



## **Penzance Town Council** **Strategic Plan 2018 – 2021**

### **INTRODUCTION**

#### **Vision**

To maintain and enhance our community for the well-being and prosperity of present and future generations.

#### **Mission**

To make the community (of Penzance Town Council) a better place to Live, Work and Grow.

#### **PTC Values that underpin all strategy delivery:**

- ✓ To Listen, guide and support.
- ✓ To be trusted, accountable and transparent.
- ✓ To be bold, innovative and pro-active.
- ✓ To ensure we are dependable, open, connected and responsive.
- ✓ To maintain honesty, professionalism and pride in all that we do.
- ✓ To provide a voice for our people and our place.
- ✓ To provide and promote inclusivity.

## Strategic Aims

### 1. Environment

Goals	Supporting strategies	Actions
Open & Green Spaces	<ol style="list-style-type: none"> <li>1. Develop sustainable environmental policy for Council's open spaces which sets out the Council's role as a champion for open spaces and footpaths.</li> <li>2. Develop open spaces devolution programme to protect and enhance important open spaces.</li> <li>3. Develop open spaces capital programme so devolution "makes a difference" and reverses impact of underfunding.</li> <li>4. Grow links with horticultural community groups supporting open spaces/public realm (for financial sustainability).</li> <li>5. Develop a 3/5 year management plan for current open spaces.</li> <li>6. Develop action plan for legacy open space issues.</li> <li>7. Establish Council position/preferences for improvement of non-Council owned open spaces (priority to be given to sites to be devolved).</li> </ol>	
Allotments	<ol style="list-style-type: none"> <li>1. Publish revised Allotment Management Policy.</li> <li>2. Address allotment waiting list by expanding allotment provision through devolution process and/or creation of new allotment sites.</li> </ol>	
Built Environment	<ol style="list-style-type: none"> <li>1. Support delivery of NP to establish local influence over development (PRIORITY).</li> <li>2. Work with NP to ensure alignment of objectives.</li> <li>3. Hold CC to their street duties and encourage the public to do likewise through 'Report It' web portal.</li> </ol>	

	<ol style="list-style-type: none"> <li>4. Consult with Cornwall Council and other partners (inc. Civic Society and BID) on public realm policy.</li> <li>5. Develop partnerships with bodies sharing an interest in built environment and public realm.</li> <li>6. Agree with partners a maintenance strategy for public benches.</li> <li>7. Support improved provision of Affordable Housing through the Council's role as a planning consultee.</li> <li>8. Encourage new uses for vacant retail premises through Council's role as a planning consultee.</li> </ol>	
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## 2. Social Responsibility

Goals	Supporting strategies	Actions
Supporting older people	<ol style="list-style-type: none"> <li>1 Support Pengarth Day Centre as a key asset for older people in the community.</li> <li>2 Encourage initiatives to deal with loneliness and dementia.</li> <li>3</li> </ol>	
Encourage Youth Services	<ol style="list-style-type: none"> <li>1. Develop partnership relationship between Cornwall Council/ PZTC/ Your Way (youth service)</li> <li>2. Facilitate the expansion of Youth Information, Advice, Counselling Service (YIACS) in the parish</li> <li>3. Look for additional funding from other providers</li> <li>4. Develop Youth policy document</li> <li>5. Establish a Youth leisure and recreation service.</li> </ol>	

Mitigate Homelessness/ Rough sleeping	<ol style="list-style-type: none"> <li>1. Maintain relationship with St Petroc's and the Breadline Centre.</li> <li>2. Work with partners in the Safer Penzance initiative to reduce rough sleeping.</li> </ol>	
Accessibility	<ol style="list-style-type: none"> <li>1. Promote improved accessibility to individuals with physical and/or sensory impairments.</li> </ol>	
Inclusivity	<ol style="list-style-type: none"> <li>1. Recognize barriers individuals face participating in community life and seek to mitigate them in services delivered directly by the Council or through organizations financially supported by the Council.</li> </ol>	
Promote Public Safety	<ol style="list-style-type: none"> <li>1. Work with partners to ensure public spaces are safe for all members of the community.</li> <li>2. Support the Safer Penzance initiative and its partners in making Penzance a safe place.</li> <li>3. Support the Town Centre Hub initiative in partnership with CC, Pz BID and the Police.</li> </ol>	
Promote Social Action	<ol style="list-style-type: none"> <li>1. Promote action to mitigate social problems in the Parish.</li> <li>2. Maintain a Social Action WG to make recommendations to the Town Council on social initiatives.</li> </ol>	

