
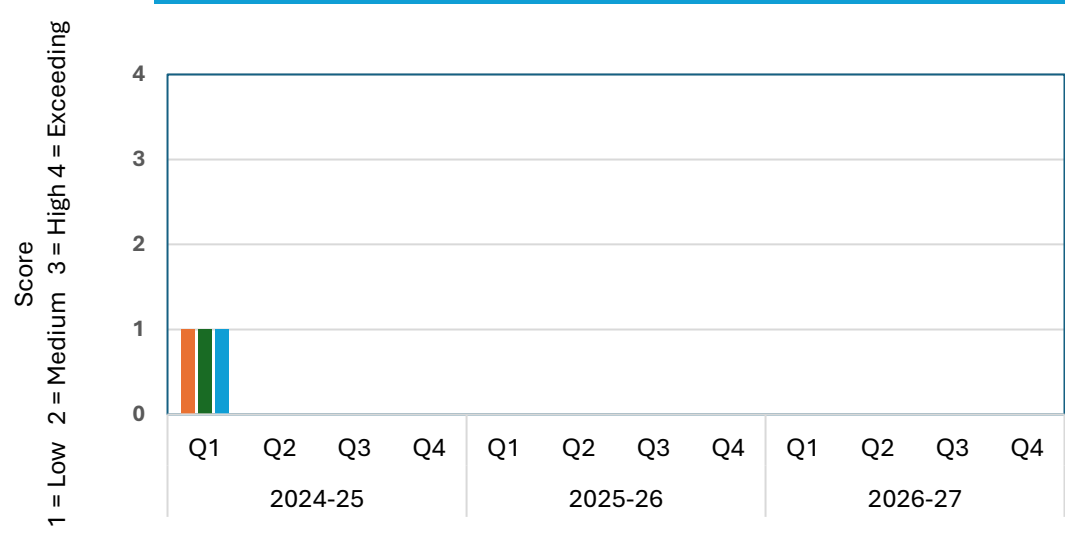


Strategic Priority 1 - Boosting Jobs and Economic Prosperity		Aims of the Services Committee	What does success look like?	Actions	Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
 <p>To ensure Saltash benefits from higher income, reduced poverty, improved facilities and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


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



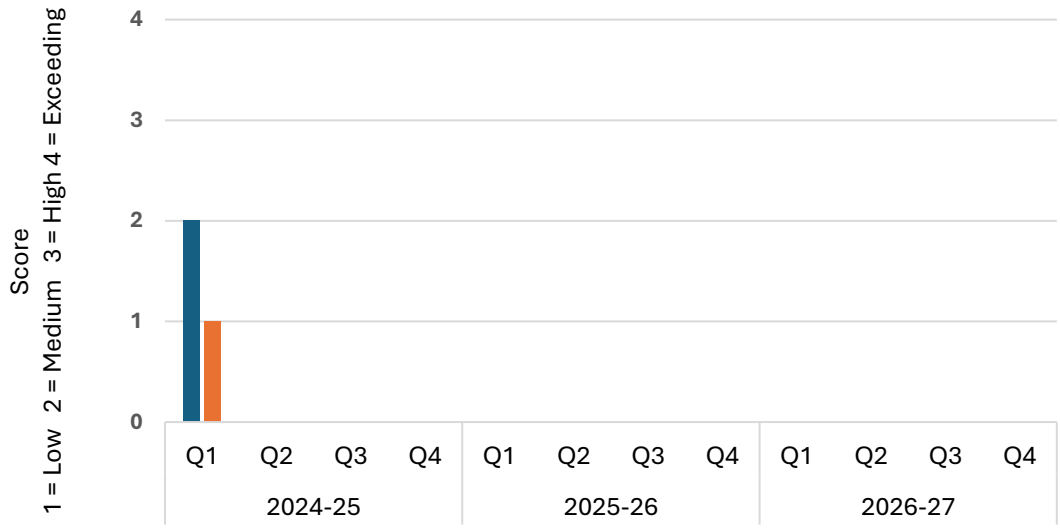
- Continue to work with key stakeholders in the devolution of asset process with an increase of Town Council staffing levels, if required;

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

- Continue to promote Saltash as a vibrant and welcoming visitor destination by reinvesting and working in partnership with key stakeholders in key areas such as Victoria Gardens, the Town Centre, and future Waterside projects.

