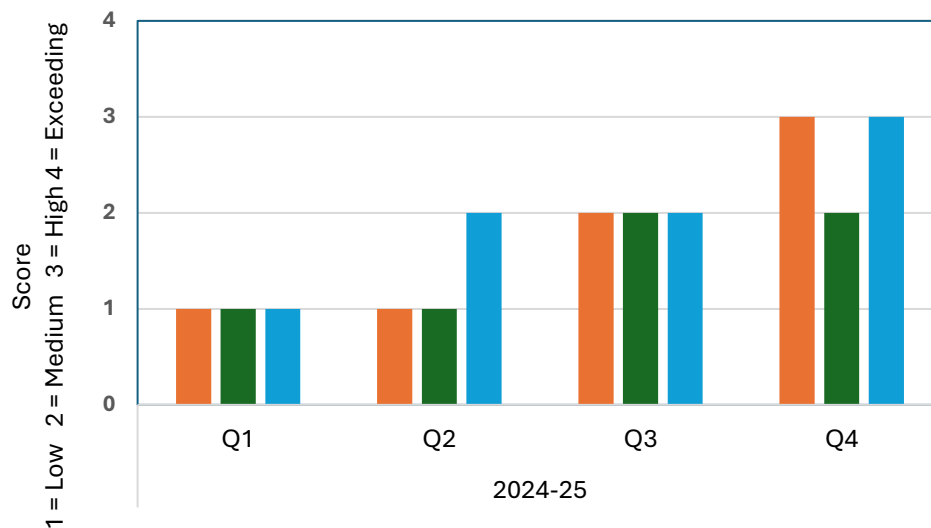





Strategic Priority 1 - Boosting Jobs and Economic Prosperity		Aims of the Services Committee	What does success look like?	Actions	Live Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
	To ensure Saltash benefits from higher income, reduced poverty, improved facilities and quality of life. Promote Saltash as a vibrant and welcoming visitor destination.	Continue to work with key stakeholders in the devolution of asset process with an increase of Town Council staffing levels, if required;	To work in partnership with Cornwall Council to improve the Waterside area  To devolve Victoria Gardens and Maurice Huggins Room to the Town Council  Secure Service Level Agreements with key stakeholders to make the town more attractive and welcoming, whilst continuing to build and maintain positive working relationships	Start the devolution process of Victoria Gardens and Maurice Huggins Room  Sign Leases with Cornwall Council  Sign Service Level Agreements with outside organisations and undertake additional duties required  Personnel Committee to consider additional staffing resources as instructed by the Town Clerk as required  Partnership working with Cornwall Council by email authorisation to undertake weed and vegetation management on Jubilee and Waterside Greens and the pathway inbetween both sites  Positive early engagement with Network Rail (land owners) of the Waterside toilets and 8 sheds within the same area, to progress a 99-year Lease to the Town Council to improve the buildings/services to the community  Due to the closure of Saltash Adult Ed, partnership working with CC took place to try and save the service, by attendance at meetings, writing letters, liaising with Cornwall Cllrs and stakeholders to retain the training provider in the town (STC recognises this action also meets strategic priority 2)  Approved planting of a Quercus Petraea Oak at Victoria Gardens working in partnership with Cornwall Council (STC recognises this action also meets strategic priority 5)  <b>Continued discussions regarding Jubilee Green and sea defence wall to deliver the CIL Fourth Round Funding - Services held 13.04.25 minute nr. 111/24/25</b>  <b>Devolution Package inclusive of Victoria Gardens and MHR being explored with CC - FTC held 6.02.25 minute nr 336/24/25</b>  <b>Partnered with Saltash Bowls Club to separate the water supply to allow both parties more control over their usage/billing and reducing Town Council administration time</b>	3	1	1	2	3
		Improve facilities and quality of life by continuing to maintain our public conveniences and to invest in accessible public conveniences	All Town Council public conveniences to be accessible  Improvements to all Town Council public conveniences  Dementia friendly  Saltash Neighbourhood Development Plan	Property Maintenance Sub Committee to investigate public convenience improvements and associated cost to form part of the five-year maintenance plan  Property permissions to be ascertained if required  Refer to the Saltash Neighbourhood Development Plan for guidance on the need for public conveniences  Construction designs to be investigated by the Town Council Building Surveyor  Funding to be explored to support all or some of the associated cost  Public consultations to be held to seek evidence of need in the community  To install dementia friendly signage to all Town Council public conveniences  Partnership working to support PL12 community Dementia training by providing free facilities and sale of tickets via Eventbrite  Reinvesting in 2025/26 public conveniences cleaning contract to keep the service available and to a high standard  Engagement with Network Rail for a 99-Year Lease to assist the Town Council towards improved toilets including fully accessible and baby changing facilities    Improved public conveniences at the Waterside - painting, new sink/dryer, door locks, cleaning, and artwork to brighten the space  Re-opening of Longstone Park toilets during the Winter months in line with the rest of the Town Council public conveniences	2	1	1	2	2
		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.	Increase visitor numbers and enhanced visitor experiences  Improve community engagement marketing and promotion  Infrastructure improvements  Saltash Neighbourhood Development Plan	Refer to the Saltash Neighbourhood Development Plan for guidance on a vibrant and healthy community  Build relationships with community organisations and businesses via community engagement  Encourage Saltash Town Team to progress with a Town Centre accessibility audit and Cornwall Council street audit to better improve our town  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  Quarterly Town Council premises washdown of surfaces to keep the exterior of the building looking presentable at all times  Application of algacide to Town Council premises to keep maintenance cost to a minimal  Enhance the Town Council's Christmas lights providing a spectacular display  Promote the town in 'It's Your Neighbourhood' and 'Britain in Bloom' competitions to encourage residents and businesses to partake and support each other					

