the badge to the outgoing Chairman a more meaningful and appreciated moment.

As it currently stands, the process can feel a little less notable than intended.

Signature of Cllr

Cllr Rachel Bullock

DRAFT SALTASH TOWN COUNCIL BUDGET / PRECEPT SETTING 2026-27

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Joint Burial Board

To set the budget at **6 October 2026** scheduled meeting & recommend to P&F **24 November 2026**

Burial Authority

To set the budget at **22 October 2026** scheduled meeting & recommend to P&F **24 November 2026**

Personnel

To set the budget at **29 October 2026** scheduled meeting & recommend to P&F **24 November 2026**

Policy and Finance

To set the budget at **10 November 2026** scheduled meeting and recommend to P&F **24 November 2026**

Services to receive

Joint Burial Board and Burial Authority budget setting and fees and charges recommendations and considers its own budgets at an Extraordinary Services meeting to be held on the **12 November 2026**

P&F to receive

All Town Council budget recommendations at an Extraordinary P&F meeting to be held on **24 November 2026** and considers setting the budgets, fees and charges, contingency and precept, recommending to FTC to be held on 3 **December 2026**

FTC to receive

P&F recommendations to set the budgets, fees and charges and precept for the year 2026-27 at the scheduled meeting to be held on 3 **December 2026**

Agenda Item 23

DRAFT SALTASH TOWN COUNCIL BUDGET / PRECEPT SETTING 2026-27

**Cornwall Council Precept Submission Deadline Date
31 December 2026**

(CC are happy to take submissions up until 31 January 2027, subject to Saltash Town Council early request and their approval)

To receive a report on the tender opening for the Delivery of Professional Youth Work in Saltash and consider any actions and associated expenditure.

Report to:

Full Town Council

Date of Report:

31/03/2026

Working Group / Cllr Writing the Report:

Saltash Team for Youth – Cllr Rachel Bullock

Date of meeting to open tenders and score: Tuesday 31st March 2026

Attendance: Cllrs Stoyel, Martin, Gillies, Peggs and Bullock

(Cllr Gillies in attendance to cover Members declaration of interest and to ensure an equitable process took place)

Apologies: None.

Saltash Team for Youth (STFY) received three tenders for the Delivery of professional youth work in 2026/29.

1. The Core
2. Livewire
3. Soloman Theatre Group

During the Town Council's budget-setting process, Members approved an increase in funding and extended the funding period from one year to three years.

The total budget for 2026–2029 is £300,000 (Code 6222: Commissioning Youth Work).

The total value of both applicable tenders (The Core and Livewire) is £300,000 over three years, with each requesting £50,000 per annum.

In terms of content, both tenders were as strong as those received last year.

Livewire's accounts were not included in the submission. STFY discussed this and agreed that funding should be awarded subject to the accounts being provided.

Members noted that the annual funding award remains subject to the submission of valid insurance documents and up-to-date policies.

Working Group / Cllr Recommendations Saltash Team for Youth/Cllr Bullock

- 1) To recommend awarding The Core £150,000 over the next three years.
- 2) To recommend awarding Livewire £150,000 over the next three years - subject to accounts being provided.

Signature of Cllr / Working Group Title:

Cllr R. Bullock

To receive a report on Town Council attendance at events and consider any actions and associated expenditure

At the 15 January FTC Meeting, it was agreed that:

312/25/26 TO RECEIVE A REPORT ON TOWN COUNCIL ATTENDANCE AT EVENTS HELD IN 2026 AND CONSIDER ANY ACTIONS AND ASSOCIATED EXPENDITURE

Members discussed attendance at the events listed in the circulated report and highlighted the need for improved promotional material.

Members noted that conflicting commitments can limit Councillor availability at events and requested that staff work with Members to ensure stalls are appropriately staffed.

It was further discussed that staff should take the lead in manning the stalls, as they are fully briefed on all Town Council projects.

During the discussion, Councillor Johns left and subsequently returned to the meeting.

Following a unanimous vote (14 in favour, 0 against, 0 abstentions), it was proposed by Councillor Bullock, seconded by Councillor Peggs, and **RESOLVED:**

1. To confirm attendance at the May Fair on Saturday 2 May and the Regatta on Saturday 25 July, using the existing Town Council marketing materials;
2. To form a Working Group comprising Councillors Mortimore, Martin and Ashburn to determine the format of attendance and identify the necessary additional promotional materials, reporting back to a future Town Council meeting.

Aim: To make the Town Council stalls more attractive and interesting for our residents and reduce the requirements on councillor attendance.

Suggestions:

- **Gazebo's:** remove the barrier between the STC stall and the Library stall so that it is an open area. One large gazebo. This can be achieved by not installing the side panels of the gazebo.
- **Staffing:** by making one gazebo as suggested above, will elevate lone working, and the need for a rota for councillor attendance. Councillors will still be expected to man the stall, but will reduce the need to one person. We request the support of one member of staff for the STC stall to be determined by the Town Clerk.
- **Display:** at the moment the stall is bear with only a table with a couple of leaflets. The working group suggests the use of a folding display which can have the display changed as necessary. This could be furnished with A3 posters which can be printed in house. Cllr Martin suggests the popup display, but was unable to attend the working group meeting therefore additional information would need to be sought to better understand how it operates and full costings.

The working group would like to see information displayed which is engaging such as:

- News of projects STC are doing and have done such as: ferry service, Churchtown Farm, park projects, letters to heaven etc.
- Partnership working.
- Information on what STC do and what CC do (educational piece).
- Information from STC leaflets.

Example of display boards:



approx. price £150 – £250

Popup Straight Backwall Kit with Clamping Lights



approx. price £300 - £700

Engagement: hand out leaflets as usual, as many children are also present at the events, to provide items for children as this draws the adults to the stall. We suggest providing logo bugs and Saltash stickers.

Example of Logo Bug:



approx. price £250 for 1,000

Design:



Example of sticker:



Suggested text:

Top line: I ❤️ Saltash

Bottom line: My a gar Essa (I love Saltash in Cornish)

Price: £12.95 for 480 stickers plus postage costs

Conclusion:

The working group believes that these minor changes will make STC presence at these events more attractive, interesting and interactive.

Review:

The working group will meet again after May fair to review how well the event went and if any improvements can be made.

Proposition:

We request approval to proceed with these changes and the associated expenditure as follows:

- Support of 1 member of staff to be determined by the Town Clerk
- Purchase of the display board if we do not already have one in STC possession
- Purchase of stickers and logo bugs
- Poster designs
- Budget to support associated marketing cost at a maximum of £600 allocated to budget code 6573 EMF Public Art and Maintenance.
- To avoid needing to return to Full Council for additional spend, to delegate to the Town Clerk to approve spend over £600 but within budget, if necessary.