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


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



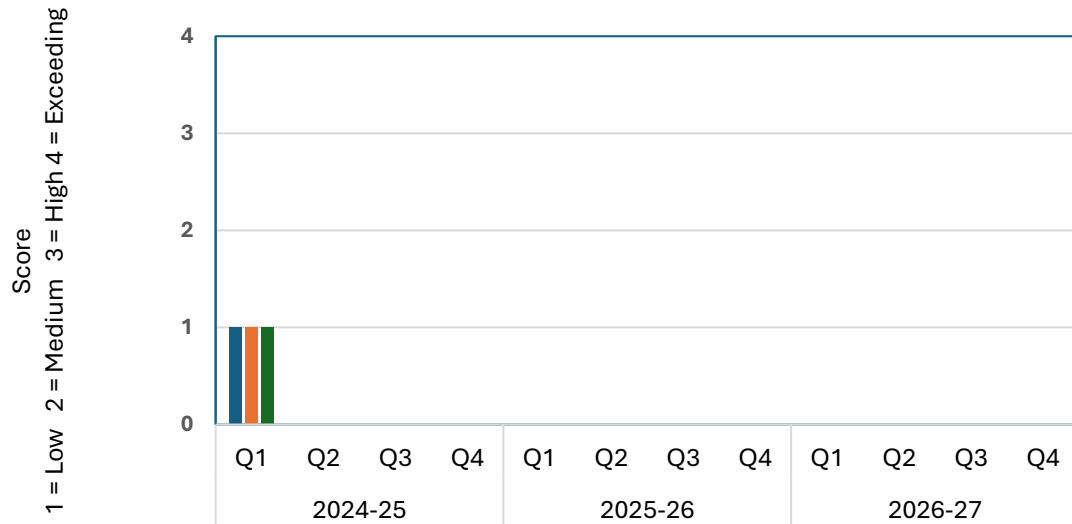
■ Maintain, promote and reinvest in Town Council play parks and recreational areas

■ Provide, maintain and support mental health and wellbeing with street furniture and green public spaces

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

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

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



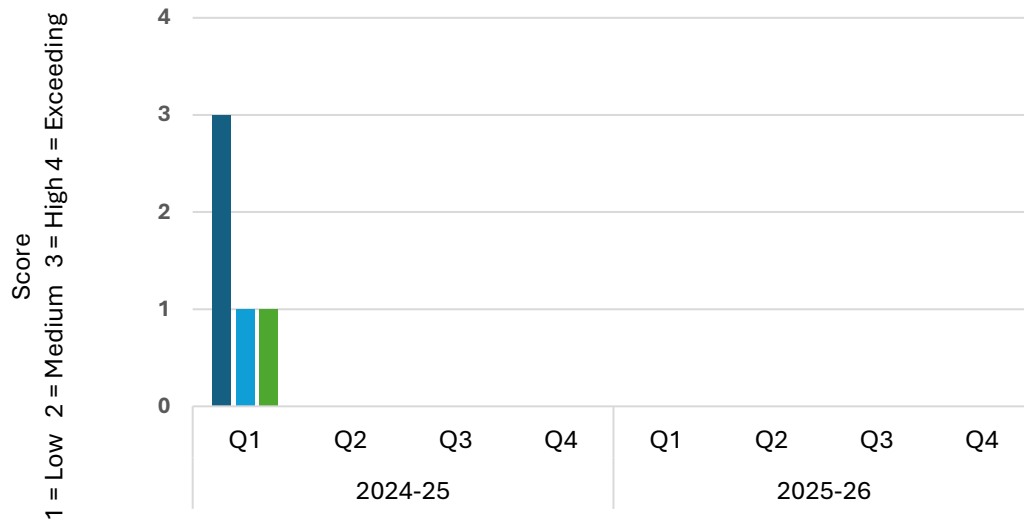
Score
 1 = Low 2 = Medium 3 = High 4 = Exceeding

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




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

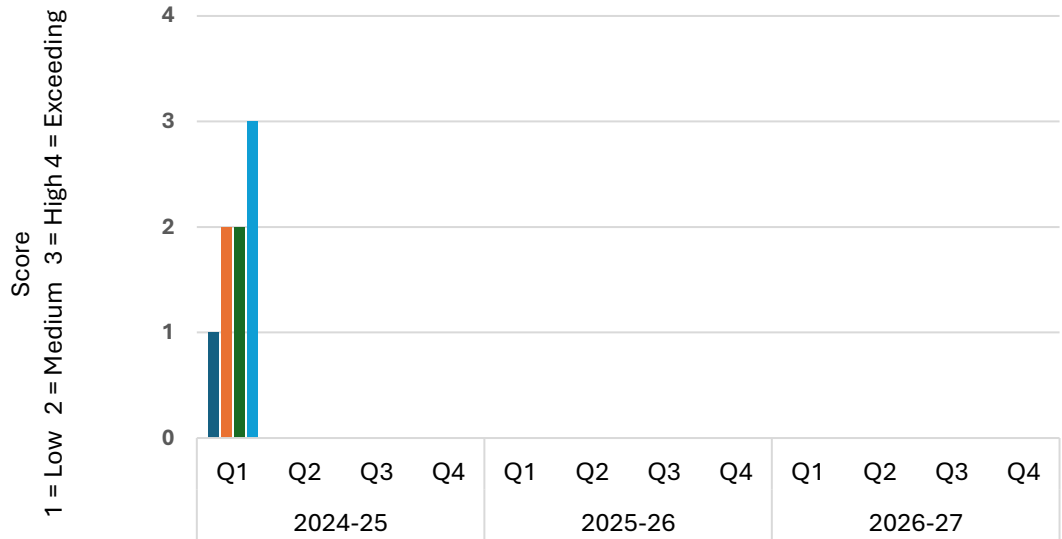
Business Plan
Strategic Priority 5 - Climate Emergency
Aims of the Services Committee




