

NEWQUAY COUNCIL

Name of Document: Strategic Business Plan 2016 - 2020

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This is a Policy or Procedure document of Newquay Town Council and as such must be fully adhered to by both councillors and employees.

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Contents

1.0 Background.....3

 1.1 Purpose of a Business Plan 3

 1.2 Reasons for producing a Business Plan..... 3

 1.3 Monitoring the Business Plan 3

2.0 Your Town Council.....4

 2.1 What does Newquay Town Council do? 4

 2.2 Town Council Staff and Management..... 7

 2.3 Corporate Vision, Aims and Objectives..... 8

 2.4 Financial Information 10

 2.5 What is Cornwall Council responsible for? 12

3.0 Key Themes and Activities.....13

 3.1 Good Governance 13

 3.2 The Economy..... 13

 3.3 Communication and Community Engagement..... 14

 3.4 Partnership Working 15

 3.5 Managing Assets 15

 3.5.1 Improving the Towns services, facilities and appearance 16

 3.5.2 Safety, Security and Enforcement..... 16

 3.5.3 Leisure and Information Services..... 18

 3.5.4 Environment, Street scene and Civic Amenity 19

 3.5.5 Transport, Access, Highways and Infrastructure 20

4.0 Alternative Formats.....21

5.0 Freedom of Information21

Appendix 1: SWOT Analysis of Current Working Situation (2015/16).....22

Appendix 2: Action Plan.....23



1.0 Background

1.1 Purpose of a Business Plan

This document is the Council's Strategic Business Plan. It outlines and clarifies core priorities of the Council and aims to provide a framework for budget setting and identified operational targets over the period.

The statements contained within this Plan give the Town Council's vision for Newquay, its purpose, values, objectives and priorities. The aims and future aspirations should be what Newquay Town Council itself can achieve, either through direct operational decisions or by increasing its influence on other delivery bodies, such as Cornwall Council.

The aim of the Business Plan is to give Newquay's residents a clear understanding of what the Town Council is trying to achieve and how it intends to work towards delivery. It details what the Town Council intends to focus on over the next four years.

1.2 Reasons for producing a Business Plan

An agreed plan will help provide a framework for the Town Council to work within, enabling it to operate in a consistent and co-ordinated way as well as focusing debate and budget decisions on the core priorities.

The future development of the Business Plan will be based on community engagement and involvement, which in turn will enable the Town Council to become even more confident with its decision-making.

At the same time, the Business Plan will help the local community to have a better understanding of who does what in Newquay in respect of public services; explaining what issues fall under the responsibility of other delivery bodies such as Cornwall Council, CORMAC and other delivery agents.

This is a 'living' document which the Town Council will review and update regularly, providing the ability to monitor its progress against the key priorities; as well as allowing Newquay Residents to monitor progress themselves.

1.3 Monitoring the Business Plan

This Business Plan is a live document that runs across all parts of the Council. Committees, services and departments are all working hard to meet or exceed the key priorities. Evaluation of the performance against the Action Plan (see Appendix 1) will be undertaken by both the Quality Status and Finance and Policy Committees on at-least an annual basis, usually around the Budget Setting period.

2.0 Your Town Council

2.1 What does Newquay Town Council do?

Below is a summarised list of the services currently provided by Newquay Town Council:

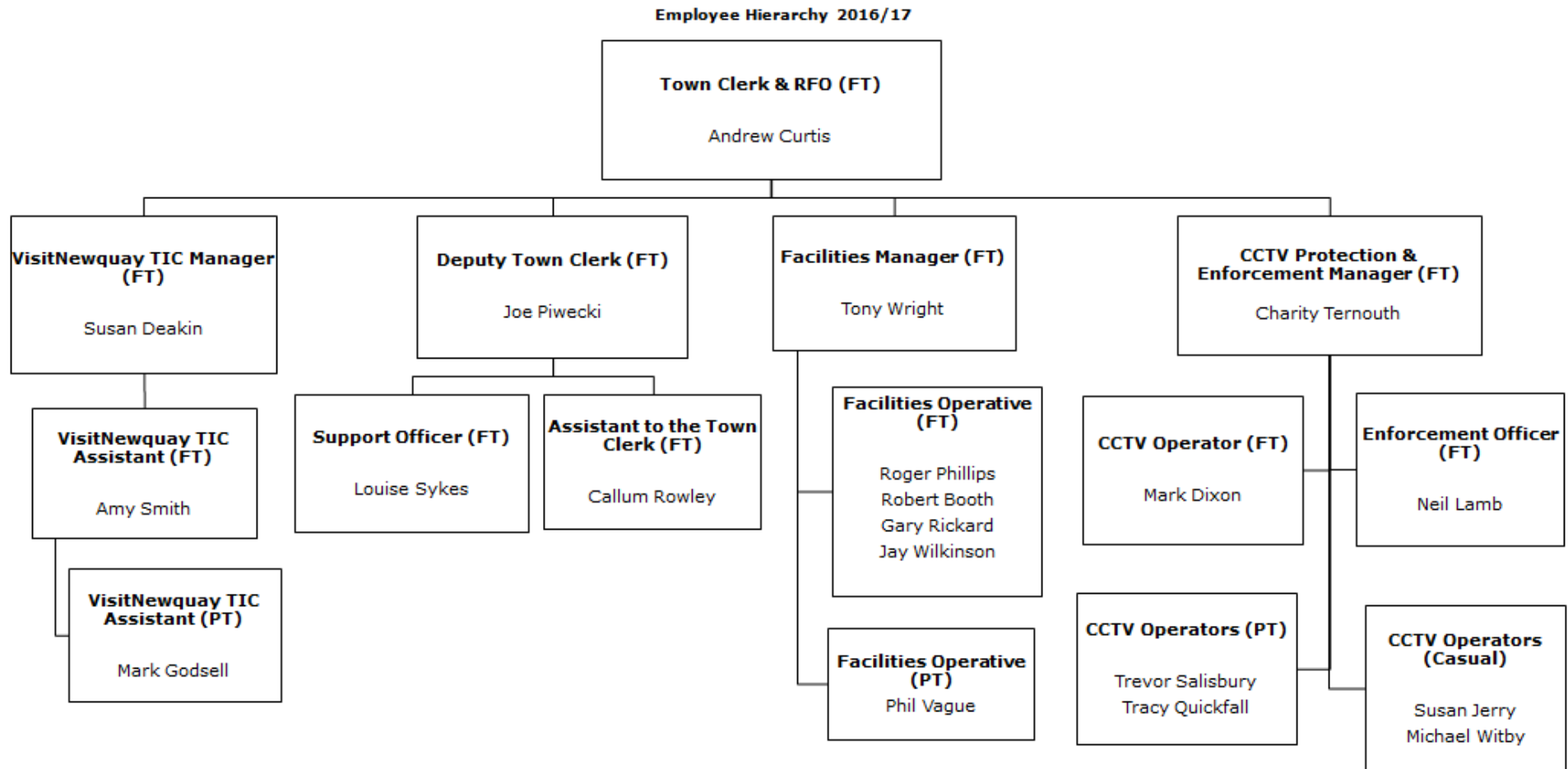
- **Allotments**
 - Mount Wise (when they are transferred from Cornwall Council)
 - Tren creek (when they are transferred from Cornwall Council)
 - Tretherras (Town Council acts as guarantors, run locally by an association)
- **Bus/Shelters**
 - Town Council owns, cleans and Maintains 5 Old-style Bus/Shelters across the Parish
- **Byelaws**
 - Setting of any new Byelaws
- **Car Park**
 - Gannel (free)
- **CCTV**
 - Cameras across Newquay Central and in Trenance
 - Monitoring of Cameras
- **Christmas & Decorative Lights**
 - We provide decorative and festive lighting throughout the Town Centre and festive lighting in St Columb Minor
 - Includes 2 trees – one at Marcus Hill and one in St Columb Minor
- **Enforcement**
 - Enforcing Dog Control Orders (in addition to Cornwall Council who are responsible)
 - Enforcing Litter Control (in addition to Cornwall Council who are responsible)
- **Events for the Community**
 - Organise the Town's Civic Parade and Ceremony
 - Organise the Town's Mayor Making Ceremony
 - Organise Sunday Band Concerts on the Killacourt throughout the Summer
 - Work with BID and Newquay Lions to fund and support the Christmas Lights Parade and Switch-on
 - Providing Road Closure cones and signs to community Groups
 - Being consulted on major events in the parish
- **Event Space Hire**
 - Town Council manages the Killacourt and Band Stand on behalf of Cornwall Council
- **Fireworks Displays**
 - Town Council Organises & Fully Funds the Christmas Lights Fireworks Display
 - Town Council Organises & Fully Funds the New Year's Eve Fireworks Display
- **Grants to Newquay Community Groups**
- **Newquay Safe , Newquay Clean and Resident's Forum**
 - Town Council actively involved in the Newquay Safe Group including its Projects
- **Notice and Event Boards**
 - Town Council owns and manages 11 event and public notice boards around Newquay Parish