End of report

Cllr Lisa Mortimore and Cllr Alice Ashburn

Working Group

To receive an update on Stagecoach service number 2 and consider any actions

Report to: Saltash Town Council

Date of Report: 02/04/2026

Cllr Writing the Report: Councillor Jane Suter

Recommendations : To note this draft report. Any changes to be considered at Full Town Council before this note is shared with the Managing Director South West of Stagecoach.

Report Summary

The Council had noted the deterioration in the reliability of Stagecoach Service Number 2 at the start of the current academic year. The Town Clerk summarised a number the issues in a letter sent to Peter Knight, Managing Director South West of Stagecoach in October 2025.

The local MP Anna Gelderd organised a roundtable meeting on 13th February of stakeholders across South East Cornwall on Connectivity, which included the necessity of reliable public transport, where Cllr Brian Stoyel and Cllr Jane Suter represented Saltash Town Council, with Peter Knight also attending. Cllr Stoyel and Suter raised the issues with the Number 2 service and these were briefly discussed.

At the end of the roundable meeting Peter Knight was asked if he could meet with a wider group of Saltash Town Councillors so that we could discuss the issues with the Number 2 service in more detail. This meeting took place on 30th March. The issues discussed were

- The unreliability of the Number 2 service,
- The bunching of buses – with two or more Number 2 buses arriving at the same time after long delays between buses
- The information provided on the electronic displays not being accurate

- The route changes resulting in only one route around Saltash (as opposed to buses running alternatively clockwise and anti-clockwise around the route after leaving Fore St)

Unreliability

Peter Knight acknowledged the Number 2 service had been challenging, particularly at the start of the current academic year. Stagecoach had taken action to improve the reliability, and the meeting agreed that it had improved since the start of 2026.

The maintenance of vehicles was raised, and whether the condition of buses had impacted on reliability. Peter acknowledged that the condition of buses had not been helpful, and asked that Stagecoach be informed of any buses that appeared to require maintenance.

Bunching

The bunching of buses resulted from heavy traffic conditions in other parts of the Number 2 route, as well as when the Tamar Bridge is busy. Stagecoach were amending the timetable, so that there is a consistent 20 minutes between buses throughout the day, which Peter considered might improve the bunching.

Electronic Display

The electronic display information should improve with changes being made, so that live tracking is used more consistently. Where there is a time of the next bus (eg 10.15) this is not being tracked, it is merely the next scheduled bus. Where there is a reference to the number of minutes until the next bus (e.g. 2 minutes) this is a live tracker and should be reliable.

Peter was thanked for his attendance and now that direct contact and a relationship has been established with the Managing Director South West it is hoped that the communication between Saltash Town Council and Stagecoach will continue to strengthen.

Route Changes

The changes made to the route were a commercial decision as savings had to be made. The reduction in the number of buses, and therefore the lengthening of times between buses, had made the alternate routing difficult to timetable. Stagecoach had considered that inconsistent timing throughout the day would have been too complex for passengers. This argument was not considered helpful – and has resulted in

some passengers having to catch two buses, with a change at Fore Street, to travel around the town.

To note this draft report. Any changes to be considered at Full Town Council before this note is shared with the Managing Director South West of Stagecoach.

Councillor Jane Suter



**TOWN
COUNCIL**

Konsel An Dre Essa

2 April 2026

Philip Robinson
Chief Officer
Tamar Crossings
Tamar Bridge Office
Pemros Road
Plymouth

Dear Philip,

Re: Tamar Tag Admin Fee Consultation

On behalf of Saltash Town Council, I am writing to express our concerns regarding the Tamar tag administration fee consultation.

Whilst accepting that inflation will inevitably increase costs, requiring increased income, Saltash Town Council is disappointed that the only options offered are for users to pay more. The cost of crossing the river for work, leisure and essential services is an unavoidable expense, and a drain on the local economy.

The survey did not propose any other way of increasing income - such as external funding from local or central government - or options to reduce expenditure.

The situation is exacerbated by the extent to which tolls from bridge users has increasingly subsidised the inefficient ferry operation - utilisation of around 50% seems poor - and while realising this is an essential service it seems unfair that it is other captive users having to carry that burden.

It is unclear how the first question (in the online version of the survey) will be assessed, given the very different returns which would be generated. Previous experience suggests that one's which do not produce the amount required will just be discounted, so being disingenuous as options at all, making it meaningless.

Given that the objective of an increase is to apportion costs to their source, it would seem appropriate for the fee to relate to the number of tags on an account, such as a basic fee plus an amount per tag.



Saltash Town Council is grateful for the opportunity to comment on this consultation, and whilst feeling the survey itself has shortcomings, is optimistic that the increased engagement with the community will lead to a better understanding of issues from both perspectives.

Yours sincerely,



Sinead Burrows
Town Clerk / RFO



To receive the Cornwall Council Cultural Strategy and consider any actions and associated expenditure.

Report to: Full Town Council

Date of Report:

19 March 2026

Officer Writing the Report:

Mayor's Secretary/ Receptionist

Purpose of the Report:

To review Cornwall Council's consultation on the draft Cornwall Cultural Strategy and determine whether the Town Council wishes to submit a formal response.

Officer's Recommendations

Members are asked to consider submitting a Town Council response to the consultation.

Report Summary

Cornwall Council are seeking views on a ten-year plan to strengthen culture and creative industries in the county. **See Appendix A.**

The ten-year plan aims to boost the economy through creativity to improve communities and support health and wellbeing. The vision is to grow the sector to attract more investment in Cornwall and maximise impact by working collaboratively.

The responses received will inform the final version of the strategy that will be considered by Cornwall Council and published in June 2026.

An email has been circulated to Members should they wish to submit individual responses - [Cornwall Cultural Strategy 2026-2036 | Let's Talk Cornwall](#)

See Appendix B for full DRAFT Cultural Strategy Document.

See Appendix C for Survey Questions.

Closing date for the survey is 24 April 2026.

Signature of Officer:

Mayor's Secretary/ Receptionist.

APPENDIX A

Subject: FW: Cornwall Cultural Strategy Consultation

From: Catherine Thomson
Sent: Tuesday, March 17, 2026 14:25
Subject: Cornwall Cultural Strategy Consultation

Dear clerks

Please see a message below with regard to the consultation for the Cornwall Cultural Strategy:

Dear Colleague,

Consultation is now open for the Cornwall Cultural Strategy, which is a 10-year plan to strengthen culture and creative industries in Cornwall.