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

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

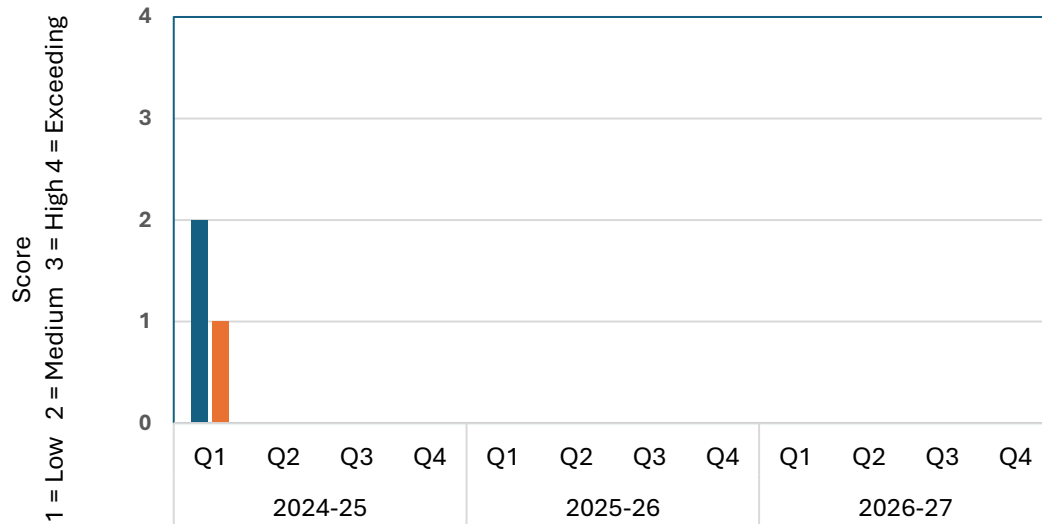
Business Plan
Strategic Priority 6 - Recreation and Leisure
Aims of the Services Committee



- Promote mental health and wellbeing via the Town Council website
- Maintain, promote and reinvest in Town Council play parks and recreational areas
- Provide, maintain and support mental health and wellbeing with street furniture and green public spaces
- Continue to provide pontoon facilities allowing access to the river and support better connectivity to neighbouring areas

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


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



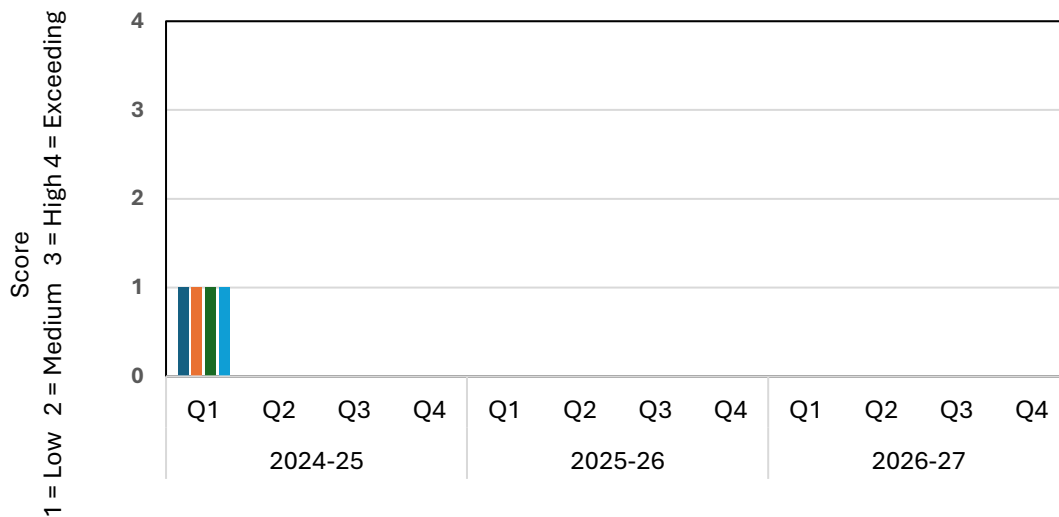
- Promote Saltash as a vibrant and welcoming visitor destination with provisions of Isambard House café and waiting room area
- Bring in additional investment by offering a focal meeting point at the Station and in close proximity to Fore Street

Strategic Priority 2 - Health and Wellbeing		Aims of the Station Sub Committee
	<p>To support the Saltash Healthcare Action Group in improving our local NHS provision. Support improvement to mental health, fitness facilities, educational wellbeing of children and opportunities to access a high level of quality learning for young people.</p>	<p>The Station Property Sub Committee recognised strategic priority 2 - Health and Wellbeing did not fit within the remit (Terms of Reference) of the sub committee</p>