			<div>Utilise the Town Council's website and social media to promote the work of the Service Delivery Department</div> <div>Procurement of two large Chirstmas Trees for Victoria Gardens and Waterside with new Christmas Flags to enhance the display in the town</div> <div>Submission of, Community Infrasture Levy (CIL) fourth round - Saltash Waterside Improvement Project for a sensory garden and play park (results Nov 2024)</div> <div>Plymouth Boat Trips free landing charges on Jubilee Pontoon for the season 2025 (1 April to 30 September, extending the service to weekends in October and a full service in the half term week)</div> <div>Woking in Partnership with Town Team by supporting their Open Green Community Space funded project (improved wayfinding, markets, greening) to improve the welcoming visitor destination in Fore Street</div> <div>Working in Partnership with Town Team to utilise the Waitrose s106 balance to provide leaflets promoting the town to outside areas, QR code linking to the Town Council website via other visitor sites</div> <div>Investment and improvement of Town Council Christmas Lights, replacement of festoon lighting</div> <div>Budgeting 2025-26, further improved Christmas lighting making the town a welcoming visitor destination during that period</div> <div>Budgeting 2025-26 for improved wayfinding and information boards to connect the town</div> <div>Approval to work in partnership with Anthony Estates for a Licence for shared use of the car park at Churchtown Cemetery</div> <div>The Mayor opened a local business Encore at their new premise in Saltash</div> <div>The Mayor switched on the Christmas lights in partnership with the Chamber of Commerce</div> <div>Town Council's Christmas lights - River of lights switched on for longer periods Services held on 13.02.25 minute nr. 114/24/25</div> <div>Improved communications of the Town Council's website and social media to promote the work of the Service Delivery Department linked to social media</div> <div>Continued discussions regarding Jubilee Green and sea defence wall to deliver the CIL Fourth Round Funding - Services held 13.04.25 minute nr. 111/24/25</div>	3	1	2	2	3
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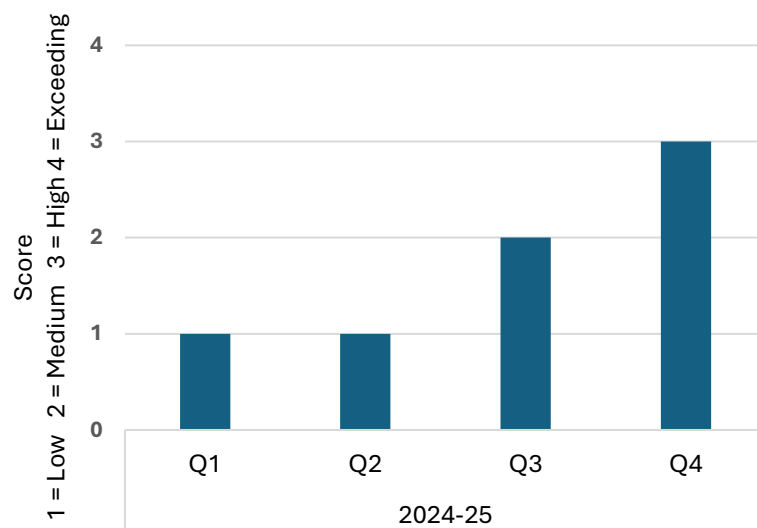
**Business Plan**  
**Strategic Priority 1 - Boosting Jobs and Economic Prosperity**  
**Aims of the Services Committee**