Its vision is to use creativity to boost the economy, improve communities, and support health and wellbeing. The strategy focuses on five ambitions: helping people take part in culture, building skills and confidence, creating jobs and economic growth, improving towns and villages, and celebrating Cornwall's heritage and new creative work. The aim is to showcase the strengths of culture in Cornwall, how to maximise impact through working together, and to grow the sector by attracting more investment.

[You can click here to read the full draft document, and give feedback.](#) **Consultation will close on the 24th of April 2026.**

Please do share the consultation with your colleagues and communities you think might be interested. You can respond to the consultation as an individual, or as an organisation, and we value everyone's views.

Cornwall Cultural Strategy Consultation Events

You can also find out more about the new Strategy at one of these events. To register for your free place at these events, please click the links below:

- [Redruth](#): March 24th, 2.30-4pm at Kresen Kernow
- [Online](#): March 30th, 6-7.30pm
- [St Austell](#): April 1st, 1-2.30pm at Chi Austel

Kind regards,

**Eilish Calnan | Culture & Creative Partnerships Support Officer / Sodhek Skoodhya
Gonisogeth ha Keskowethyansow Awenek (she/her hi/hi)
Cornwall Council / Konsel Kernow | Community Wellbeing / Sewena Kemenetek | Culture
Team / Para Gonisogeth**



**CORNWALL
COUNCIL**
one and all • onen hag oll

Cornwall Cultural Strategy

Strateji Gonisogeth Kernow

2026 – 2036

Cornwall – a Cultural Nation

Delivering quality, enjoyment, prosperity and wellbeing for Cornwall through culture and creativity.

Portfolio Holder's Introduction

Cornwall's culture is our superpower. This strategy sets our route to 2036 – making culture part of everyday life, growing our creative economy, and celebrating the unique identity of our places. It connects five clear ambitions directly to Cornwall Council's priorities so partners and communities can see how everything fits together – and how to get involved.

Cornwall is extraordinary: a land shaped by centuries of heritage, alive with a proud cultural identity and breathtaking natural beauty. From our Celtic roots and the Cornish language to a mining legacy admired across the globe, our story is one of resilience, creativity and community spirit. Our traditions, festivals and shared sense of belonging bring this story to life every day.

Together, we celebrate the people, culture and identity that make Cornwall a place like no other – and invite everyone to be part of this vibrant journey.

Our vision is simple:

'Delivering quality, enjoyment, prosperity and wellbeing for Cornwall through culture and creativity'.

Every person should have the opportunity to engage with culture; our towns and villages should have vibrant community life; and our creative industries should thrive, providing fulfilling jobs and contributing to Cornwall's economy.

Cllr Sarah Preece

Portfolio holder for Tourism, Localism and Planning

Klr Sarah Preece

Synsyas Plegell rag Tornyaseth, Leelieth ha Towlenna

Why Culture Matters

Cornwall is recognised for its distinctive landscape, rich storytelling traditions and unique heritage. We will build on this reputation by positioning Cornwall as a leading place for creativity and innovation – where culture is embedded in everyday life and accessible to all.

Culture forms one of four pillars that tells our Nation's story :



It tells the story of a cultural nation from Lamorna to Launceston, from Padstow to Par. It builds upon our national assets through to our home-grown folk history and grass roots sector, ensuring there is an offer for everyone and that our creative sector can grow, develop and thrive.

By telling our Nation's story, and through our strategic overview, we will demonstrate how we can make a strong offer that extends beyond the reach of Cornwall itself. Cornwall is recognised across the UK and internationally as a growing cluster of creative innovation and excellence.

How culture supports Cornwall Council's six priority outcomes

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Council Priority	How Culture Contributes
A safe and vibrant community with more decent and affordable homes	Culture builds belonging and civic pride, activates town centres and supports vibrant community life.
A clean, green Cornwall with healthy rivers and seas	Cultural organisations are working to lower their carbon footprint and through low carbon creative events inspiring others to change behaviour.
A resilient economy creating growth and jobs	Creative industries provide training and work for local people, create new business opportunities and attract investment.
A caring place for families where children build a bright future	Creative activities and learning build confidence and skills from early years to adulthood.
Supporting people to live healthy and dignified lives	Creative health and social prescribing activities improve wellbeing and can reduce demand on health services.
Connected, safe and reliable roads and transport	Culture supports access to local activities and events and provides accessible resources and services online.



LEFT: PAR teeë PART 4
© Steve Tanner



RIGHT: Woodland Wonder,
intoBodmin

Priorities and Ambitions



We are embracing a bold future that places sustainability and innovation at its core, while empowering creativity in every community. By prioritising inclusive opportunities and under-represented voices, we will shape a resilient, dynamic cultural landscape that impacts across the UK and beyond.

THE HERDS: Pupils practicing parading the puppet

Our vision is underpinned by four priorities:

PEOPLE



PLACES



PARTNERSHIP



PROSPERITY

Every person in Cornwall has the opportunity to participate in and enjoy culture and creativity, finding enjoyment, confidence + connection.

Our city, towns and parishes have vibrant cultural and heritage offerings, enhancing our communities and connecting people to the uniqueness of Cornwall.

Building cross-sectoral partnerships and unlocking funds to address community needs, enhance wellbeing and improve quality of life.

Cultural businesses, creative practitioners and freelancers have the conditions to thrive, creating jobs, re-energising towns and contributing to the Cornish economy.

The Strategy is structured around five Ambitions which reflect the different roles of culture and creative industries. Culture and creativity is for everyone. It can be things that are part of the community such as our festivals or clubs, or larger events where we can see amazing performers or spectacles. But culture is also important for the chance for people to learn skills, get work, start a business or even improve the place where they live. And for Cornwall, our culture and heritage is an expression of our confidence and distinctiveness as the UK's Fifth Nation.

Cultural organisations and creative industries will be meeting one or several of these ambitions all at the same time and people in the sector work incredibly hard for our communities. By working in partnership, we can increase opportunities for everyone while building up a strong and resilient creative sector that showcases Cornwall to the rest of the world.

Our Five Ambitions

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- 1 **Joining In**
- 2 **Supporting People**
- 3 **Growing Our Economy**
- 4 **Improving Our Places**
- 5 **Celebrating Cornwall**

Fireside in St Michael's Church, Newquay. Emma Mac Photography

Ambition 1: Joining In

What this means

Everyone in Cornwall should be able to access and enjoy culture, regardless of who they are or where they live. The Council will work with partners to reduce barriers, widen participation, and create inclusive, high-quality cultural opportunities for all communities.