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

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

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




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

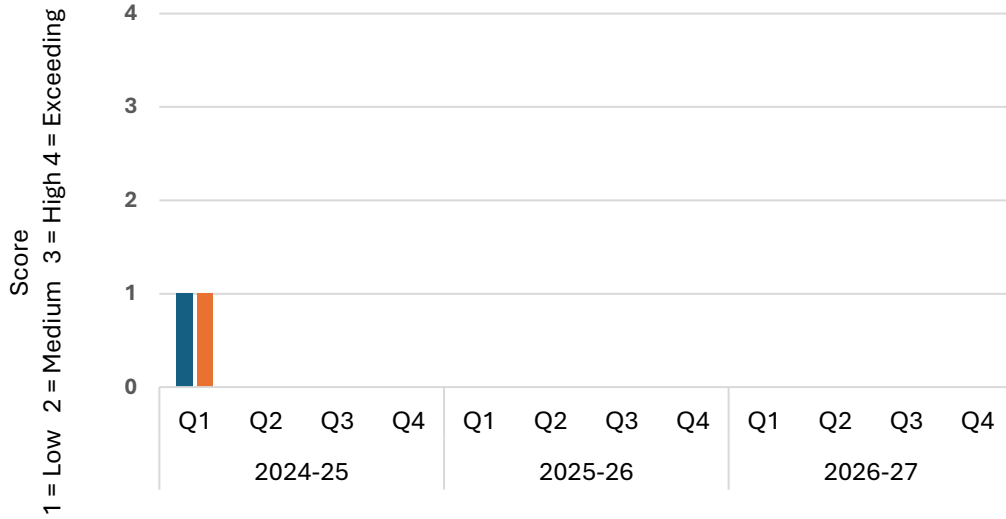
- Saltash Station is a key transport hub to the town

- Embark on a community project for the installation of further connectivity by installing EV Charging Points, Beryl Bikes and Solar Car Ports and Roof within the Station car park

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


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

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

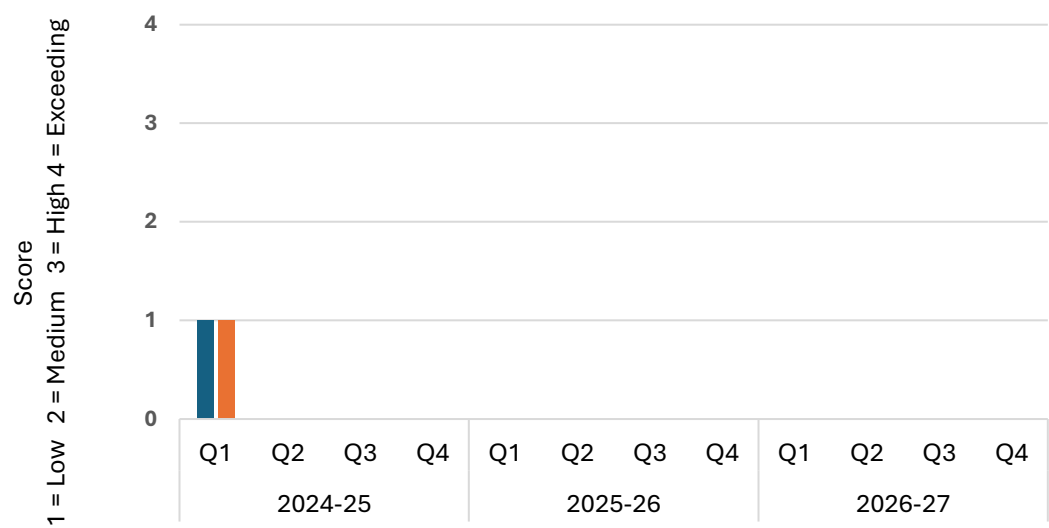


- To continue to support external groups with free use of Isambard House (in line with the Hire Policy) where their purpose is climate change and environmental matters


- To lead by example by Isambard House being well insulated when refurbished with further investments to install Solar PV and Water Systems to assist in reducing energy bills and Co2 emissions


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

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

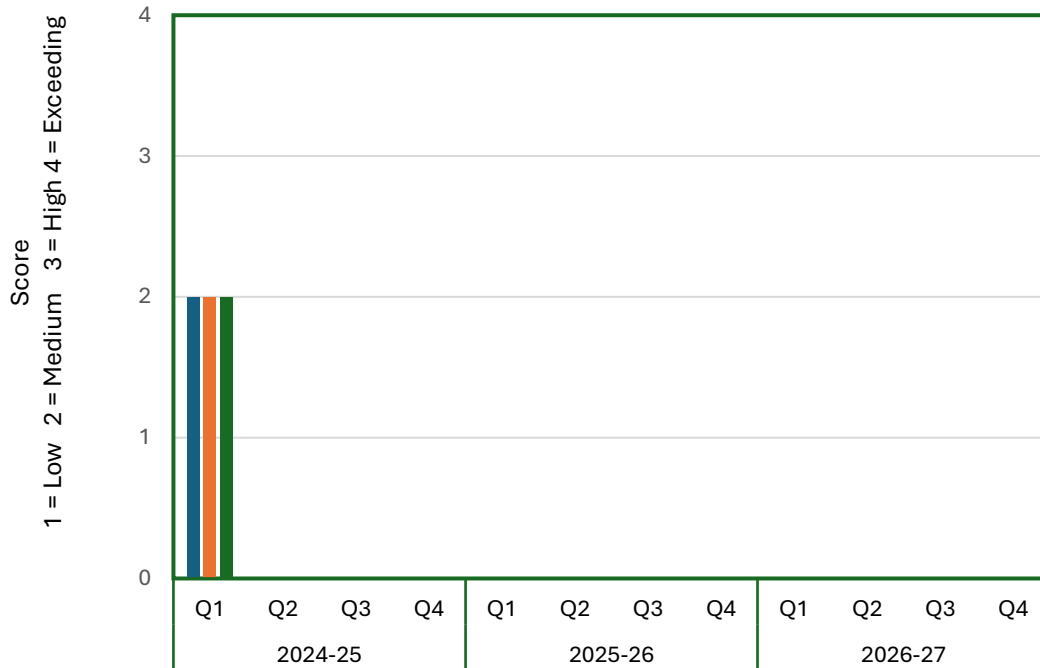


- Increase cultural activity by providing a restored historical building (Isambard House) to hold events offering low rates to hire the building
- Create an annual events calendar to better utilise the building