- Town Council funds the Town Crier, who places notices and posters in the boards and attends various events throughout the year
- **Parks and Open Spaces**
 - Town Council holds a lease for the Priory Woods and manages it (Cornwall Council own the freehold)
 - Town Council maintains approx. 85% of the Newquay Footpaths and Bridleways (on behalf of Cornwall Council)
 - Town Council weed-sprays the verges of all main roads and highways in Newquay (on behalf of Cornwall Council)
 - Town Council owns and manages the Gannel Boat Yard and Picnic Area
 - Provision of approx. 80 hanging baskets in the Town
 - The provision of a number of litter bins in Pentire, Treloggan and Treviglas Wards
- **Planning and Licensing Consultations**
 - Town Council is a statutory Consultee on Planning Applications and are also consulted on Licensing matters
 - Developing, implementing and monitoring the Newquay Neighbourhood Plan and Newquay Town Plan
 - To continue to actively engage with Cornwall Council and other stakeholders in relation to managing, improving or reducing the number of derelict buildings in Newquay.
- **Public Conveniences**
 - Town Council owns and operates 11 public toilets as followed (most in any Cornish town):
 - Killacourt/Trebarwith Crescent
 - Narrowcliff
 - Trenance Gardens
 - Porth
 - Watergate Bay
 - Fore Street
 - Pentire Headland
 - Esplanade Road
 - Chester Road
 - Beach Road (closed and used as a store)
 - Railway Station (including temp toilets while in the process of a major refurbishment project)
 - hold the Lease and run the Little Fistril Toilets (saved from closure)
 - Town Council has a cleaning contract for the Harbour Toilet with Cornwall Council's Harbour's Board.
- **Room Hire Facilities - Municipal Offices**
 - Management of the Room Bookings on behalf of Cornwall Council
- **Skatepark**
 - Town Council owns the Freehold of the Skatepark as part of a major project to transform the wooden park into a concrete park
- **StreetSafe**
 - Town Council funds the StreetSafe project
- **Visit Newquay Information Centre**

- Town Council owns and runs the Town's Information Centre
- Owns and operates the Visit Newquay Destination website
- **General**
 - Town Council website
 - Lobbying Government and Cornwall Council on matters affecting Newquay
 - Representing Newquay on Consultations affecting the Town
 - Civic Twinning with Dinard in France



2.2 Town Council Staff and Management



2.3 Corporate Vision, Aims and Objectives

Newquay Town Council's Vision

“to be a proactive and respected body that serves to protect and improve Newquay’s standing as a highly desirable place to live, work and visit by achieving the highest standards as a quality Council, being a catalyst for change and a positive voice for the greater good of our community”

Newquay Town Council Aims

- To serve those who live, work and visit Newquay Town.
- To promote and represent community views and aspirations at local and county level
- To provide high standard cost effective services to help meet the needs of residents and visitors
- To influence Cornwall Council and other partnership organisations to ensure Newquay's best interests are taken into account during decision making processes.
- To seek a fair share of investment by Cornwall Council
- To work with Cornwall Council on devolution of services where these services can be best provided locally.
- To encourage and promote the economic and commercial vitality of the town centre and to strive to ensure Newquay is a clean, safe and secure place to live and visit.
- To be a professional, competent and caring Council
- To help to create a socially inclusive and caring community which embraces all residents and visitors irrespective of race, gender, age, disability, religion, sexual orientation.

Newquay Town Council Values

To help achieve these aims we will encourage staff, councillors, partners, residents and visitors to adopt the following values

- Transparency - We will be open and honest in our actions and communications, taking decisions in a transparent way and at the most local level possible
- Respect - We recognise and welcome different views and will treat each other with dignity and respect
- Accountability - We will hold ourselves accountable to the people we serve
- Fairness - We will champion fairness and equality of opportunity and enable everyone to be involved
- Working together - We will work together and support each other in achieving our aims.

The **main objectives** for the forward business plan will focus on the following issues and are detailed in the table which follows:

- Good Governance
- The economy
- Communication and Community Engagement
- Partnership Working
- Managing assets

Good Governance
To maintain and improve the quality of the Town Council’s services and property in line with public expectation whilst ensuring value for money
To delegate more decisions over day to day operations to professional staff
To improve the efficiency and effectiveness of the Council and its operations through a culture of adapting to change and regular review
To obtain the Gold standard of the Local Council Award Scheme
Economy
To develop, implement and keep under review the Newquay Neighbourhood Plan and Newquay Town Plan
To actively seek out resources and support to boost the local economy and the Town Centre in particular
Explore incentive schemes with businesses
‘Planning for Real’/best accommodation plans
Develop Town Council owned buildings in-line with decisions made and any consultations undertaken
Communication and Community Engagement
To routinely engage, inform and consult the community through the adoption of a comprehensive communications plan
To devise and adopt a plan of the timely information and identifies the appropriate proactive means of consultation as necessary.
To promote community spirit by providing amenity spaces for future partners, stakeholders and residents
Community consultation exercise
Partnership Working
To strengthen cooperation and sharing of information with partners and other bodies to promote a cohesive strategy for the Town
To build an on-going partnership with trade bodies and representative organisations
To build and improve the partnership working with Cornwall Council
To continue to inspire and engage with the younger members of our community through the Newquay schools, youth groups/organisations and the Youth Council
Managing Assets
To provide a facility to be used by NTC, its partners and the community to improve access to services and enhance community spirit and well-being
To continue with the negotiations of the asset transfer of Municipal Offices Estate
Improving the towns services, facilities and appearance
To develop a plan of action

Please see “Key Themes and Activities” section for more detailed information.