What we will do

- 1. Encourage exciting, diverse culture for everyone.**
 We want Cornwall to be known for its cultural excellence and diversity — showcasing local talent alongside exciting touring work. We will support a lively year-round programme, including large-scale events that celebrate Cornwall's unique identity and attract people from all backgrounds. We will support organisations in providing a programme of events and activities through the Cornwall Council Culture and Creative Investment Programme and we will advocate and support cultural organisations in seeking investment and encourage a broader base of funding, for example, philanthropy and business investment.
- 2. Make sure culture includes everyone.**
 We recognise that barriers such as affordability, transport, access and lack of representation can prevent some people from taking part. We will champion inclusion and equity, promoting best practice in diversity and accessibility, and working with specific communities to ensure culture reflects all voices. We will work with partners to improve physical access in venues, address sensory and cultural needs, and help create welcoming, trusted spaces where people feel they belong.
- 3. Bring people together and support wellbeing.**
 Taking part in culture and creative activities is a good way to meet people and be a part of the community. For all of us, this boosts our sense of well-being and contributes to healthy lifestyles. This preventative approach helps individuals and helps manage demand on more acute services. We recognise the vital role of community festivals, local arts groups, and clubs in shaping social life and building resilient communities. We will extend provision of creative health opportunities through the CloS Creative Health and Well-Being Partnership and we will work with partners to improve the evidence base for culture's social value.

Key Facts

Cornwall Council's Culture and Creative Investment Programme supports

19 cultural organisations across Cornwall.

Through this programme in 2024/25:

1 million+ total live audience

65,000+ participants in performances, activities and classes

15,000+ people from under-represented groups took part

3,633 paid opportunities were provided for artists and performers

3,000+ volunteers helped support the work

This programme is just a fraction of Cornwall's cultural activity in the community.

Ambition 2: Supporting People

What this means

Cornwall's creative future depends on its people — their talent, energy, and imagination. Supporting people means investing in the full creative journey: from early inspiration in schools, through building confidence at events, to finding work and training. Skills England predicts that creative industries will be one of the fastest-growing sectors up to 2030 and prioritises creativity for skills development.

What we will do

1. Inspire creativity in education

We will champion creative learning as a foundation for curiosity, confidence and aspiration. We will support partners to provide creative experiences and cultural visits for schools and young people, encourage uptake of creative GCSEs, and support national curriculum reform to strengthen creativity in schools. We will develop Curriculum Kernewek to link 'National Curriculum in England' subjects with Cornwall's culture and heritage, and improve access to creative work experience and apprenticeships.

2. Strengthen pathways through further and higher education

Further and Higher Education are vital for developing expertise and leadership. We will work with FE and HE partners to create clear career pathways, lifelong learning opportunities, and new training routes that build advanced and specialist skills for the creative economy.

3. Open access to creative careers

We will ensure that everyone can access information and opportunities to start a creative career. We will work with the Careers Hub and Cornwall Opportunities to provide clear, engaging creative careers information and partner with the Skills Team to expand apprenticeships and early-career opportunities for the creative sector where current provision is limited.

4. Support growth and development

We will collaborate with the Growth Hub to strengthen business and planning skills in the sector. We will work with partners to develop sector-specific support such as Creative Kernow Associates to provide mentoring and networking. We recognise the value of expertise within the sector and the potential to train others, and we will work with national organisations such as Creative UK to improve investment readiness and long-term sustainability.

Key Facts

£700k

Innovate UK funding to 10 businesses in Cornwall in 2022/3

1000+

freelancers are members of Creative Kernow Associates

80+

businesses from Falmouth University's Launchpad programme

61

businesses supported by Create Growth Devon & Cornwall programme to increase turnover and develop new products



Miracle Theatre Twelfth Night 2025 at The Buttermarket, Redruth

Ambition 3: Growing Our Economy

What this means

Cornwall's creative economy is a broad ecosystem that nurtures talent, attracts investment, and delivers long-term value. The creative industries work across sectors, from manufacturing to the visitor economy, and Cornwall's strong creative sector is well placed to contribute to this fast-growing UK industry. Creative industries add an estimated £124bn to the UK economy each year and the UK Creative Industry Sector Plan is part of the Government's Industrial Strategy.

What we will do

1. Provide opportunities for networking and support

65% of Cornwall's creative sector are freelancers so connection and collaboration are essential. Stronger networks are developing through Creative Kernow Associates and sector-wide events, and collaboration across disciplines sparks new partnerships. Business support is needed to focus on resilience, digital skills, and export readiness.

2. Identify access to funding

Creative organisations are having to develop sustainable business models, diversify income and retain value. Sponsorship, philanthropy and commissioning by other sectors can also provide income. We will seek to unlock investment and improve access to advice on investment readiness. Shared approaches to commercialisation and managing IP are needed to maximise benefit from creative work.

3. Provide workspace and infrastructure

Access to affordable, flexible workspaces is vital. We will develop planning policies that integrate creative space in regeneration projects, require the provision of flexible workspace, and protect existing facilities. We will support development of creative hubs and co-working spaces and safeguard existing creative infrastructure.

4. Support research, innovation, and development

Cornwall has always been a centre of innovation and investing in research fuels growth. We will work with the Creative Industries Sector Body, HE and FE to encourage innovation and support experimentation. We will support the HE sector in developing a Creative Cluster initiative to secure investment in creative R&D.

5. Collate evidence and share insights

We will maintain the Creative Census to monitor employment and collaborate with the universities to research the sector and identify opportunities for innovation. We will improve evidence of the social impacts of culture and share insights to support small businesses.

Key Facts

£291m

GVA contribution to the Cornish economy

7,350

people work in the creative sector in Cornwall

1,175

creative industries companies in Cornwall – mainly SME's

Source: Cornwall & Isles of Scilly Good Growth Plan

Key creative subsectors in Cornwall are:

Film, TV, Video, Radio and Photography

Music, Performing, and Visual Arts

Museums, galleries, libraries

Design: product, graphic and fashion

The War of the Worlds, Truro Cathedral, October 2025.
Dan Weatherly



Ambition 4: Improving Our Places

What this means

Culture in Cornwall is deeply rooted in our landscapes, towns, industries and communities. Culture and heritage have the power to lead regeneration of our towns.