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

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


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





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

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

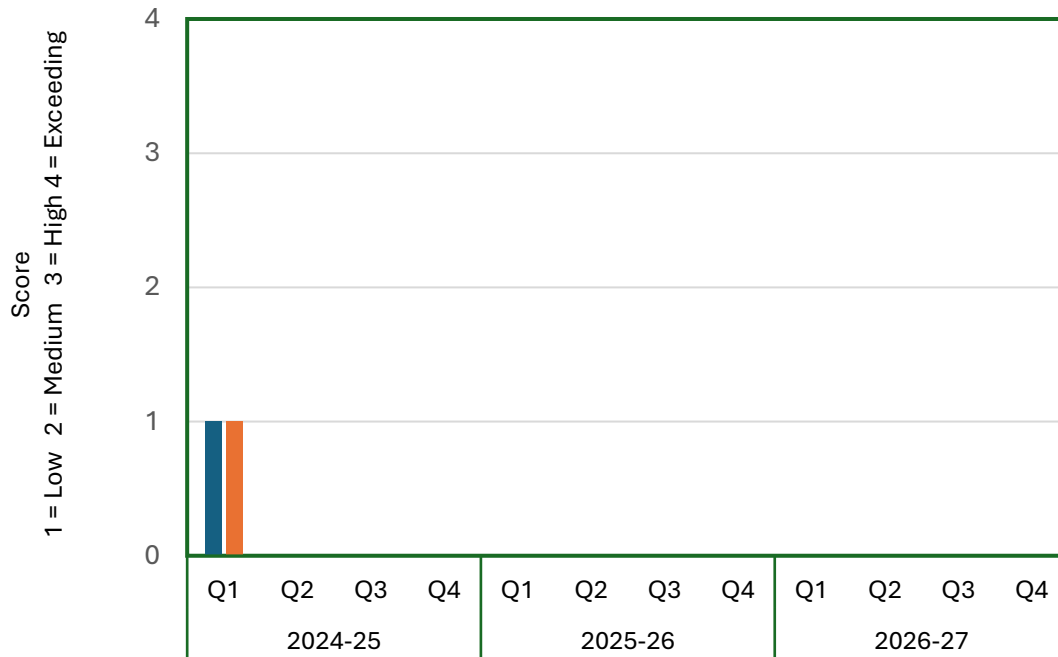
- To continue to provide a safe and warm space to residents and users of the Library.

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

Strategic Priority 4 - Travel and Transport		Aims of the Library Sub Committee
	<p>To work with key stakeholders to support access to affordable, accessible and sustainable transport in Saltash and the rural and urban areas, and promote walking and cycling.</p>	<p>The Library Sub Committee recognised strategic priority 4 - Travel and Transport did not fit within the remit (Terms of Reference) of the committee</p>


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

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

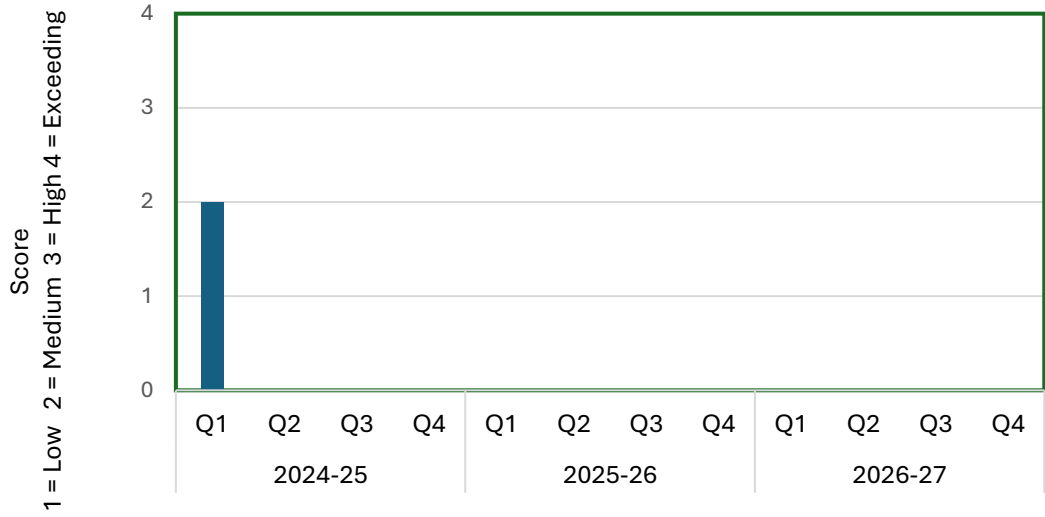


■ To ensure the Saltash Library building is well insulated when refurbished to reduce energy cost;