- 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	Live 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, maintain and support mental health and wellbeing with street furniture and green public spaces</p>	<p>Improved public green spaces for everyone to use</p>	<p>Refer to the Saltash Neighbourhood Development Plan for guidance on improving public realm</p>	3	1	1	2	3
			<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>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> <p>Promote mental health and wellbeing via the Town Council website</p> <p>Partnership working with SEA assisting with maintenance at Elwell Woods within existing service delivery resources</p> <p>Improved Allotment Policy providing further clarification/expectations for users</p> <p>Winter planting to keep the town looking cheerful/attractive/welcoming</p> <p>Improved allotment access by clearance of pathways, new fencing and gate</p> <p>Approval to use a Town Council building, free of charge, for the ICB to provide community Winter health events</p> <p>Approval for the Health Care Action Group to use a Town Council building, free of charge, to hold monthly health care meetings</p> <p>The Mayor attended St Barnabas AGM</p> <p>Approval for two members of the public to receive free rent to use space at Churchtown Cemetery allotments to house colonies in exchange for bee awareness sessions working in partnership with two members of the public (STC recognises that this action also meets strategic priority 5 &amp; 6)</p> <p>Due to the closure of Saltash Adult Ed, partnership working with CC took place to try and save the service, by attendance at meetings, writing letters, liaising with Cornwall Cllrs and stakeholders to retain the training provider in the town (STC recognises this action also meets strategic priority 1)</p> <p><b>Reappointment of contractor for the install of hanging baskets and bedding plants for summer 2025</b></p> <p><b>Partnership working with SEA assisting with maintenance at Elwell Woods within existing service delivery resources - support planting to Elwell woods, confirmed permissions from Services held on 13.02.25 minute nr. 116/24/25</b></p> <p><b>Due to the closure of Saltash Adult Ed, partnership working continues with CC and stakeholders to look at supporting alternative training providers in the town (STC recognises this action also meets strategic priority 1) FTC held 6.02.25 minute nr 344/24/25</b></p> <p><b>Winter Wellbeing free room hire at the Guildhall - February</b></p>					