### 3. Culture & Sport

Goals	Supporting strategies	Actions
Penlee House	<ol style="list-style-type: none"> <li>1. 1. PZTC to determine a clear vision for the long term support of Penlee House.</li> <li>2. Establish a financial sustainability plan to limit growth in public funding support with withdrawal of CC agency fee.</li> <li>3. Maintain existing partnerships, including the Friends of Penlee House, local community groups, special interest groups, schools and other museums/heritage groups. Continue to forge strong and</li> </ol>	

	<p>sustainable partnerships.</p> <ol style="list-style-type: none"> <li>4. Inspire and engage more people and a wider range of people with the collections and raise the profile of art and heritage in Cornwall.</li> <li>5. Continue to seek funding opportunities to enable progress on the redevelopment of the Penlee House site to increase the size and potential of the café, shop, collections store and exhibition space.</li> <li>6. Review plans to redevelop the Coach House and determine a strategy for future Coach House usage</li> </ol>	
Open Air Theatre	<ol style="list-style-type: none"> <li>1. Review funding arrangements with programme providers.</li> <li>2. Develop a formal agreement (SLA) linked to funding.</li> <li>3. Complete an infrastructure review with a view to partnership working for delivering infrastructure developments. (Toilet lighting, improvements of theatre space and facilities).</li> </ol>	
Jubilee Pool	<ol style="list-style-type: none"> <li>1. Establish a formal agreement with Jubilee Pool Penzance Ltd</li> <li>2. Confirm PzTC Board Members term as JPPz Ltd Director to be 2 years and remove necessity for representation on Friends of Jubilee Pool organization.</li> <li>3. Establish with JP Penzance Ltd long term financial plan.</li> </ol>	
Festivals/ Events	<ol style="list-style-type: none"> <li>1. Establish with partners a PTC strategy for the promotion and funding of local festivals.</li> <li>2. Work with partners to improve marketing of local events. Assist with the marketing of local events to encourage their support.</li> </ol>	
Civic events	<ol style="list-style-type: none"> <li>1. Encourage Member attendance at civic events</li> <li>2. Promote civic events within the community.</li> </ol>	
Sports Clubs	<ol style="list-style-type: none"> <li>1. Agree a policy of encouraging sports clubs to promote youth participation and participation by those with limited incomes.</li> </ol>	

	<ol style="list-style-type: none"> <li>2. Establish and maintain formal relations with tenants in both the AFC and the Tennis Club</li> <li>3. Promote small grants scheme within local sports clubs.</li> </ol>	
Community Groups & Associations	<ol style="list-style-type: none"> <li>1. Identify concise list of local community groups and raise awareness of their existence.</li> <li>2. Promote small grants scheme within local community groups and associations.</li> <li>3. Clarify role of PZTC and Twinning Associations.</li> <li>4. Review twinning funding and support</li> <li>5. Encourage the development of group member skills (possible condition of grant giving).</li> </ol>	

#### 4. Environmental and Economic Regeneration

Goals	Supporting strategies	Actions
Neighbourhood Plan* see Built Environment Section above	<ol style="list-style-type: none"> <li>1. Neighbourhood Plan produced and adopted</li> <li>2. Maintain provision of Secretariat for Community Link Group with defined responsibilities and support communications from NP group</li> <li>3. Ensure the schedule and delivery of the Neighbourhood Plan consultation/ referendum is met.</li> </ol>	
Tourism & Leisure (Inc. TIC)	<ol style="list-style-type: none"> <li>1. Work with BID/PDTA to review how tourism can be better supported through partnership working.</li> <li>2. Require TIC to provide more information on accessibility for visitors.</li> <li>3. Review TIC Funding on an annual basis (as part of reviewing strategic grants)</li> </ol>	