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

Strategic Priority 6 - Recreation and Leisure		Aims of the Library Sub Committee	What does success look like?	Actions	Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
 <p>To continue to provide, improve, and support in Saltash, play parks, open green spaces, library service, cultural activity, leisure and support facilities, and to acknowledge our unique position on the Tamar and Lynher Rivers.</p>		<p>To continue to provide a Library and Community Hub Service for the community inclusive of the Home Library Service.</p>	<p>Community engagement, programs and events</p> <p>Provide inclusive and accessible services</p> <p>Develop the Home Library Service</p>	<p>Partner with local schools, organisations, and businesses to host events and activities</p> <p>Organise workshops, reading clubs, and educational programs that cater to various age groups and interests</p> <p>Organise and promote community surveys to understand the needs and wants of the community</p> <p>Recruit and train volunteers to service the Home Library Service</p> <p>Ensure the library is accessible to all</p> <p>Utilise social media and the Town Council website to further promote the Library Hub services, groups, clubs and events</p>	2	2			

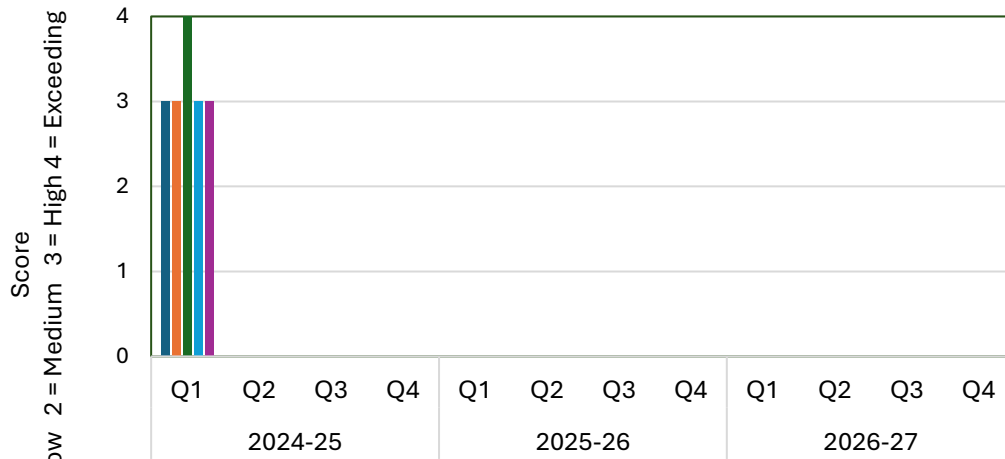
Business Plan Strategic Priority 6 - Recreation and Leisure Aims of the Library Sub Committee



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


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

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

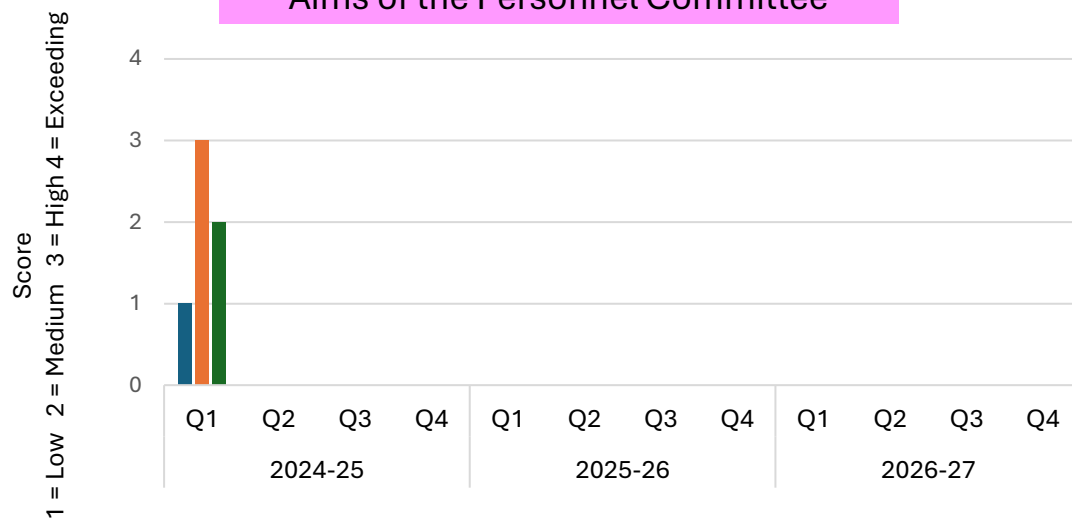


Score
 1 = Low 2 = Medium 3 = High 4 = Exceeding

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

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

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



Score

- 1 = Low 2 = Medium 3 = High 4 = Exceeding
- Provide excellent welfare facilities
- Provide occupational health assessments as required to support staff at work
- Robust risk assessments and health surveillance checks available to appropriate officers to protect them at work

Strategic Priority 3 - Housing


Aims of the Personnel Committee



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

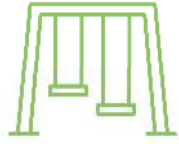
The Personnel Committee recognised strategic priority 3 - Housing did not fit within the remit (Terms of Reference) of the committee

Strategic Priority 4 - Travel and Transport		Aims of the Personnel Committee
	<p>To work with key stakeholders to support access to affordable, accessible and sustainable transport in Saltash and the rural and urban areas, and promote walking and cycling.</p>	<p>The Personnel Committee recognised strategic priority 4 - Travel and Transport did not fit within the remit (Terms of Reference) of the committee</p>