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

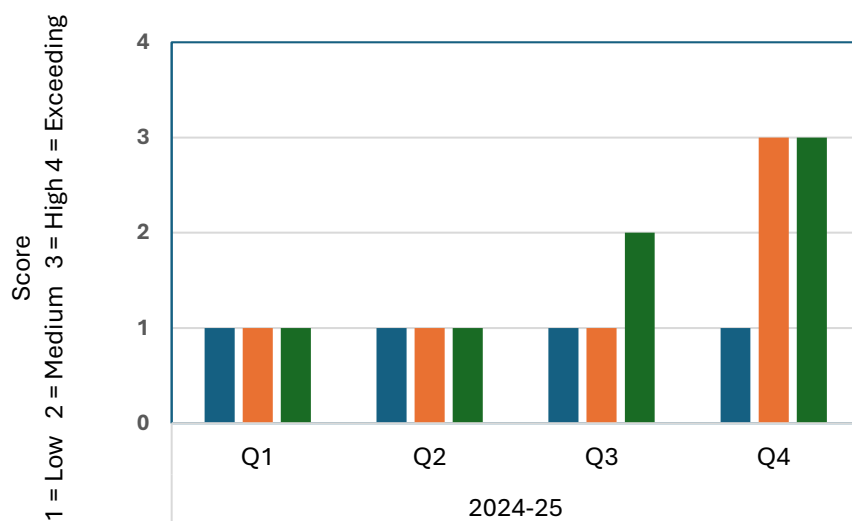


Provide, maintain and support mental health and wellbeing  
with street furniture and green public spaces

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	Live Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
	To work with key stakeholders to support access to affordable, accessible and sustainable transport in Saltash and the rural and urban areas, and promote walking and cycling.	Continue to investigate and implement where possible a sustainable Town Council fleet of vehicles	Investigate sustainable vehicles  Install EV charging stations on Town Council owned property as required  All Town Council vehicles to be electric or hybrid  Saltash Neighbourhood Development Plan	Refer to the Saltash Neighbourhood Development Plan for guidance on sustainable transport  Conduct a detailed survey of the current working vehicles and their usage  Investigate suitable working vehicle options for the future and ascertain associated cost  Research regulations and explore any funding opportunities for EV charging stations / vehicles  Obtain permissions from the landowner to install EV charging stations as required  Promote the investment of a Town Council electric fleet  Reinvesting in 2025-26 budget setting for electric vehicles	1	1	1	1	1
		Promote and encourage walking and cycling routes in the community	Support, promote and encourage walking and cycling routes in Saltash and neighbouring areas  Less vehicles on the road, increase in bikes and by foot  Saltash Neighbourhood Development Plan	Refer to the Saltash Neighbourhood Development Plan for guidance on a walking and cycling environment  Work with outside organisations such as Cornwall Council and sustrans to promote, increase signage and enhance cycling routes  Conduct surveys and collect data on current usage, potential routes, and areas needing improvement  Identify and participate in cycling and walking campaigns suitable for Saltash  New Beryl Bikes offer (free unlocking) promotion via Town Council social media channels  <b>Working in partnership with Town Team to produce a leaflet promoting walking and cycling and sustainable travel to Saltash with icons to advertise EV Charging points</b>	3	1	1	1	3
		Support access and improved connectivity from Saltash to Plymouth and neighbouring Towns and Parishes	Improved connectivity  Increase in tourism  Improved traffic  Saltash Neighbourhood Development Plan	Refer to the Saltash Neighbourhood Development Plan for guidance on improved and sustinable connectivity  Work in partnership with local businesses / Chamber of Commerce to increase connectivity  Work in partnership with Plymouth Boat Trips, Saltash Red Bus, Stagecoach, Go Cornwall Bus, Tamar Bridge to improve connectivity  Promote Saltash as a tourism destinatation on the map  Conduct surveys to ascertain the areas that require improved connectivity  Working in partnership with Sustrans Active Travel Programme linked to 20mph zone roll out, offering free Town Council facilities and supporting the reduced speed restriction  Partnership working with National Highways and key stakeholders to mitigate the tunnel works and to improve the rail service at Saltash  <b>Continued working in partnership with Plymouth Boat Trips, Saltash Red Bus, Stagecoach, Go Cornwall Bus, Tamar Bridge to improve connectivity</b>  <b>Promote Saltash as a tourism destinatation on the map - by working in partnership with Town Team to produce a leaflet - draft designs received and further developed in conjunction with the Town Visitor Guide</b>  <b>Continued partnership working with National Highways and key stakeholders to mitigate the tunnel works and to improve the rail service at Saltash - Rail improvments consistently being lobbied by the Town Council to work in partnership to assist with promotions to minimise highway impact - FTC held 6.02.25 minute nr 344/24/25 and FTC held 6.03.25 minute nr 378/24/25 response to the Peninsular Transport Strategic Implementation Plan Consultation and minute nr. 379/24/25</b>	3	1	1	2	3