2.4 Financial Information

Income

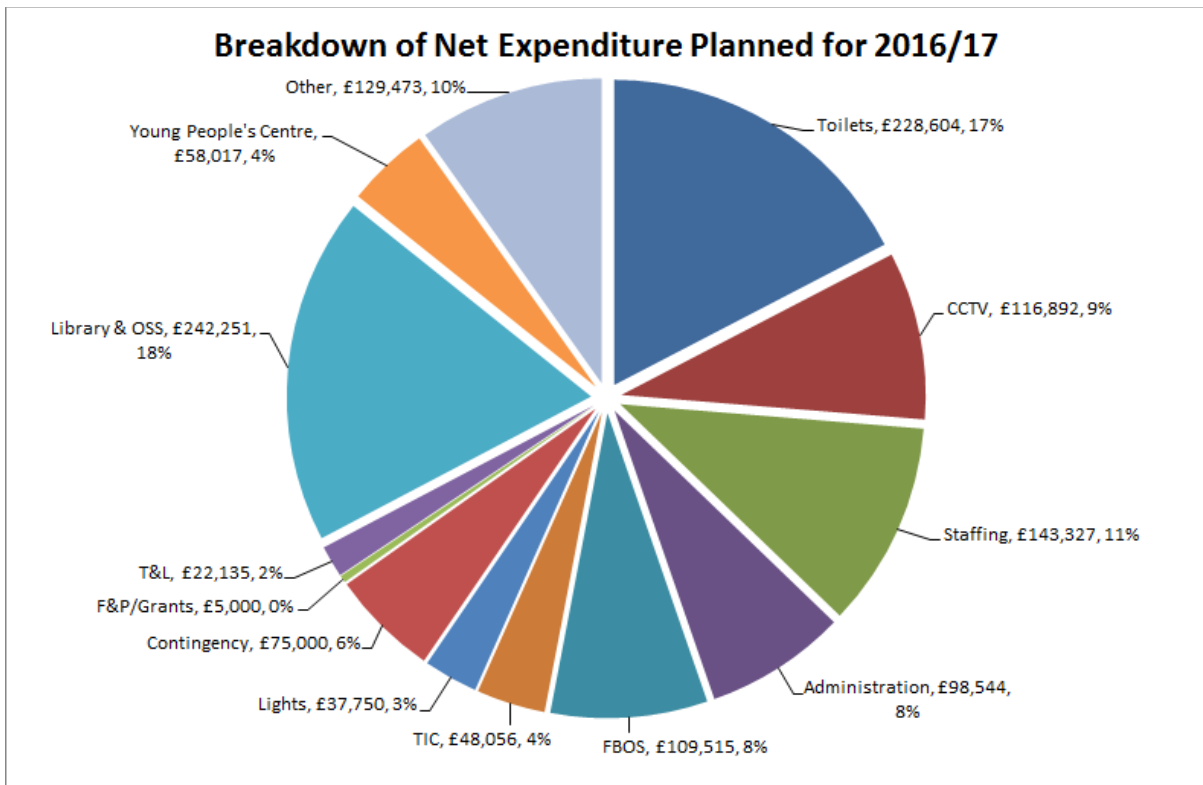
The Town Council is mainly funded through the local residents of Newquay, through what is known as the local ‘precept’. This is the local tax levied by the Town Council which is collected on its behalf by Cornwall Council as part of the overall Council Tax bill. For 2016/17, this amounted to £215.49 per property (based on a Band D property), which is equivalent to £4.14 per week.

In addition to the precept, the Town Council does generate income by other means. We have outlined what the 2016/17 total precept is for the Town Council, as well as a summary of income derived in 2015/16:

- **£1,559,500** from Newquay Council Tax Payers (2016/17 Precept)
- **£72,094** Council Tax Support Grant from Cornwall Council (2016/17 figure which reduces each year)
- **£69,628** from Information Services and Shop Sales
- **£30,450** from selling CCTV monitoring services to St Austell
- **£25,023** from charging machines on public toilets
- **£8,000** grant from DCLG for the Neighbourhood Plan
- **£3,835** bank interest

Expenditure

The main areas of expenditure are (based on 2016/17 budget):



Reserves

The Town Council has two types of reserves:

Type 1: General Reserves (also referred to as the **General Fund**)

Balances in this category are not identified for specified purposes, but will be used to cushion against the impact of unforeseen events or genuine emergencies.

The Council's existing policy is to ensure a minimum of **3 month's expenditure** remains within the General Fund.

Type 2: Earmarked Reserves

Balances in this category are set aside for specified projects where spending will occur outside of the usual annual spending pattern of the budget.

The assessment of the adequacy of the Council's General Reserve has been based on the guidance note on Local Authority Reserves and Balances, whilst not a statutory requirement, it is considered to set out current best practice with regard to balances and reserves.

The guidance states that no case has yet been made to set a statutory minimum level of reserves and that each local authority should take advice from its Chief Financial Officer and base its judgement on local circumstances. Advice has also been given by the Council's Independent Internal Auditor, who has made the observation that the General Fund should be significantly higher than 3 month's expenditure given the number of major projects and unknowns on transitioning services at present.

A well-run authority with a prudent approach to setting its budget, will each year consider its level of general balances. These general balances will also need to be supported by earmarked reserves for specific needs and commitments.