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

Strategic Priority 6 - Recreation and Leisure

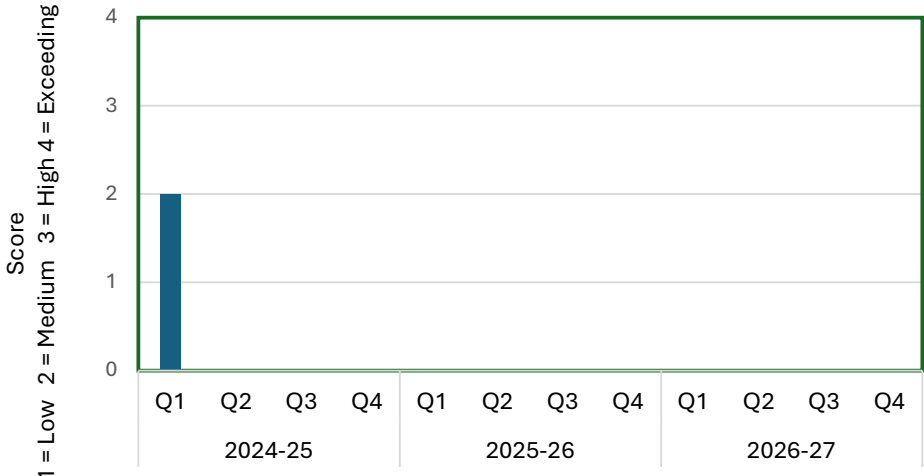
Aims of the Personnel Committee




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

The Personnel Committee recognised strategic priority 6 - Recreation and Leisure did not fit within the remit (Terms of Reference) of the committee

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



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

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

Strategic Priority 2 - Health and Wellbeing

Aims of the Planning and Licensing Committee

What does success look like?

Actions

**Score
(1 = Low 2 = Medium 3 = High 4 = Exceeding)**

2024-25
Q1 Q2 Q3 Q4



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

To ensure appropriate support or recommendations are given to applications or projects that support health care development or change of use to a health care setting in Saltash

Being actively involved in the decision making process
Partnership working
Saltash Neighbourhood Development Plan
National and Cornwall Local Plan Policy

Consideration as a Consultee to Planning applications that could impact the health care setting in Saltash
Work in partnership with Saltash Health Care Action Group and seek advice as required
Seek the advice of Cornwall Council as required
Refer to the Saltash Neighbourhood Development Plan for guidance on health care provision in Saltash
Refer to the National and Cornwall Local Plan Policy

1

1

To support and work with the Saltash Health Care Action Group when reviewing planning applications that are applicable

Town Vision Sub Committee **recommends** to the Planning and Licensing Committee to remove this 'Aim' due to duplication of another 'Aim':
To ensure appropriate support or recommendations are given to applications or projects that support health care development or change of use to a health care setting in Saltash.

N/A

N/A

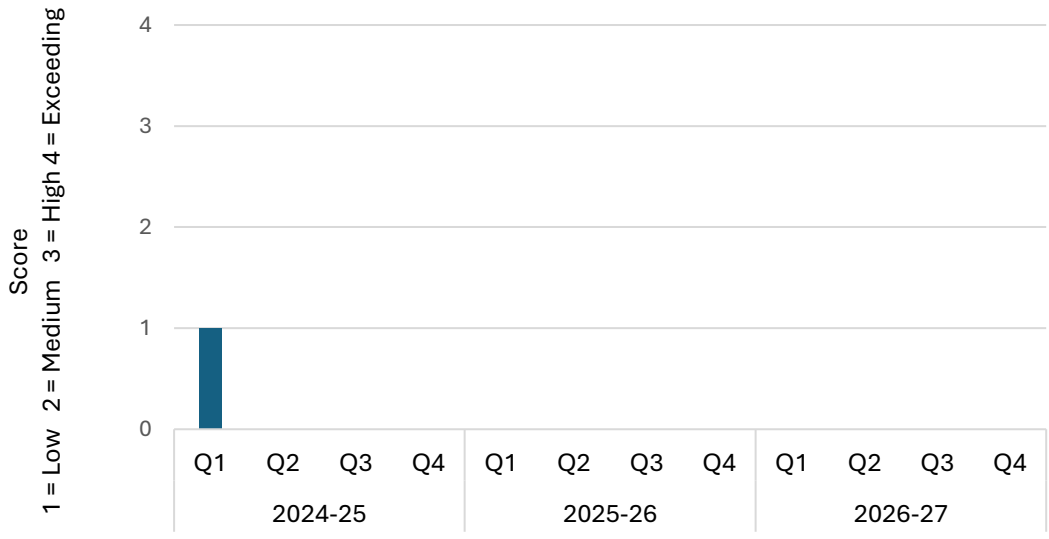
To ensure the availability of all housing types are considered inclusive of rental and affordable housing to improve access to housing for all in Saltash

Town Vision Sub Committee **recommends** to the Planning and Licensing Committee to refer this 'Aim' to 'Housing' because the 'Aim' fits better under that Strategic Priority.