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



- 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

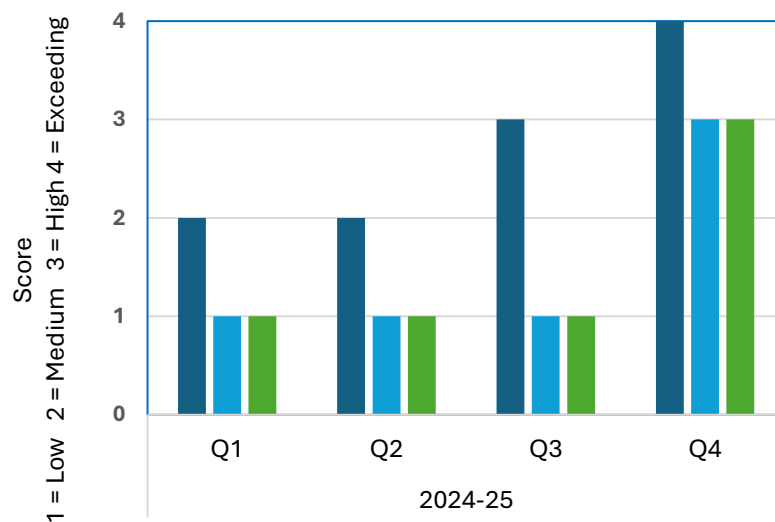


Strategic Priority 5 - Climate Emergency		Aims of the Services Committee	What does success look like?	Actions	Live Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
	To continue to acknowledge a climate emergency and to bring forward a local climate change strategy.	To continue to implement sustainable grounds maintenance methods and good environmental practices.	<p>Avoiding the use of pesticides and herbicides and not using toxic chemicals in any Town Council grounds maintenance work</p> <p>Sustainable methods of weed removal</p> <p>Continue to be environmentally and hedgehog friendly</p> <p>Successful and improved participation in 'low mow may' initiative</p> <p>Recycle as much green waste as possible</p> <p>Where possible, adopt sustainable watering techniques</p> <p>Implement environmentally friendly alternatives to grounds maintenance</p> <p>Saltash Neighbourhood Development Plan</p>	<p>Refer to the Saltash Neighbourhood Developmet Plan for guidance to protect and enhance the natural environment</p> <p>Use mechanical and manual weed pulling methods</p> <p>Investigate organic herbicides if required</p> <p>Create composte areas for disposal of green waste</p> <p>Regular monitoring and maintenance to assist with weed control</p> <p>Educate in relation to being hedgehog friendly when undertaking grounds maintenance work</p> <p>Register as a Hedgehog Hero with the British Hedgehog Preservation Society</p> <p>Continue to be Hedgehog Friendly</p> <p>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</p> <p>Continue with 'low mow may' through the Summer season until areas require attention</p> <p>Permenant wilding areas created to help restore habitats and reintroduce native species that may have disappeared or declined in numbers</p> <p>Rose bushes in Victoria Gardens has rose compost to encourage growth naturally</p> <p>Environmental methods used to clean the Borough War Memorial</p> <p>Approval for two members of the public to receive free rent to use space at Churchtown Cemetery allotments to house colonies in exchange for public bee awareness sessions working in partnership with two members of the public (STC recognises that this action also meets strategic priority 6)</p> <p>Winter planting - more sustainable planting practices took place this Winter to reduce maintenance and replacement in the Summer</p> <p><b>Request SEA to investigate organic herbicides - sevrices held 13.02.25 minute nr. 116/24/25</b></p> <p><b>SEA Free room hire at Isambard House for film night - Climate Scam</b></p> <p><b>Recycled redundant Christmas Lighting for aluminium</b></p>	4	2	2	3	4
		Support community initiatives for tree planting and wildflower meadows	<p>Community engagement in tree planting initiatives and wildflower meadows</p> <p>Saltash Neighbourhood Development Plan</p>	<p>Refer to the Saltash Neighbourhood Developmet Plan for guidance to protect and enhance the natural environment</p> <p>Work in partnership with local orngaisations, schools and businesses to identify suitable areas to plant trees and wildflowers</p> <p>Use social media, press releases and notice boards to raise awareness</p> <p>Order appropriate signage informing the public of new wildflower meadows</p> <p>If suitable on Town Council owned land plant trees and create additional wildflower meadows</p> <p>Continue to partake in the Low Mow May initiative to strategic areas</p> <p>Wildflower Meadow signage, educational information for the community on the importance of our wilding areas and Town Council initative</p> <p>Library Hub working with various key stakeholders during the Bio-Watch project</p> <p>Wildflowers planted at St Stephens ashes area</p> <p><b>Library Hub working with various key stakeholders during the Bio-Watch project</b></p> <p><b>Two additional wildflower areas at Cornish Cross and Chruchtown</b></p>	3	1	1	1	3
		Continue to support and partake in the Plastic Free Community pledge	<p>Educate the community, councillors and staff on the detrimental effects of single use plastics</p> <p>Continue to be a plastic free Town Council</p> <p>Encourage local businesses and organisations to take the pledge to be a plastic free champion</p>	<p>Use social media, press releases and notice boards to raise awareness</p> <p>Pledge to stop using single use plastics and consider this when procuring Town Council assets</p> <p>Promote to local businesses the detrimental effects single use plastic has on the environement and the Waterside town of Saltash</p> <p>Encouraged SEA to apply for change of grant to include initiatives around plastics at town events</p> <p><b>Food waste changes at all Town Council sites encouraging minimising waste and recycling</b></p>	3	1	1	1	3