In coming to a view on the adequacy of the Town Council's reserves, account needs to be taken of the risks facing the Council in terms of any significant unforeseen spending commitments.

Allowances

Councillors are unpaid and receive no allowance for their duties. There is, however, an allowance given to the Mayor to meet any expenses involved in fulfilling the Mayoral duties. The agreed amount for 2016/17 is £2,500.

2.5 What is Cornwall Council responsible for?

Below is a summarised list of the Cornwall Council departments:

- Adult Social Care
- Adult and Community Learning
- Benefits
- Children, School and Families
- Council Tax and Business Rates
- Elections and Voter Registration
- Environmental Health and Licensing
- Environmental Management
- Fire and Community Safety
- Housing
- Leisure and Culture
- Libraries and Archives
- Planning
- Refuge and Recycling
- Registrations (Births, Marriages and Deaths)
- Roads, Transport and Parking
- Trading Standards

Some specific examples of Cornwall Council's responsibilities locally are:

- **All public benches** (asking the Town Council to take this on)
- **Most cliff-top railings**
- **Trenance Gardens, Boating Lake, Fountain and Leisure Area**
- **Owns all Public Open Spaces** (apart from the Gannel – again asking Town Council to take these on)
- **Grass Cutting all Public Open Spaces as above** (asking Town Council to take this on)
- **Potholes and road/Highway cleaning and maintenance**
- **Grass Verge Management** (asking Town Council to take this on)
- **Street cleaning and litter picking** (asking Town Council to take some of this on)
- **Waste and recycling including seagull proof sacks**
- **Main Litter Bins throughout Newquay**
- **Newquay Library and One Stop Shop (until March 2017)** (Town Council to take this on)
- **All public car parks** (free Gannel Car Park is run by the Town Council)
- **Porth Beach & Prom**
- **Towan Beach and Prom**
- **Own the Municipal Offices** (asking Town Council to take this on)
- **All noise and environmental health issues**
- **On-street Parking**
- **Dog warden service and dog retrieval (lost and found)**
- **Newquay Airport**

3.0 Key Themes and Activities

3.1 Good Governance

Internal Governance Review

- A. Complete an informal governance review that aims to identify ways of streamlining the Council's services and project delivery, cutting unnecessary red-tape; whilst maintaining control of public funds and improving Council functions.

Devolution of Powers and assets from CC

- A. Draw up and submit a financially balanced Town Package that focuses on both short-term and long-term aspirations, whilst addressing immediate issues.
- B. Continue to lobby Cornwall Council on matters of principle, shortfalls in local expectations and on a fairer deal for Newquay, by balancing the liabilities associated with new services with assets bearing an income stream.
- C. Devolve and deliver a local Library and Information Service that provides an improved service and availability to local residents by 2018.

Staff and Cllr Training/CPD

- A. Implement a combined approach to Continual Professional Development which covers both Staff and Councillor needs to ensure competency, relevance, skills and knowledge to guarantee all roles are performed effectively.

3.2 The Economy

Mount Wise Facility

- A. To invest in the Mount Wise Facility in order to provide a secular amenity that the community will value and use as a key asset.
- B. To implement an appropriate parking order to cover the Mount Wise Facility car park.
- C. To review Newquay's property stock (in relation to Municipal Offices and Mount Wise Facility) in order to make decisions over a designated Town Hall facility or multi-site, multi-use facilities.
- D. To commercialise aspects of the Mount Wise Facility, subject to decisions on the use of the facility going forwards.

Working with Newquay BID, Chamber of Commerce and Tourism and the Airport

- A. To continue to work with and build on existing relationships with Newquay BID, Newquay Chamber of Commerce and Tourism and the Newquay Cornwall Airport.
- B. To lobby Newquay BID, Newquay Chamber of Commerce and Tourism and Newquay Cornwall Airport on any matters affecting Newquay which they may be responsible for.
- C. To explore the development and implementation of a local 'Newquay Enterprise Partnership' that considers Newquay's long-term direction and any associated requirements for major capital projects.

Town Team Support

- A. To continue to support the Newquay Town Team and assist in any projects deemed in the Town's interests – primarily through the Coastal Communities Fund.

Schemes that promote buying local and boosting High Street Activity

- A. To explore the installation of a regular Farmer's Market (or similar) in which access to local food produce will be the primary focus.
- B. To investigate and utilise any methods of boosting the Town Centre economy, buying local and investment into the Newquay high street,
- C. To work with all stakeholders to ensure a safe, clean and prosperous high street.
- D. To take a holistic approach to events and other activities to ensure wherever possible they draw footfall into the Town Centre.
- E. To lobby all authorities responsible for aspects of the high street and infrastructure, to ensure investments are made, services are maintained and car parking facilities are accessible to all aspects of the community and visitors.
- F. To keep stock of the increasing housing development and in particular the proposed Nansleden high street to ensure Newquay Town Council keeps pace with future changes.