N/A

N/A

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

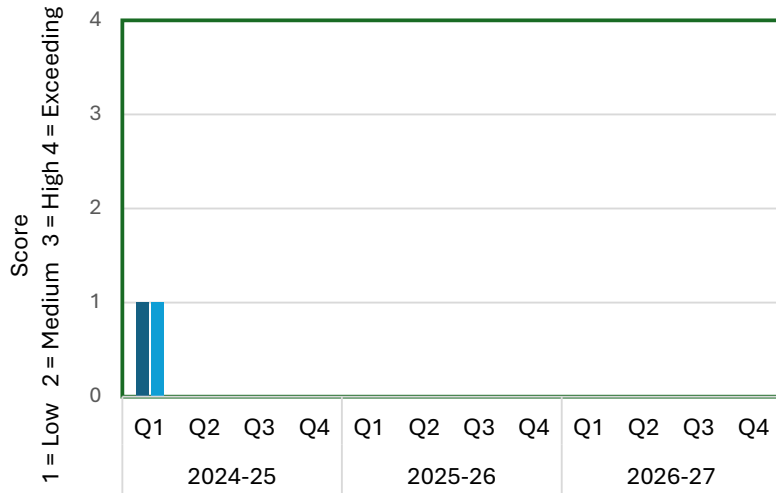


- To ensure appropriate support or recommendations are given to applications or projects that support health care development or change of use to a health care setting in Saltash



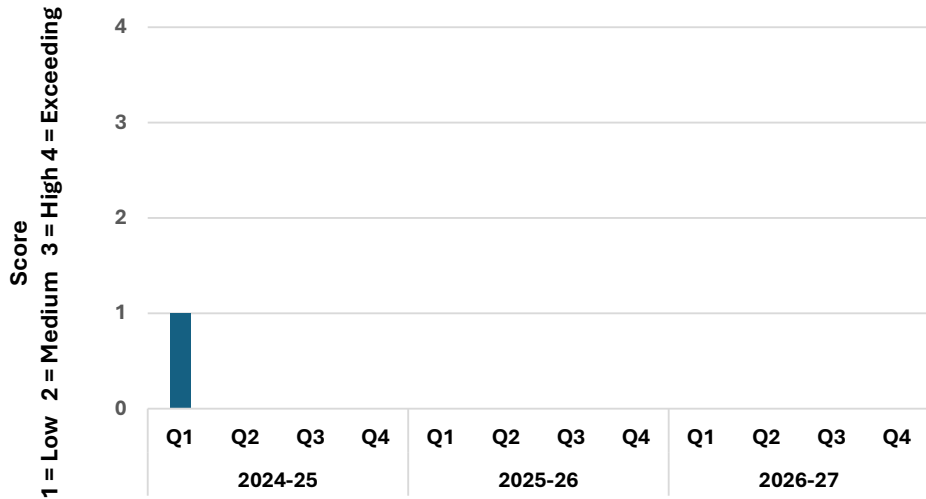
Strategic Priority 3 - Housing		Aims of the Planning and Licensing Committee		What does success look like?	Actions	Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25																				
							Q1	Q2	Q3	Q4																	
	To ensure Saltash has a balanced range of high quality and affordable housing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

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



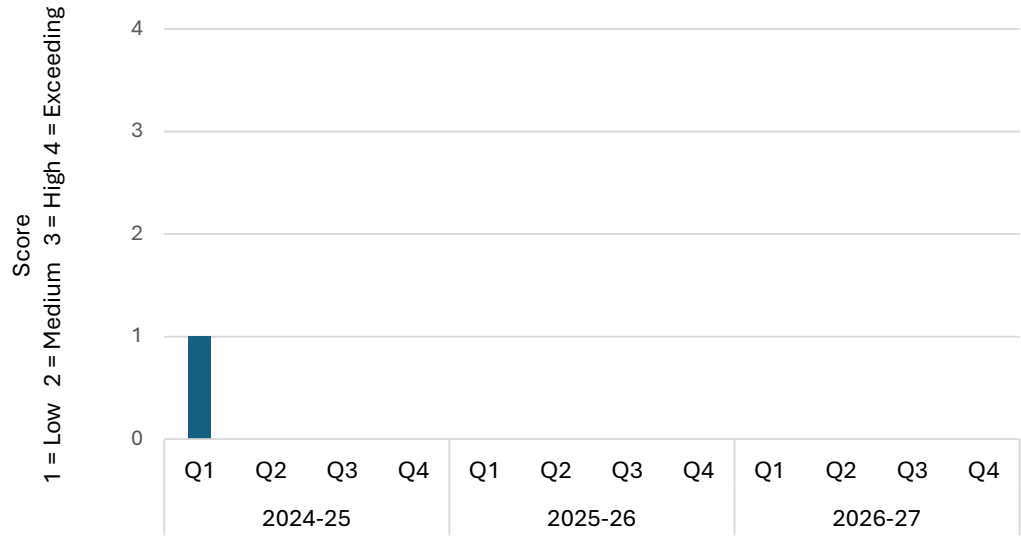
- To support projects that deliver affordable and sustainable housing whilst meeting a variety of user needs in keeping with policy
- To ensure the availability of all housing types are considered inclusive of rental and affordable housing to improve access to housing for all in Saltash

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



- **To continue to acknowledge a climate emergency and considerations given to planning and licensing applications to ensure developments are sustainable and meeting future climate demands**

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



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