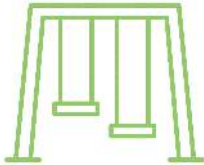
## Business Plan

### Strategic Priority 5 - Climate Emergency

#### Aims of the Services Committee



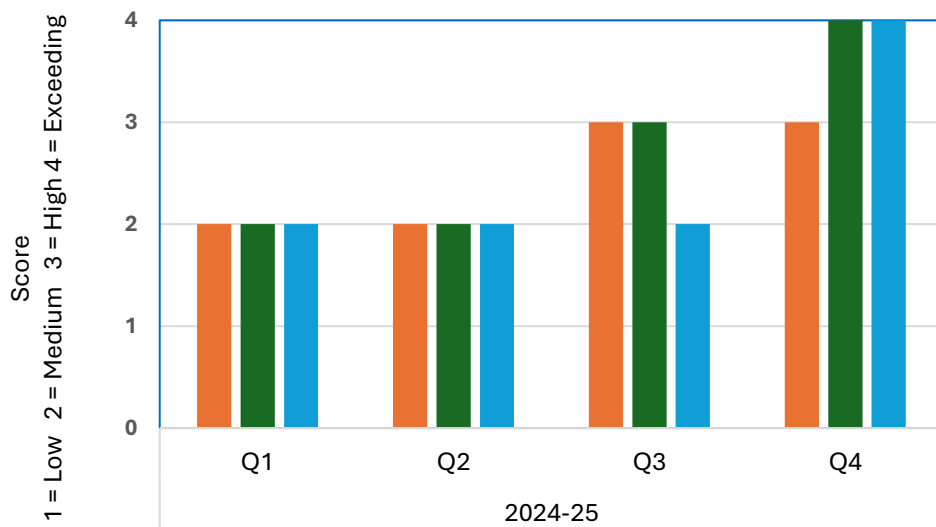
- To continue to implement sustainable grounds maintenance methods and good environmental practices.
- Support community initiatives for tree planting and wildflower meadows
- Continue to support and partake in the Plastic Free Community pledge