3.3 Communication and Community Engagement

Community Engagement

- A. Increase the level of community engagement across the Council by implementing a focused Communications Strategy.
- B. Inspire increased public attendance at the Annual Town Meeting by making the agenda relevant and more inviting. Topical guest speakers should be arranged wherever possible.
- C. Build on the relevance of the annual Crier publication, increasing the amount of bespoke content with the aim of increasing readership.
- D. Improve community engagement within Committees, with particular focus being placed on localism and budget issues.
- E. To place a renewed level of importance on resident's associations and particularly the input the associations have within the monthly Newquay Residents' Forum meetings.

Communication Strategy

- A. Implement a timely policy that recognises the importance of a diverse social, digital and print media strategy for all on-going and new projects.
- B. Improve the level of outward communications from the Town Council by instilling a programme of proactive PR and Marketing for all Council projects.
- C. Increase the degree of inward communication through improvements to the Town Council website, engagement with social media and the utilisation of polls, surveys and feedback forms.

3.4 Partnership Working

Working with others

- A. To continue to build on existing relationships and agreements with local organisations, authorities and groups.
- B. To identify ways of working effectively with others, to realise efficiencies and service improvements.
- C. Establish closer links with Social Enterprise Organisations to identify and facilitate alternative means of adopting and delivering services.

3.5 Managing Assets

Proactive maintenance of Newquay Assets

- A. To continue to lobby Cornwall Council and others to ensure their responsibilities and due diligence for Newquay's assets are not overlooked through lack of on-going maintenance.
- B. To continue to budget and implement a policy of proactive as well as reactive maintenance for all Newquay Town Council owned/managed assets.
- C. To develop a Town Devolution Package that seeks to address the inadequate level of maintenance in Newquay's assets.
- D. To develop, invest in and operate a designated Town Hall.

Signs and Noticeboards

- A. To continue to act as lead on the Town Council provided notice boards, ensuring the boards are relevant, maintained and useful for Newquay ratepayers.
- B. To continue to work with Newquay BID to provide and maintain the Newquay informational signage as well as exploring any external funding to widen the scheme to other parts of the parish in the future.
- C. To continue to provide and maintain event boards in order to promote events to local residents and visitors.
- D. To maintain, update and improve the "Welcome to Newquay" signs, ensuring they always represent the best of Newquay.

Allotments and Land

- A. To takeover the freehold of all allotments within Newquay from Cornwall Council.
- B. To provide as much allotment land as is both possible and necessary to ensure the local residents are afforded reasonable access to allotments.
- C. To enable any allotment association to proactively manage allotment land provided by the Town Council so long as that association is able to do so.
- D. To ensure all allotment plots are managed in accordance with all rules set by the Town Council.
- E. To continue to assess the allotment associations to ensure they are functioning in the best interests of the plot holders and Newquay Ratepayers.
- F. Where relevant, to manage allotment land directly.
- G. To continue to evaluate the demand for allotments and where it is considered necessary, to work with local land owners to either acquire land for allotment or to help a local association to obtain permission for allotments to be placed on land that is available to rent.

Skatepark & Children's Play Areas

- A. To invest in the current Wooden Waves Skatepark site to create a sustainable and nationally recognised concrete Skatepark in time for the 2020 Olympics.
- B. To continue to lobby and work with Cornwall Council to see investment in all Newquay play areas – primarily ensuring £100,000 of s106 funds are invested in each ward.
- C. To work on a project of devolving children's play areas and open spaces from Cornwall Council to the Town Council through a Town Devolution package.
- D. To ensure Newquay maintains a relevant and appropriate level of play equipment for a range of age groups across the parish.

3.5.1 Improving the Towns services, facilities and appearance

Toilets and Shelters

- A. To continue to provide and responsibly invest in a Public Facilities stock that covers the key areas of Newquay and provides facilities that are clean and considered good or excellent in terms of standard.
- B. To continue to provide and invest in a diverse range of bus and other open spaces shelters in Newquay.
- C. To work with local stakeholders to keep under review service levels, opening times and quantity/type/locations of Public Facilities. To explore all ways of commercialising Public Facilities and Shelters to try and defray any rising operational costs.

3.5.2 Safety, Security and Enforcement

CCTV

- A. Liaise with emergency services at-least annually, to explore requirements to improve cover or extend the existing Town CCTV system.
- B. To continue to lobby the police to seek opportunities to utilise proceeds of crime funds to help support the monitoring and upkeep of the CCTV system.
- C. To review the existing and plan the future of the Town CCTV system in co-operation with St Austell Town Council to ensure it remains effective. This should involve on-going investment and the continued build-up of the CCTV sinking fund.

Enforcement – litter, dogs, byelaws, Parking

- A. To build a team of volunteer wardens, empowered to issue fines and tackle key issues of dog fouling, littering and illicit parking.