Isles of Scilly links	<ol style="list-style-type: none"> <li>1. Develop and build ‘good’ working relationships with IoS Council over mainland terminal requirements and related transport issues.</li> <li>2. Identify representative for the <b>Isles of Scilly Strategic Forum</b> group.</li> </ol>	
Transport	<ol style="list-style-type: none"> <li>1. Define PTC position regarding public and private transport particularly with the aim of reducing overall carbon emissions</li> <li>2. Collate information available to identify issues regarding transport</li> <li>3. Consult with representative, businesses and visitors regarding transport concerns</li> <li>4. Lobby CC, DoT regarding transport recommendations</li> </ol>	
Procurement	<ol style="list-style-type: none"> <li>1. When awarding contracts for goods or services the Council will recognise potential carbon emissions as another element to be considered alongside price. Local businesses should still also score highly because distances travelled and therefore carbon emissions will also be less</li> <li>2. Promote and facilitate local community-owned renewable energy production</li> <li>3. Reduce the Council’s own energy demand and encourage others to do so as well.</li> <li>4. Move towards purchasing energy from renewable sources only.</li> <li>5. Champion the “circular economy” where waste products from one process become the raw materials for another.</li> </ol>	
Penzance Regeneration Partnership	<ol style="list-style-type: none"> <li>1. Support PRP as vehicle for partnership working to promote economic regeneration and ensure Penzance speaks with one voice.</li> <li>2. Maintain provision of Secretariat function for Partnership group.</li> </ol>	
	<ol style="list-style-type: none"> <li>3. Improve transparency of partnership activities for both members and</li> </ol>	

	<p>public.</p> <p>4. Require an annual report from PRP on its activities and plans for the coming year.</p> <p>5. Include oral report on PRP and Pz Place Shaping as a standard agenda item on PTC meeting agendas</p>	
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## 5. Services

Goals	Supporting strategies	Actions
Toilets	<ol style="list-style-type: none"> <li>1. Increase awareness of Community Toilet Scheme (CTS)</li> <li>2. Review current provision of public toilets and continue with annual refurbishment programme across the sites.</li> </ol>	
Rights of Way	<ol style="list-style-type: none"> <li>1. Develop Rights of Way Strategy detailing PTC responsibilities and necessary funding.</li> <li>2. Develop community engagement on issue.</li> </ol>	
CCTV	<ol style="list-style-type: none"> <li>1. Continue to support collaborative working with West Cornwall CCTV Group members to reduce cost of maintaining and monitoring public space CCTV.</li> <li>2. Review current service delivery, partnership agreement and its effectiveness.</li> <li>3. Explore the potential increased provision of live monitoring</li> <li>4. Explore the integration of Shopwatch with CCTV monitoring control through WCCCTV Group.</li> </ol>	
Car Park	<ol style="list-style-type: none"> <li>1. Review car parking order and its legality.</li> </ol>	



## 6. Governance

Goals	Supporting strategies	Actions
Local Government Award Scheme	1. Seek 'Foundation' status under the Local Government Award Scheme. Over time aspire to Gold Status.	
Communication with the Electorate	1. Develop a Council communication strategy recognizing that no one channel of communication reaches the entire electorate.	
Strengthen democracy	<ol style="list-style-type: none"> <li>1. Promote the role and value of the Council in the public life of the parish.</li> <li>2. Encourage the engagement of the public in Council meetings (through attendance and public speaking).</li> <li>3. Encourage voter registration and participation in elections.</li> <li>4. Encourage Members to run Ward drop in sessions.</li> </ol>	
Climate Energy	1. Work within any frameworks developed by Cornwall Council to address the declared Climate Emergency.	
Covenant of Mayors	1. Join other local authorities of all sizes in signing up as Covenant of Mayors Signatories, meeting CO2 reduction targets and committing to a series of steps.	