What we will do

1. Place-based culture

Cornwall has a unique heritage of outdoor performance from the times of 'Plen an gwari' that has carried through to outdoor events today. Cornwall has inspired music, art, theatre and film that is known around the world. Key actions include delivering the Cornwall Events Strategy to support community festivals and major events, and backing initiatives such as Town of Culture, Flamm and FEAST to celebrate our culture and traditions. We will also work with partnerships such as Cornwall National Landscape and Cornwall & West Devon Mining Landscape World Heritage Site to commission creative work across the Duchy.

2. Clusters, networks and momentum

Cultural and heritage organisations play a leading role in town regeneration and cultural assets will be protected and reused through the Valuing Local approach. Collaboration makes best use of skills and resource, and even informal local networks can help partners work together. Town and parish councils will be encouraged to take a lead on cultural programming, event management, coordinating local assets and sharing good practice. Targeted investment and advice will prioritise areas with fewer cultural assets and higher levels of deprivation.

3. Facilities and cultural infrastructure

Venues, museums, theatres and community spaces are important landmarks and are key to thriving community life, but this infrastructure is hard to sustain in a region of scattered towns and villages. Twenty-eight cultural buildings were upgraded through SPF and Town Deals, and these schemes have a variety of business models to sustain them. We will work with these partners to maximise impact and share good practice. The Cornwall Council/ Museum SW Museum Development Service provides support to the museum sector and a new museums strategy will guide the sustainable management of Cornwall's 80 museums and encourage innovation.

4. Regeneration, conservation and development

Cultural investment and creative activity are strong drivers of town-centre regeneration, attracting footfall and using empty shops. Policies in the Local Plan will promote mixed-use developments that include cultural space, creative workspace and use of the Community Infrastructure Levy (CIL) to fund cultural facilities in growing communities. Our built heritage will be conserved through the Strategy for Cornwall's Historic Environment (2022-2030) and the work of Bord Ertach Kernow.

Key Facts

Creative clusters in:

Falmouth, Penzance,
Redruth and Truro

Emerging clusters in:

Bodmin, Camborne,
Liskeard, Newquay and
St.Austell

80

museums

50+

venues

300,000+

people go to Hall for
Cornwall each year

240,000

people visit Tate St Ives
every year

200,000+

visit Minack Theatre each
year

58,000

people go to Boardmasters
each year

40,000

people celebrate Mazey Day
each June in Penzance as
part of the Golowan festival

40,000

people go to Eden Sessions
each summer

Ambition 5: Celebrating Cornwall

What this means

Our landscape, language and traditions have all shaped Cornwall's distinctiveness and global recognition. Cornwall will be recognised for its diverse, green and distinct cultural life and for new high quality, innovative cultural work.

What we will do

1. Promoting Cornwall throughout the UK and beyond

Cornwall's culture is a powerful national, UK and international asset. We will position Cornwall as a vibrant cultural part of the UK and encourage events to strengthen community pride and belonging. We will develop coordinated marketing and events programmes to showcase creative excellence. Partnerships with Cornish cultural organisations will amplify Cornwall's cultural offer through digital storytelling, festivals and year-round cultural tourism.

2. Environment and sustainability

The cultural sector will contribute to Carbon Neutral Cornwall and nature recovery through embedding sustainability in production and events, encouraging low-carbon festivals and outdoor theatre, reusing historic buildings, and collaborating with sectors such as technology and energy. The Cornwall Creative Sustainability Action Plan provides guidance and sharing good practice will help position Cornwall as a leader in sustainable cultural delivery.

3. Promoting the Cornish language

The Cornish Language Strategy 2035 aims to protect and grow use of Kernewek over the next decade. Priorities include developing digital media and film, expanding use of Cornish in schools, providing more diverse ways of learning, supporting creative projects such as music and performance, and encouraging businesses and communities to find new ways to use Kernewek.

4. Cornish distinctiveness and heritage

Our distinct heritage shapes Cornwall's identity today. We will preserve and promote the Cornwall and West Devon Mining World Heritage Site, Bord Ertach Kernow will develop a register of Cornish cultural traditions, and Kresen Kernow holds the world's largest collection of archives related to Cornwall. We will support projects that share traditional Cornish culture and sport to ensure that this is passed on and opened out to new audiences.

5. International opportunities

Through diaspora links and Celtic partnerships, Cornwall will pursue exchanges, events and international touring, reinforcing its role as a global creative hub rooted in strong identity. The **Cornwall Diaspora Strategy** will connect Cornish communities and share contemporary Cornish creativity internationally. Partnerships with other Celtic nations, events such as **Festival Interceltique de Lorient and opportunities for Cornish artists to tour all** reinforce Cornwall's international profile.

Key Facts

Part III
status

for Cornish language

900,000

people go to Lorient
Interceltique Festival in
Brittany each August and
see Cornish performers

2650

dancers take part in Flora
Day each May in Helston

200

jynnji or engine houses
in the Cornwall & West
Devon Mining Landscape
World Heritage Site

70+

B-Corp companies in
Cornwall – highest
number outside London

40

brass/silver bands across
Cornwall

30

primary schools provide
Cornish language
activities through
GoCornish

Cornwall Since 2021 – Achievements

Investment

2021–2025



Delivering much of Cornwall's shortlisted UK City of Culture bid from 2022.



invested in 19 cultural organisations for events, community activities and training across Cornwall.

Creative work hubs

Pixel

Penzance

40

studio spaces

The Workshed

Liskeard

16

work spaces, co-working and outdoor event space

Krowji

Redruth

130

units – Cornwall's largest creative hub

Cultural Infrastructure

- Hall for Cornwall reopened in 2021 – seating increased to 1,352 and joined the West End touring circuit.
- 28 buildings improved via SPF, including The Ladder (Redruth), Creation Works (Par) and Sterts Arts & Environmental Centre (Bodmin Moor).
- Historic chapels in Helston, Penryn, Redruth and Liskeard transformed into venues and artists' studios.
- Cornwall Museum and Art Gallery – main galleries transformed; Museum of Cornish Life (Helston) – roof and windows improved with ACE MEND funding.
- New Emily Hobhouse museum opened at St Ive near Liskeard (The Story of Emily).

Events and activities

Flamm visual arts festival launched in Redruth

13,000 visits

Held in Bodmin Feb/Mar 2026

Celtic Media Festival hosted in Newquay

Reflecting growth in film and digital media: Screen Cornwall, Cornish language films from FyImK and internationally recognised work by Bosená/Mark Jenkin.