- B. To draft and consult on implementing a number of new Byelaws that tackle anti-social issues identified in Newquay.
- C. To both lobby and work with Cornwall Council on the drafting and on-going review of Public Space Protection Orders that affect Newquay.
- D. To draft and implement, following consultation, a Newquay Town Council Parking Order that covers Town Council owned assets and any external areas that may be appropriately covered to manage parking restrictions effectively.
- E. To build the Town Council's Parking enforcement resources as a Traffic and asset Management tool.

Newquay Safe

- A. To continue to support the Newquay Safe partnership with its re-focused efforts on managing the night-time economy, through engagement and involvement in the meetings and various topical projects.
- B. To take a leading role in setting the policy direction of Newquay Safe as a key partner and leading stakeholder.

Newquay Clean

- A. To continue to act as the lead administrators for the Newquay Clean meetings.
- B. To lobby on issues raised within Newquay Clean that have yet to be resolved.
- C. To build on the close working relationships with Cornwall Council, Cormac and other external partners to ensure proactive and timely action is taken on all matters raised within the Town Council, resident's forum and Newquay Clean meetings.
- D. To integrate feedback from Newquay Clean meetings into plans for the Open Spaces Team to address as considered appropriate.

Newquay Sound and Secure

- A. To establish a Newquay "Sound and Secure" group which involves key environmental health, police, health and well-being, enforcement and charitable stakeholders to deal with anti-social behaviour outside the remit of Newquay Safe post 2013.
- B. To organise and administer a monthly Newquay "Sound and Secure" group meeting.
- C. To lobby on issues raised within Newquay "Sound and Secure" that have yet to be resolved.

StreetSafe

- A. To continue to work in partnership with the Police to deliver and fund a sustainable and effective StreetSafe project in Newquay.
- B. To work with key stakeholders to improve the affects of the Night-time Economy on individuals through education and engagement with those who are supported by the project.

Universal Radio Network

- A. To invest in the Newquay Radio infrastructure by implementing a new digital system which is compatible with the existing analogue Shop Watch scheme by April 2017.

- B. To bolster the use of radio communications as an internal communication method designed to improve efficiency and communication between different Town Council services.
- C. To ensure the Radio System is stable and strong enough to be utilised during the implementation of an Emergency or Community Resilience Plan, where other forms of mobile communication may not be reliable.

Newquay's Community Resilience Emergency Plan

- A. Draft, implement and keep under review a Community Resilience Emergency Plan that covers the whole parish of Newquay and is supported by residents, stakeholders and emergency services.
- B. Identify and improve the resources available in particularly high risk or strategic areas of Newquay to mitigate the risks identified and to support the emergency services at times of crisis.

3.5.3 Leisure and Information Services

Town Events

- A. Continue to deliver the annual band concerts, utilising the Killacourt Band Stand.
- B. Provide a supportive role and in some cases financial support for events considered to be both strategic and important to Newquay residents and/or businesses.
- C. Continue to work with the organisers of Boardmasters as the largest annual event based within Newquay.
- D. To continue to promote Newquay events through Visit Newquay.

Integrated Library and Information Service

- A. Oversee the devolution of the Library and Information Service by 2018.
- B. To establish a base-line level of service, which increases efficiency and improves accessibility to the local services.
- C. Continue to invest and identify ways of improving the services in a fiscally responsible way.

Visit Newquay, Marketing and Promotion

- A. Continue to invest in and provide an official marketing body for the Town, delivered through Visit Newquay.
- B. To lobby all organisations and bodies on matters affecting tourism and Newquay.
- C. To continue to produce a range of marketing materials covering digital, print and oral media sources.

Provision of Event Space

- A. To continue to manage the Killacourt Open Space, for the purpose of providing events and enabling community and other events to be held that boost the Town Centre footfall and contribute to a vibrant economy.
- B. To work under the Localism agenda to take over the freehold of key open spaces within Newquay to ensure these important resources are safeguarded and better utilised by Newquay, for Newquay.
- C. To work with stakeholders to see re-investment in all event spaces and in particular the Killacourt Band Stand.

Grant Assistance for Community Groups

- A. To continue to provide grant assistance for:
 - Small events
 - Community Events
 - Local Projects
 - Significant contributory improvements

In line with the Grant Policy at the time and provided such events or projects are both within Newquay and contribute to improving the wellbeing or prosperity of the Town.

- B. To act as Accountable Body for any local community organisation who seeks to acquire external funding and needs such assistance, subject to the Town Council agreeing with the nature of the funding and being the Accountable Body at the relevant time.

3.5.4 Environment, Street scene and Civic Amenity

Improving the general appearance of Newquay including open spaces

- A. To invest, at the appropriate level and in a cost-effective manner, a resource that will maintain the public domain in a state of repair and cleanliness, which meets the reasonable needs of the public.
- B. To set priorities for the Open Spaces team that address the local issues within each ward on an 'impact level' basis.
- C. To empower the Town Clerk and Open Spaces Manager to identify ways of commercialising the Open Spaces team in the future, in order to minimise the Town Council's reliance on the Precept for the works undertaken.
- D. To continue to work on a Town Devolution Package that includes key open spaces as income generators; factoring in on-going maintenance costs.
- E. To keep under review the spend profile of the Town Council on assets and services it does not own, in order to avoid a double taxation situation.

