



# Falmouth Town Council

**STRATEGIC PLAN 2023-2027**



## FALMOUTH TOWN COUNCIL'S CORPORATE STRATEGIC PLAN 2023-2027

Falmouth is one the West Country's most vibrant towns with a population of 25,000. Shaped and influenced by its strong connection to the sea. Combining a fascinating maritime heritage with modern creativity, it is building a name for itself as one of the leading cultural and festival destinations.

Falmouth Town Council forms the grass root tier of local government and works with [Cornwall Council](#) who are our Unitary Authority. We are one of the largest Town Council's in the UK, recognised nationally for the collaborative way we work with our residents and partners to deliver services.

The Town Council is committed to providing excellence in the services and facilities which it delivers, underpinned by cultural services, we aim to be responsive, accessible and transparent in our approach.

There are sixteen Councillors representing four Town Wards. Elected every four years. The next town wide elections will be in May 2025. The Ward boundaries were changed in 2021 to reflect the recent decisions of the Boundary Commission's [Cornwall Council Electoral Review](#)

The Council operates a committee system, which set the budget and decide how funds are to be spent. Council meetings are open to the public, and the Council provides monthly surgeries where the public can attend and raise issues with their elected representatives and our partner agencies.

Every May the Council elects its Mayor, the Town's first citizen and its ambassador. The work of the Council is managed by a management team, overseen by the Town Clerk.

That work is directed by this strategic plan that sets out our priorities for the next four years.

Councillor Steve Eva

Mark Williams FCS FSLCC

Town Mayor

Town Clerk

Cover image courtesy of 3 Deep Aerial

## OUR VISION FOR FALMOUTH

Falmouth will be a distinctive, vibrant, resilient, inclusive, and well-balanced, attractive sea-port town. It will form part of the sustainable social and economic heart of the wider Falmouth/Penryn Community Network, serving an important strategic role in enabling Cornwall's economy to reach its full potential, and responding effectively to climate change.

## OUR BROAD AIMS

- ❖ To enhance the town and maintain its excellent qualities
- ❖ To balance the competing needs for growth and development with protection and enhancement
- ❖ To promote development that is sustainable socially, economically, and environmentally

The Council's Strategic Plan is directed by and is cognisant of the aims within the following:

- ❖ Cornwall Local Plan Strategic Policies [Local Plan](#)
- ❖ Falmouth Neighbourhood Development Plan [Neighbourhood Plan](#)
- ❖ Falmouth and Penryn Community Plan [Community Plan](#)
- ❖ The Shoreline Management Plan 2 [Shoreline Plan 2](#)
- ❖ The Falmouth Harbour Masterplan [Sustainable Harbour Growth - Falmouth Harbour, Cornwall](#)
- ❖ Falmouth 2030:Falmouth Coastal Economic Plan [Falmouth 2030](#)
- ❖ Falmouth Place Shaping Public Realm Projects
- ❖ Devon and Cornwall Police Connectivity Plan 2019 Falmouth Community [PCC Alison Hernandez has published her second Police and Crime Plan · Devon & Cornwall Police & Crime Commissioner \(devonandcornwall-pcc.gov.uk\)](#)

## ACCOUNTS

The Council's latest budget, residents letter and accounting statements can be viewed at [Financial Information](#)