Strategic Priority 6 - Recreation and Leisure		Aims of the Services Committee	What does success look like?	Actions	Live Score (1 = Low 2 = Medium 3 = High 4 = Exceeding)	2024-25			
						Q1	Q2	Q3	Q4
	To continue to provide, improve, and support in Saltash, play parks, open green spaces, library service, cultural activity, leisure and support facilities, and to acknowledge our unique position on the Tamar and Lynher Rivers	Maintain, promote and reinvest in Town Council play parks and recreational areas	Investment and Development High-Quality Maintenance Improved open green spaces Promoting improvement works Consultation Funding awarded to provide new play equipment / improvement to community open spaces Saltash Neighbourhood Development Plan	Refer to the Saltash Neighbourhood Developmet Plan for guidance to meet the growing demand for recreation areas  Maintain and invest in new play equipment for Town Council owned play parks  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  Consult with the public that live in the area specific to the work needed  Seek funding opportunities to relieve pressure from the Precept  Service Delivery to carry out high quality maintenance / safety checks by being ROSPA qualified  Grounds maintenance to be undertaken on a regluar basis making open green spaces attractive  <del>Regular maintenance checks to be carried out ensuring all play equipment is to the</del>  Play park provision improved at Grassmere Way and Honeysuckle Close via CIL third round funding and Town Council contribution  Repalcement gate for Grassmere Way play park  Working in partnership with SEA to maintain and promote Ellwell Woods  Fairmead Allotments, replaced old fencing and re-sited the entrance gate for improved access, added an additional water tap  <b>Working in partnership with SEA to maintain and promote Ellwell Woods - Services held on 13.02.25 minute nr. 116/24/25</b>	3	2	2	3	3
		Provide, maintain and support mental health and wellbeing with street furniture and green public spaces	Partake in the Chatty Plaque scheme Ensure open spaces are kept to a high standard for all to enjoy	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  Service Delivery to undertake regular maintenance to Town Council open spaces to ensure they are suitable and attractive for all to enjoy  Mental Health and Wellbeing Town Council website page actively supporting the 'Happy to Chat Plaque' Scheme  The Mayor official opened Grassmere Way and Honeysuckle Close improved play areas  Partnership working with Cornwall Council to provide maintained pathways and review flood defences  <b>The Mayor attended the planting of an oak tree in Victoria Gardens as part of the King's Coronation</b>  <b>Bee area at Churchtown Cemetery complete with secure fencing and signage installed</b>  <b>Trial solar lights in planting area next to the Brunel Bust to show case the town and provide aesthetically pleasing illumination</b>	4	2	2	3	4

		<p>Continue to provide pontoon facilities allowing access to the river and support better connectivity to neighbouring areas</p>	<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> <p>Improved safety lighting on the Pontoon</p> <p>Amendments to the Town Council Pontoon Mooring Agreement to improve the community service and potentially increase revenue whilst maintaining full responsibility of the asset</p> <p>Early stages of negotiations with the Duchy of Cornwall led by Cornwall Council, with the potential option to enter into a Lease for the Pontoon and Fundus</p> <p>Emergency Plan to be drafted for conderation and implementation considering flood defences P&amp;F held 11.03.25 minute nr. 164/24/25</p> <p><b>The Town Council continue to show its commitment to the pontoon by approving further repair and maintenance work to be able to relaunch the pontoon back into the river for the community to enjoy</b></p> <p><b>Continued partnership working with Plymouth Boat Trips, Beryl Bikes, Red Bus, GWR and other operators to provide improved connectivity to the river, Saltash, and neighbouring areas</b></p> <p><b>Review underway of the Heads of Terms received from the Duchy of Cornwall led by Cornwall Council, with regards to a rent for the fundus</b></p> <p><b>Emergency Plan to be drafted for conderation and implementation considering flood defences P&amp;F held 11.03.25 minute nr. 164/24/25</b></p>	4	2	2	2	4
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## Business Plan

### Strategic Priority 6 - Recreation and Leisure 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
- Continue to provide pontoon facilities allowing access to the river and support better connectivity to neighbouring areas