Draw up and Implement an Open Spaces Strategy

- A. To draw up an Open Spaces Strategy that aims to address issues within each ward and particularly identifying shortfalls in service delivery by other bodies.

- B. To implement the Open Spaces Strategy in a fair and measured way to ensure all areas of Newquay benefit from the improvements.
- C. To ensure the Open Spaces Team are afforded adequate resources to safely and effectively meet the delivery requirements within the Open Spaces Strategy.
- D. To explore opportunities to commercialise open spaces assets which receive on-going re-investment by the Town Council.

3.5.5 Transport, Access, Highways and Infrastructure

Verges and roundabouts

- A. To implement an open spaces resource that could proactively improve verges and roundabouts under a 'lengthman agreement' with Cornwall Council as deemed necessary.
- B. To explore options around service and asset devolution of verges and roundabouts through a Town Devolution Package.
- C. To explore the feasibility of managing water courses to help prevent silting and possible flooding. This includes the maintenance of drain covers and surface water run-offs from blockages in order to help prevent the build up of hydraulic pressure and risk of back-pressure flooding and foul water contamination.

Footpaths and pavements

- A. To continue to manage footpaths under a Local Maintenance Partnership.
- B. To enhance the condition and active maintenance of key footpaths and pavements through an Open Spaces team.
- C. To continue to invest in an Enforcement Officer service – tackling litter and dog fouling issues in Newquay.

Street cleaning

- A. To explore ways of augmenting/enhancing the current service delivered by Cornwall Council or its contractors in relation to Street Cleaning to better meet the expectations of Newquay – particularly in the summer.
- B. To empower the Town Council's Open Spaces resource to improve the cleanliness of the Town's infrastructure, signage, bins and benches etc. in order to provide a cleaner, more inviting Newquay.
- C. To lobby Cornwall Council and other relevant service providers in order maintain or improve the base line of services.

Locally managed Car Parking

- A. To actively seek to devolve car parks from Cornwall Council to Newquay Town Council through a Town Devolution Package.
- B. To implement a Newquay Town Council Parking Order which can be enforced by Town Council employed enforcement officers.

Woodlands

- A. To continue to provide and invest in Priory Woods.
- B. To explore ways of better utilising Priory Woods, including educational and social uses.

Infrastructure

- A. To continue to lobby relevant authorities and through Planning/developments for more investment in doctors, community hospital facilities, dentists, pharmacies, roads, car parks, signage, fire appliance, ambulance appliance and police provisions in the Town.
- B. To continue to invest in the fabric and infrastructure of the Town.

4.0 Alternative Formats

- 4.1 Equality Act 2010 – copies of this document in large print (A3 Format) or larger font size can be made available for those with sight impairment on request from the Council Office or by telephoning 01637 878388 or e-mailing the Town Clerk's Office.

5.0 Freedom of Information

- 5.1 In accordance with the Freedom of Information Act 2000, this Document will be posted on the Council's Website www.newquaycouncil.co.uk.

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Appendix 1: SWOT Analysis of Current Working Situation (2015/16)

The below table outlines a SWOT analysis from a Forward Planning Session, held on 24 March 2016.

Strengths	Weaknesses
<ul style="list-style-type: none"> • The Town Council recognised by Cornwall Council and other organisations as a voice for the Community • Active local paper • Some councillors are well engaged • The office is busy with local enquiries • Newquay is relatively wealthy • Newquay has a national profile/image • There is no apparent second home “problem” • The economy relies on tourism – and there is a wonderful bay/physical setting and an airport • The Town council has the capability to run things 	<ul style="list-style-type: none"> • The Community is unaware of the Town Council role – there is confusion about who does what • The Town Council engagement can be poor – not all councillors are fully engaged • The Town council does not yet have any income generating assets • There are difficulties with being a voice for the community engaging with Cornwall Council • This is a retirement location • There are pockets of poverty – need better quality jobs – perhaps less seasonal jobs • There are two towns – a winter one and a summer one • The money made doesn’t stay in the town • Newquay covers a small geographical area, so hard to split different functions eg residential areas and night time economy • With regard to shopping opportunities – the town centre needs a spruce up
Opportunities	Threats
<ul style="list-style-type: none"> • The future is unclear – the TC could do different things • Town Councils now have higher/greater remit – will be more relevant • The town council will think about staffing to support the town councillors • The town will double in size – there will be more local businesses coming, and shopping centres • It is a small compact town and could have a changing reputation 	<ul style="list-style-type: none"> • Uncertain future – very hard to plan for • Far greater demand on councillor time now with the expanding role • Future public spending cuts will have an effect • In the summer in particular the infrastructure is under great pressure, but paid for by a small residential tax base • Tourism has consequences for the local community • The town is quite divided • In the town centre in particular there the property is not freehold (its leasehold) so little incentive to improve properties

Appendix 2: Action Plan

To be prepared following adoption of the Business Plan Objectives.