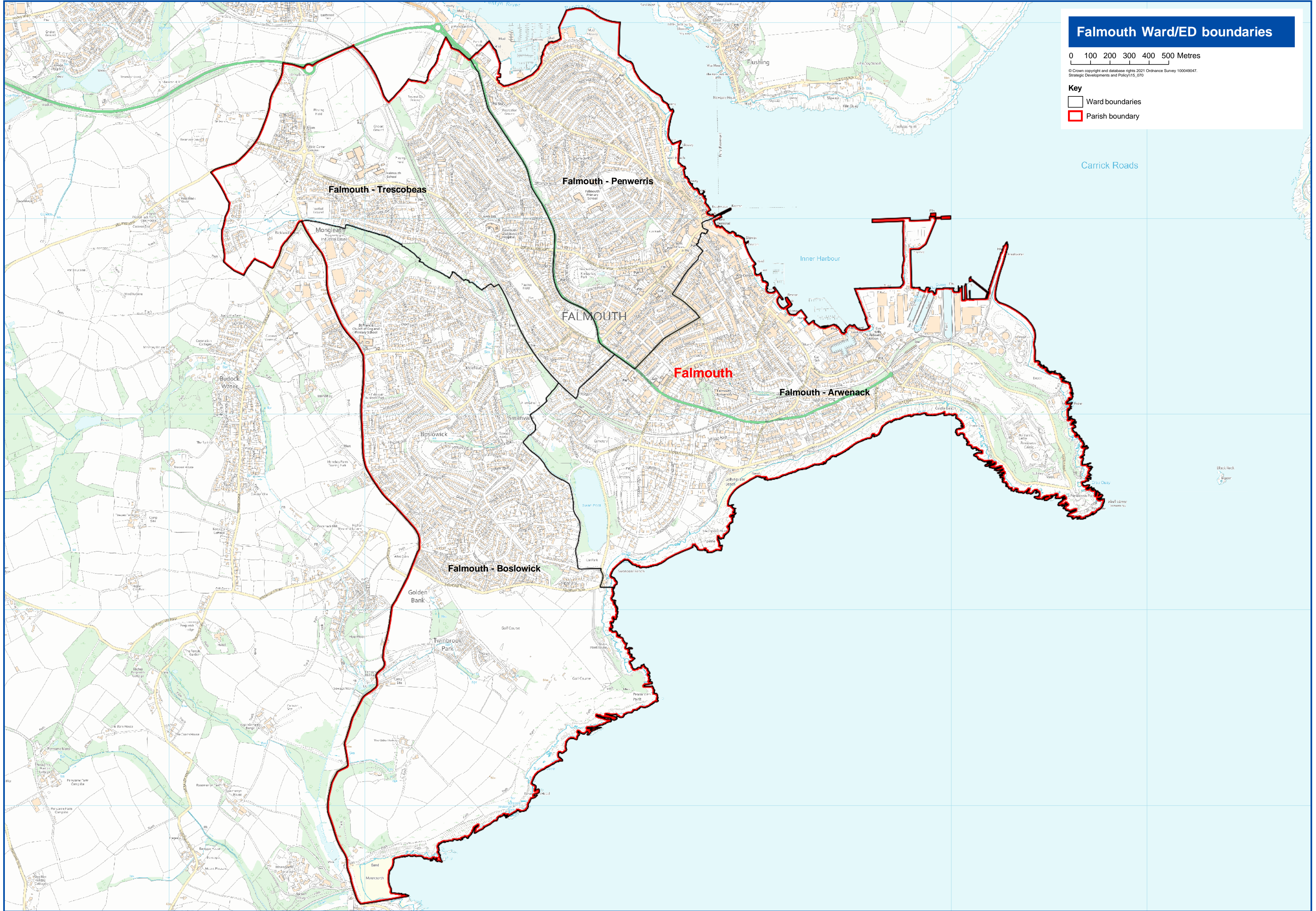
# Falmouth Ward/ED boundaries

0 100 200 300 400 500 Metres

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Strategic Developments and Policy/15\_070