2023

2024

2025

Cornwall Council's **Culture and Creative Investment Programme** supported 19 organisations over 4 years who in 2024/25 alone provided activities with:

1 million total audience

65,000 participants in activities

15,000 taking part from under-represented groups.

Culture and Creativity in Cornwall Today

Strengths and Opportunities

- » Cornwall has global recognition through books, films, TV, plus strong connections via trading history, diaspora and Celtic links.
- » Cornwall has a global reputation for authentic, environment-rooted culture; flourishing festivals from Flora Day and Obby Oss to Boardmasters.
- » Cornwall has a rich ecosystem of theatres, galleries, museums and community venues, including UK institutions such as Tate St Ives and National Maritime Museum, and important institutions for Cornwall at Hall for Cornwall, Cornwall Museum and Art Gallery and Kresen Kernow.
- » There are strong networks of freelancers and leadership from organisations such as Creative Kernow and Hall for Cornwall.
- » Cornwall has access to world-class education and research at Falmouth University, University of Exeter, University of Plymouth and Arts University Plymouth, with cutting-edge facilities and business incubation.
- » There is strategic alignment with Cornish and UK bodies prioritising the creative sector and the Good Growth Plan identifies the Visitor, Creative and Cultural sectors as core sectors at the heart of Cornwall's economy.



Haunted bunker Testing Room

Challenges

- » Access to finance and investment readiness; shift from grants to mixed-model funding requiring commercial skills.
- » Infrastructure pressures – affordable housing and transport; limited workspace; costly maintenance of historic buildings; limited affordable overnight accommodation for touring.
- » Geography – peninsula distance to markets and networks; scattered settlements; external perceptions underplaying innovation and talent.
- » Business environment – majority freelance workforce under-represented in data; few large firms to anchor clusters and provide career pathways; lack of tailored growth support; community value not fully evidenced.

An evidence-based case for investment in Cornwall

Cultural and creative industries represent one of Cornwall's most distinctive economic strengths. These industries are foundational to Cornwall's identity, its visitor economy, and its future growth potential. Investing in culture is not only an investment in creativity and heritage - it is an economic, social, and place shaping strategy with proven returns.

1. ECONOMIC VALUE AND UK GROWTH OPPORTUNITY

The UK's creative industries contribute an estimated £124bn annually to the UK economy, making the sector one of the country's fastest growing engines of productivity and innovation. Cornwall is well positioned to play a larger role in this growth story, with strong clusters emerging across the creative, cultural, digital, and visitor related sectors.

Key Sector Statistics for Cornwall

Indicator	Visitor Economy*	Creative & Cultural
Employment	49,175	7,350
Business Count	3,790	1,175
GVA	£1,912m	£291m
Productivity	£38,884	£39,544
Concentration	1.52	0.92

Source: Cornwall & Isles of Scilly Good Growth Plan

* The visitor economy includes accommodation, food, drink and amusements, as well as parts of the creative and cultural sector. Figures overlap and cannot be totalled.

These data illustrate that Cornwall already hosts a significant cultural workforce, with productivity levels on par with UK benchmarks and strong sectoral concentration—particularly where culture intersects with hospitality and tourism.

2. CORNWALL'S DISTINCTIVE CULTURAL ASSETS

Cornwall has a unique cultural landscape shaped by its language, heritage, artistic traditions, and natural environment. This distinctiveness fuels creative excellence recognised across the UK and internationally.

Strengths include:

- » A recognised creative cluster (identified by NESTA), with strong linkages to the visitor economy.
- » Major cultural institutions—Minack Theatre, Hall for Cornwall, Tate St Ives, the Cornwall Museum & Art Gallery and the University of Falmouth - anchors with a UK profile.
- » A strong pipeline of businesses across design, games, digital media, fashion, and performing arts.
- » Rapid growth in film and TV production, with spend in Cornwall rising from £1.6m in 2021 to £16.5m in 2023, supported by Screen Cornwall's ambition to become the UK's leading rural screen agency.

Cornwall's cultural and creative ecosystem is not only vibrant but globally connected, environmentally conscious, and rich in entrepreneurial microbusinesses and freelancers.

3. SKILLS, TALENT, AND INNOVATION INFRASTRUCTURE

Falmouth University provides Cornwall with an anchor institution of UK significance:

- » Ranked Number 1 Arts University (Times & Sunday Times 2017, 2023).

- » TEF Gold (2017) and Silver (2023).
- » Contributes over £100 million annually to Cornwall's economy.
- » Listed among the top 50 undergraduate game design schools globally (Princeton Review, 2024).
- » Hosts the Launchpad Programme, driving high growth startups.

Other leading digital and creative companies—such as Headforwards, N coders, Affinity Digital, Vitamin Studios, Software Cornwall, and innovation centres at Tremough—reinforce this skills and R&D ecosystem.

4. A SECTOR WITH UK SIGNIFICANCE

Cornwall's cultural sector aligns strongly with UK priorities, including:

- » Arts Council England's Let's Create Strategy - for everyone's creativity to be given the chance to flourish and for access to high-quality cultural experiences.
- » National Lottery Heritage Fund's 10-year strategy "Heritage 2033" - for heritage to be valued, cared for and sustained for everyone, now and in the future.
- » Historic England's Future Strategy - for heritage that is valued, celebrated and shared by everyone.

Cornwall's offer to the UK stage includes:

- » A living, contemporary culture rooted in a distinctive national identity.
- » Environmentally sustainable creative practice, with a high concentration of B Corp certified creative businesses (e.g., Block Design, KAST Architects, DART, LEAP, Hutch).
- » A fast growing, rurally dispersed content production cluster with ambitions for international impact.
- » A proven link between cultural engagement, wellbeing, community cohesion, and inclusive growth.

A formal social return on investment analysis conducted by Roundhouse (2023) found:

- » £42.25 of social value created for every £1 invested in film and digital projects
- » £21.88 of social value created for every £1 invested in audio projects

Cornwall has benefited from £61.8m investment between 2021 and 2025 from key funders. Even taking a conservative estimate, of £15 social value for every £1 invested, this would generate around £100m of value to the economy. Cornwall is keen to build on this investment and demonstrate the value of its creative sector's value, locally, nationally, to the UK and internationally.

Cornwall can serve as an exemplar for rural cultural investment—showing how creativity can drive economic development, innovation, skills, sustainability, and prosperity.