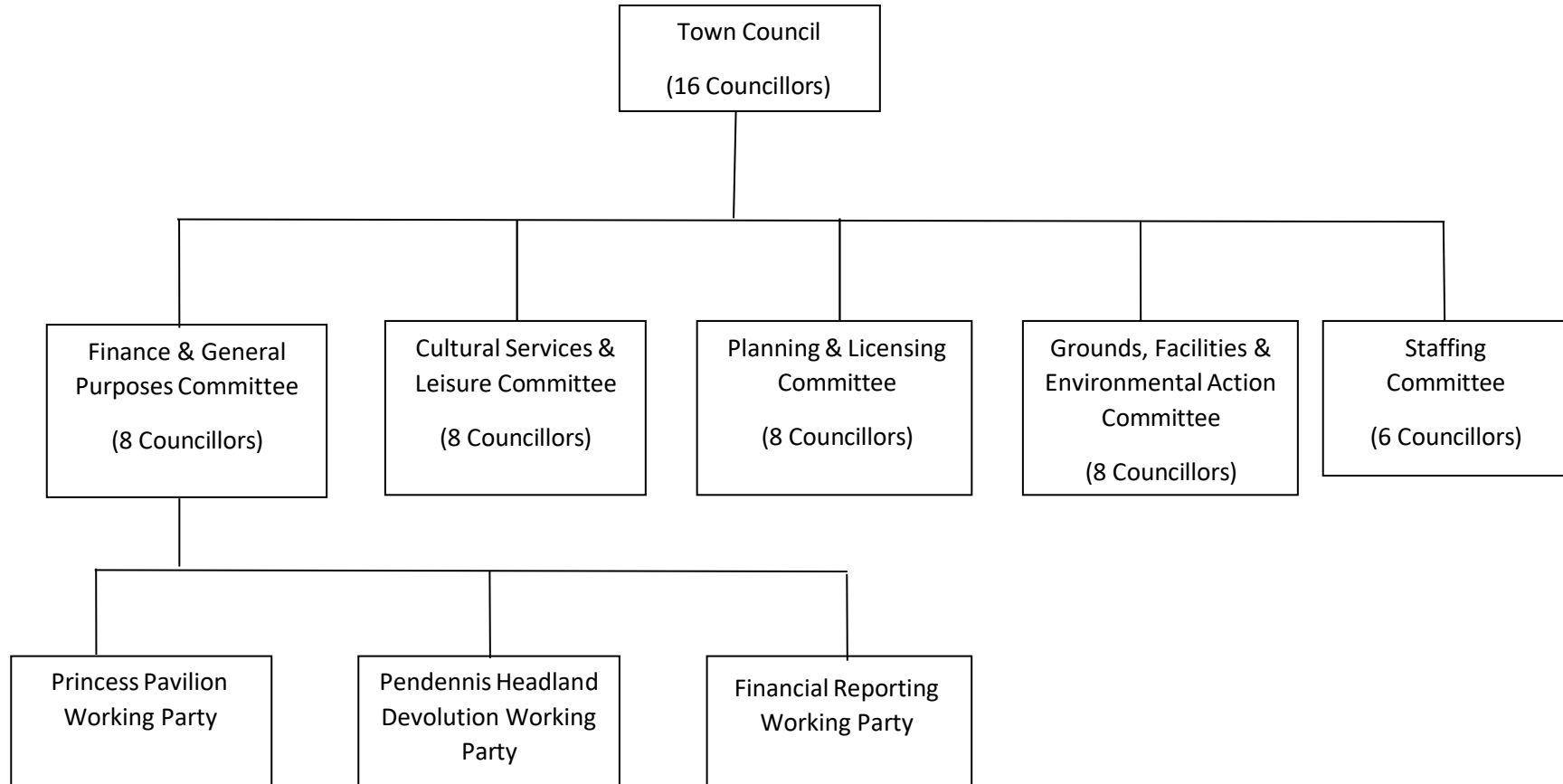
## Key

- Ward boundaries
- Parish boundary





**COMMITTEE STRUCTURE**



**Finance and General Purposes Committee:** The Committee decides the Council's policies, strategies, and all aspects of corporate governance.

**Cultural Services & Leisure Committee:** The Committee decides the Council's delivery of cultural services that includes library, art gallery, youth services and community engagement. As well as other leisure matters and community events.

**Grounds, Facilities & Environmental Action Committee:** The Committee oversees the delivery of the Council's grounds and facilities services, including the operation of its buildings and site assets. It also ensures that environmental practices are in place, and engagement and carbon auditing is undertaken.

**Planning & Licensing Committee:** The Committee comments on planning applications and is consulted on a range of issues including strategic and transport planning. The Committee comments on licensing applications.

**Staffing Committee:** The Committee decides on staffing matters.

Additionally, the Council has thematic groups currently including those for Princess Pavilion, Pendennis Headland Devolution, Financial Reporting, and Falmouth Beaches Management. It is not the Council's policy to have standing groups or sub-committees other than those listed above.

## **MANAGEMENT TEAM**

The Council delegates service delivery and staff management to its Town Clerk and its Service Managers.

## **COUNCILLORS (2021-2025)**

**Councillor Steve Eva: Town Mayor 2022/23: Boslowick Ward: Independent**

34 Trescobeas Road TR11 2JG. Tel: 01326 311539

Email: [Councillor-SDEva@FalmouthTownCouncil.com](mailto:Councillor-SDEva@FalmouthTownCouncil.com)

**Councillor Kirstie Edwards: Deputy Mayor & Chair of Cultural Services & Leisure Committee:**

**Penwerris Ward: Labour**

Address in Penwerris

Email: [Councillor-KEdwards@FalmouthTownCouncil.com](mailto:Councillor-KEdwards@FalmouthTownCouncil.com)

**Councillor Gerald Chin-Quee BEM: Penwerris Ward: Labour**

Flat 17 Tregear, Melville Road, TR11 4DZ 01326 212526

Email: [Councillor-GChin-Quee@FalmouthTownCouncil.com](mailto:Councillor-GChin-Quee@FalmouthTownCouncil.com)

**Councillor Debra Clegg: Vice-Chair (Licensing) Planning & Licensing Committee: Boslowick Ward: Labour**

Treleuva Farm, Goldenbank, TR11 5BH 07810 898651

Email: [Councillor-DClegg@FalmouthTownCouncil.com](mailto:Councillor-DClegg@FalmouthTownCouncil.com)

**Councillor Louise Coley: Chair of Staffing Committee: Smithick Ward: Labour**

14 Church Way, TR11 4SG Tel: 07506 233211

Email: [Councillor-LColey@FalmouthTownCouncil.com](mailto:Councillor-LColey@FalmouthTownCouncil.com)

**Councillor Dean Evans BEM: Boslowick Ward: Green**

44 Polmennor Road, TR11 5UX 07588 711936

Email: [Councillor-DEvans@FalmouthTownCouncil.com](mailto:Councillor-DEvans@FalmouthTownCouncil.com)

**Councillor Geoffrey Evans MBE: Arwenack Ward: Conservative**

19 Arwenack Avenue, TR11 3JW Tel: 01326 311543

Email: [Councillor-GFEvans@FalmouthTownCouncil.com](mailto:Councillor-GFEvans@FalmouthTownCouncil.com)

**Councillor Alan Jewell CC: Boslowick Ward: Conservative**

Pennance Mill Farm TR11 5HJ Tel: 01326 317431

Email: [Cllr.Alan.Jewell@Cornwall.gov.uk](mailto:Cllr.Alan.Jewell@Cornwall.gov.uk)

**Councillor Jayne Kirkham CC: Chair Grounds, Facilities & Environmental Action Committee:**

**Penwerris Ward: Labour**

3 Bay View Crescent, TR11 2PR 07736 895195

Email: [Cllr.Jayne.Kirkham@Cornwall.gov.uk](mailto:Cllr.Jayne.Kirkham@Cornwall.gov.uk)

**Councillor Jude Robinson: Chair Finance & General Purposes Committee: Arwenack Ward: Labour**

23 Pengarth Road, TR11 2TY Tel: 07478 679155

Email: [Councillor-JRobinson@FalmouthTownCouncil.com](mailto:Councillor-JRobinson@FalmouthTownCouncil.com)

**Councillor Brod Ross: Vice-Chair Finance & General Purposes Committee: Trescobeas Ward: Labour**

7 De Pass Gardens, TR11 4BQ Tel: 07767 305915

Email: [Councillor-BMARoss@FalmouthTownCouncil.com](mailto:Councillor-BMARoss@FalmouthTownCouncil.com)