5. WHY INVESTMENT IS NEEDED NOW

Despite strong foundations, the sector faces challenges:

- » Fragmented funding landscapes and reliance on short term project grants
- » Infrastructure pressures, particularly in rural areas
- » Skills gaps in digital, technical, and production roles
- » Volatility in freelance and microbusiness models

Targeted investment would unlock:

- » Increased productivity in high growth creative clusters
- » Stronger place identity and visitor economy resilience
- » Enhanced skills pathways for young people entering creative and digital industries
- » Greater UK and international reach for local cultural organisations
- » More sustainable, net zero aligned cultural production

Cornwall's creative and cultural sectors are a unique strategic asset. They deliver economic impact, drive innovation, raise Cornwall's profile, and enhance community life. With coordinated investment, Cornwall can become a leading rural creative exemplar, delivering inclusive, sustainable growth aligned with UK cultural priorities.

Delivery

The Culture Strategy Ambitions contribute to key parts of other strategies and the work of various boards and key partners, and in turn we will seek to place culture into the mainstream of those strategies. Appendix 1 sets out the connections with key strategies and boards that are already in place and leading on some of our Cultural Ambitions.

Role of Cornwall Council

A strong and thriving cultural sector is good for the nation of Cornwall and Cornwall Council, as an emerging Foundation Strategic Authority, will play a leadership role, advocating and lobbying for culture and creative industries. Cornwall Council will seek to maximise impact by collaborating with partners to influence funding and promote recognition for Cornwall. We will seek to develop a strong creative sector across Cornwall, and local councils, networks and key organisations will develop strong clusters and town regeneration, promoting our offer within Cornwall, across the UK and further afield, including to the Cornish diaspora.

Our place-based approach demonstrates the Council's role as enabler, supporter and facilitator, following the Valuing Local ambition to work in partnership towards a more local, community-led service delivery, support people's sense of belonging, and plan and deliver services in a way that gives more power to local people and organisations. We will seek opportunities through cross-sector collaboration, resource sharing and the exchange of ideas to deliver meaningful outcomes for people and communities across Cornwall.

Cornwall Council's various services can all play a part in working with different communities through culture and creativity, such as Together for Families, Planning, Resettlement, Libraries, Public Health and Localism.

As well as the formal boards and organisations set out in the table in appendix 1, partnership working with the voluntary sector, the business sector, with neighbouring authorities and with local councils will all add to what culture and creativity can achieve in Cornwall.

Population Growth and Planning

Significant population growth is projected over the next decade, with some towns growing faster than others. It will be vital to invest in new and existing cultural facilities and networks to meet the needs of growing communities. Local Plan policies can allocate provision for cultural facilities on new sites and protect existing facilities, while the Community Infrastructure Levy can provide funding as part of social infrastructure.

Parts of Cornwall face persistent deprivation and cultural organisations have a part to play in place-based strategies to improve health and wellbeing and create opportunities. We will seek to extend outreach with under-represented groups and those who find it difficult to access activities.

Funding and Investment

Cornwall Council will work with cultural organisations and partners to secure a broader base of funding for culture and creativity. We will use the ambitions and principles of this Strategy as 'investment guidelines'. Projects will normally be expected to:

- » Meet more than one of the Strategy's ambitions.
- » Extend provision across Cornwall and to different communities.
- » Provide evidence of match funding and business models that ensure future viability.
- » Demonstrate alignment with relevant strategies – UK Government, Arts Council England, National Lottery Heritage Fund, Historic England and Cornwall Council.
- » Demonstrate how the funding will support pathways to self-sustainability.

The Hodge Review of Arts Council England in 2025 points to the need to pivot away from reliance on direct government grant funding to a more diverse mix of funding such as philanthropy, tax incentives and investment finance. There are already various funding models in place for cultural organizations in Cornwall and we will seek to build up resilience in the sector by working in partnership to open up new investment opportunities, through giving circles, individual philanthropy and new business models of delivery.

Devolution to Cornwall Council as a Foundational Strategic Authority creates opportunities to

Pipeline Projects

Cornwall's cultural vitality depends on a rich mix of events and projects. The following pipeline priorities will help deliver our ambitions and specific projects and actions will be set out in an action plan to accompany this strategy:

- » Town Deals (2026/27) – new facilities at Leach Pottery (St Ives), a new culture and heritage centre in Camborne, and improvements to Penlee Gallery and Museum (Penzance).
- » Festival growth – Flamm 2026 in Bodmin; coordinated support for large and small events through the Cornwall Events Strategy.
- » Workspaces – expansion and optimisation of creative clusters (e.g. Pixel, Workshed, Krowji) to improve access and affordability.
- » Creative Health – strengthen partnerships and programmes that support wellbeing and social prescribing.
- » Heritage reuse – protect and repurpose cultural assets through Cornwall Council's Valuing Local approaches (e.g. chapels, libraries, civic buildings).

Evidence and Monitoring

- » Employment: Annual Cornwall Council Creative Census – insights into the economic strengths and needs of the sector.
- » Research collaboration with higher education (e.g. Great South West 'Creative Industries in the South West').

maximise investment in the creative sector. This will include creating a new culture strategy board to ensure that cultural investment meets the needs of the community as a whole and secures a good deal from government agencies such as Arts Council England and National Lottery. Devolution may also create opportunities to use tax incentives to encourage investment in creative enterprise, and culture and heritage will be priority sectors for investment from any future visitor levy in recognition of their role in attracting visits to Cornwall and supporting a year-round visitor economy.

Endelienta Ensemble, St Endellion Church



- » Community and social impact – commission the Social Value Engine or similar to capture and compare outcomes.
- » Programme monitoring – audience, participation, employment and training data for the Culture and Creative Investment Programme.
- » Creative Conversations – regular events to share insights and explore audience and visitor trends.
- » Sustainability – use of the Cornwall Sustainability Action Plan for the Creative Sector and collaboration with the Cornwall Council Carbon Neutral Team.

One and All

Cornwall's creative sector faces challenges – reduced funding opportunities, cost-of-living impacts on audiences, rising costs for buildings and operations. Yet our sense of belonging and identity as the fifth nation, places us in a prime position to collaborate in themes and places, ensuring that culture and creativity in Cornwall thrives. All of us can join in and work together to create joyful, inclusive and resilient culture for One and All in Cornwall.

Appendix 1: Delivery framework

Key strategies and Boards that lead on elements of the Cultural Strategy

Ambition	Strategy	Board or Partner
1	Joining in	<ul style="list-style-type: none"> Cornwall Culture Strategy Cornwall Events Strategy Cornwall Plan & Belonging Strategy Cornwall & Isles of Scilly Joint Health and Wellbeing Strategy
2	Supporting people	<ul style="list-style-type: none"> Cornwall & Isles of Scilly Workforce and Skills Strategy
3	Growing our economy	<ul style="list-style-type: none"> Cornwall Good Growth Plan
4	Improving our places	<ul style="list-style-type: none"> Cornwall Council - Planning Bord Ertach Kernow Town Councils / BIDS / Local partnerships/CAPs
5	Celebrating Cornwall	<ul style="list-style-type: none"> Cornwall Council Fifth Nation Working Group Global Cornish Fifth Nation Working Group Action Plan

APPENDIX C

Cornwall Cultural Strategy 2026-2036

Please complete our short survey to give your views on Cornwall Cultural Strategy. This survey will close on 24/04/2026.

Privacy Notice

We will use the information you provide to inform *Cornwall Cultural Strategy*.

The Data Controller for the information you provide in this survey is Cornwall Council, New County Hall, Treyew Road, Truro TR1 3AY. Data Protection Registration Number: Z1745294. Once the survey has closed, your data will be held within Cornwall Council's secure network and premises for up to 2 years. Where we ask you to supply personal data on this form, we will only make access to this data available to authorised members of staff who are required to process it for the purposes outlined in this privacy notice. Please note that other information you provide, such as responses to open questions, may be published in full.

For more information, please see our full [privacy policy](#).

Please direct any queries to the Culture Team at cultureteam@cornwall.gov.uk

1. Could you tell us what culture means to you?

Maximum 20,000 characters

0/20,000

Ambition 1: Joining In

What this means: Everyone in Cornwall should be able to access and enjoy culture, regardless of who they are or where they live. The Council will work with partners to reduce barriers, widen participation, and create inclusive, high-quality cultural opportunities for all communities.

Priorities for this ambition are to:

- Encourage exciting, diverse culture for everyone
- Make sure culture includes everyone
- Bring people together and support wellbeing

2. To what extent do you agree or disagree that the priorities for this Ambition are the right ones?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

3. How important is this Ambition to you?

- Very important
- Somewhat important
- Not very important
- Not at all important

4. Please use this space to provide feedback on this Ambition and/or the priorities for this Ambition.

For example, is there anything that would make cultural activities more accessible for you or your community?

Maximum 20,000 characters

0/20,000

Ambition 2: Supporting People

What this means: Cornwall's creative future depends on its people — their talent, energy, and imagination. Supporting people means investing in the full creative journey: from early inspiration in schools, through building confidence at events, to finding work and training.

Priorities for this ambition are to:

- **Inspire creativity in education**
- **Strengthen pathways through further and higher education**
- **Open access to creative careers**
- **Support growth and development**

5. To what extent do you agree or disagree that the priorities for this Ambition are the right ones?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

6. How important is this Ambition to you?

- Very important
- Somewhat important
- Not very important
- Not at all important

7. Please use this space to provide feedback on this Ambition and/or the priorities for this Ambition.

For example, are there particular groups or ages who you feel would benefit most from more creative opportunities?

Maximum 20,000 characters

0/20,000

Ambition 3: Growing Our Economy

What this means: Cornwall's creative economy is a broad ecosystem that nurtures talent, attracts investment, and delivers long-term value. The creative industries work across sectors, from manufacturing to the visitor economy, and Cornwall's strong creative sector is well placed to contribute to this fast-growing national industry.

Priorities for this ambition are to:

- **Provide opportunities for networking and support**
- **Identify access to funding**
- **Provide workspace and infrastructure**
- **Support research, innovation, and development**
- **Collate evidence and share insights**

8. To what extent do you agree or disagree the priorities for this Ambition are the right ones?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

9. How important is this Ambition to you?

- Very important
- Somewhat important
- Not very important
- Not at all important

10. Please use this space to provide feedback on this Ambition and/or the priorities for this Ambition.

For example, do you feel that Cornwall offers the right kind of opportunities for people working in the sector?

Ambition 4: Improving Our Places

What this means: Culture in Cornwall is deeply rooted in our landscapes, towns, industries and communities. Culture and heritage have the power to lead regeneration of our towns.

Priorities for this ambition are:

- **Place-based culture**
- **Clusters, networks and momentum**
- **Facilities and cultural infrastructure**
- **Regeneration, conservation and development**

11. To what extent do you agree or disagree that the priorities for this Ambition are the right ones?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

12. How important is this Ambition to you?

- Very important
- Somewhat important
- Not very important
- Not at all important

13. Please use this space to provide feedback on this Ambition and/or the priorities for this Ambition.

For example, are there any towns or communities where you think cultural investment or activity is especially needed?

Maximum 20,000 characters

0/20,000

Ambition 5: Celebrating Cornwall

What this means: Our landscape, language and traditions have all shaped Cornwall's distinctiveness and global recognition. Cornwall will be recognised for its diverse, green and distinct cultural life and for new high quality, innovative cultural work.

Priorities for this ambition are:

- Promoting Cornwall to the UK and beyond
- Environment and sustainability
- Promoting Cornish language
- Cornish distinctiveness and heritage
- International opportunities

14. To what extent do you agree or disagree that the priorities for this Ambition are the right ones?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

15. How important is this Ambition to you?

- Very important
- Somewhat important
- Not very important
- Not at all important

16. Please use this space to provide feedback on this Ambition and/or the priorities for this Ambition.

For example, how important is it to you that Cornwall's culture, heritage or language is promoted more widely?

Maximum 20,000 characters

0/20,000

An Action Plan will be prepared to outline how the Strategy will be delivered. This will contain an outline of ways of working and priority projects.

Do you have suggestions for the Action Plan?

For example:

- What should be the top priorities for action?
- Are there particular places, communities or groups that most need support?
- What kinds of partnerships or ways of working would help deliver the Strategy?

17. Looking closely at the Ambitions, do you have suggestions for the Action Plan?

Maximum 20,000 characters

0/20,000

18. Is there anything else relating to the Cultural Strategy that you would like to give feedback on?

Maximum 20,000 characters

0/20,000

19. In what capacity are you responding to this survey?

- I'm responding as an individual
- I'm responding on behalf of a business or organisation

If you are responding on behalf of an organisation, please provide further details below.

20. In which role(s) are you responding to this survey? Please tick all that apply.

- I represent / own a local business
- I represent a voluntary and community sector (VCS) organisation
- I represent another stakeholder, e.g. parish council, police, health etc.
- Other (please specify)

21. Name of your organisation:

Maximum 255 characters

0/255

22. Your name and position:

Maximum 255 characters

0/255

23. Is your response the formal response of your organisation?

- Yes
- No

End.