**Councillor Alan Rowe: Chair Planning & Licensing Committee: Penwerris Ward: Labour**

66 Pendarves Road TR11 2TP 07429 523622

Email: [Councillor-ARowe@FalmouthTownCouncil.com](mailto:Councillor-ARowe@FalmouthTownCouncil.com)

**Councillor David Saunby CC: Trescobeas Ward: Independent**

20 Trevithick Road, TR11 2JP Tel: 01326 315285

Email: [Cllr.David.Saunby@Cornwall.gov.uk](mailto:Cllr.David.Saunby@Cornwall.gov.uk)

**Councillor Emily Seiler: Arwenack Ward: Labour**

24 Albany Road, TR11 3RN Tel: 07727 064860

Email: [Councillor-ESeiler@FalmouthTownCouncil.com](mailto:Councillor-ESeiler@FalmouthTownCouncil.com)

**Councillor John Spargo: Vice-Chair (Planning) Planning & Licensing Committee: Smithick Ward: Liberal Democrat**

60 Kimberley Park Road, TR11 2DD Tel: 07791468863

Email: [Councillor-JSpargo@FalmouthTownCouncil.com](mailto:Councillor-JSpargo@FalmouthTownCouncil.com)

**Councillor Zoe Young: Arwenack Ward: Independent**

Address in Arwenack Tel: 07931 316970

Email: [Councillor-ZYoung@FalmouthTownCouncil.com](mailto:Councillor-ZYoung@FalmouthTownCouncil.com)

**COUNCILLOR CHAMPIONS**

Councillors will also have roles 'championing' and scrutinising certain areas of service delivery they are:

**Health & Safety**

Jayne Kirkham

**Safeguarding**

Louise Coley

**University & Schools Liaison**

Gerald Chin-Quee (Town Mayor for Comms Group)

**Community Engagement**

Jude Robinson

**(Inc Neighbourhood Dev Plan)**

**Town Centre/Night-time Economy**

Steve Eva

**Tourism/Events**

John Spargo

**Environment/Sustainability**

Dean Evans

**Community Emergency Plans**

Brod Ross & Zoe Young

**Armed Forces Liaison**

Steve Eva

**Food Justice**

Jayne Kirkham

**Accessibility**

Kirstie Edwards



## **MANAGEMENT TEAM PROFILES**

### **Town Clerk: Mark Williams FCS FSLCC**

The Town Council's most senior officer and responsible for the Council's staff. Works closely with the Councillors advising the Council on strategy and policy. Designated Proper Officer as required by the Local Government Act 1972.

### **Responsible Financial Officer: Ruth Thomas**

Responsible for the management and proper administration of the Council's financial and other resourcing affairs. Audit compliance and risk management. Responsible Financial Officer as required by the Local Government Act 1972.

### **Town Manager: Richard Gates**

Supports and promotes the Town Centre and partnerships, destination management, community safety and events and festivals. Part of the nationally recognised Town Team delivery with Falmouth Business Improvement District. Also acts as Deputy Proper Officer.

### **Cultural Services Director: Morwenna Lewis**

Provides the direction and leadership for Falmouth's award-winning cultural services including library, art gallery, youth services and volunteer management.

### **Administrative Officer: Emily Middleditch and Valerie Rogers (Job-share)**

Democratic and operational support for Councillors. Council administration, cemetery administration, Information Service and managing the mayoral office.

### **Grounds Manager: Simon Penna**

Responsible for environmental services and jointly oversees corporate health and safety.

### **Facilities Manager: Andy Medlin**

Responsible for buildings and asset management and jointly oversees corporate health and safety.

### **Direct reporting Roles supporting the Management Team are:**

**Human Resources Manager: Joan Mallard**

**Communications Officer: Demelza Shankland**

**Strategic Environmental Projects Officer: Karen Hall**

## **OBJECTIVE 1**

### **PROVIDE FACILITIES AND SERVICES WHICH SUPPORT A WELL-CONNECTED TOWN AND HEALTH AND WELL BEING**

- ❖ Ensure that all our parks, open spaces, sports pitches, and beaches are accessible to all
- ❖ Assist the provision of indoor swimming facility for Falmouth
- ❖ Continue to work with Cornwall Council and be engaged with the asset devolution process to allow local management of amenity green spaces
- ❖ To develop the wheeled skate facility at Dracaena Fields
- ❖ To provide an enhanced sports pitch at Trescobeas Recreational Area
- ❖ Ensure that all play areas, sports pitches, and other provision are safe and of a high standard
- ❖ Continue to provide parks and gardens to the national award-winning standard
- ❖ Continue to engage with beach management to ensure Falmouth beaches are maintained at the national award-winning standard
- ❖ Support the creation of Friends Groups and volunteering opportunities
- ❖ Engage with and promote future Community Governance Reviews to rationalise the town boundary to be reflective of the growth of the urban area
- ❖ Develop new cemetery provision at Bickland Water Road
- ❖ Enhance our environmental messaging and education service provision
- ❖ Develop a new community use and café for the Lodge at Kimberley Park

## **OBJECTIVE 2**

### **PROVIDE A STRONG COMMUNITY VOICE AND WORK IN COLLABORATION WITH OUR PARTNERS**

- ❖ Observe the policies in the Falmouth Neighbourhood Development Plan
- ❖ Facilitate the review of the Falmouth Neighbourhood Plan
- ❖ To represent our community acting as its democratically elected leader on matters of community interest
- ❖ Seek to maintain the General Power of Competence in order that we have the fullest opportunity to act for and in the interests of our community
- ❖ Seek to consult with electors before making changes that affect the populace or relevant stakeholder groups
- ❖ Continue to provide services in effective partnerships including with Falmouth Business Improvement District, Dracaena Centre, Cornwall Council, Cornwall Fire and Rescue Service, Exeter University in Cornwall, and others.
- ❖ Maintain the prudent and compliant management of public funds, observing the recommendations of audit and maintaining adequate levels of financial reserves.
- ❖ Enhance our face-to-face information and advice services.
- ❖ Improve our ability to accept electronic payments for services
- ❖ Continue to develop the Council's website and digital services to be more accessible and user friendly
- ❖ Provide community and events grants support for local projects

### **OBJECTIVE 3**

#### **PROMOTE FALMOUTH AS A CULTURAL COMMUNITY AND DESTINATION**

- ❖ Continue to invest in and promote cultural services provision across our community
- ❖ Increase the accessibility of library, gallery, and information services.
- ❖ Provide Princess Pavilion as an accessible community event venue
- ❖ Maintain our volunteer strategy
- ❖ Directly deliver and assist the delivery of a comprehensive events and festival programme for Falmouth
- ❖ Sustain civic and ceremonial traditions and commemorations
- ❖ To extend outreach and education programmes to continue to support community arts and heritage
- ❖ Provide community events space at The Old Post Office.
- ❖ Redevelopment of, improvements and refurbishments to the Municipal Buildings to ensure it is a fit for purpose venue for the delivery of cultural services.
- ❖ Actively seek to secure external funding to develop our existing offer.
- ❖ Continue to develop the events programme and use of The Church Street Car Park and The Moor Piazza.

### **OBJECTIVE 4**

#### **SUPPORTING OUR ECONOMY AND THE PUBLIC REALM**

- ❖ Work with a range of partners and Safer Falmouth to ensure the town remains a safe place
- ❖ Continue to provide CCTV, public wi-fi, Shopwatch Radio and other systems and seek to extend that provision
- ❖ Develop and lead on the Falmouth Place Shaping proposals regarding Prince of Wales Pier, Fish Strand Quay/Church Street Car Park and pedestrian priority for Market Street, Church Street and Arwenack Street.
- ❖ Continue our partnership working with Falmouth Business Improvement District to promote a vibrant and healthy local economy
- ❖ Continue to provide town management and lobbying services to ensure our high street can be sustained

### **OBJECTIVE 5**

#### **BE A RESPONSIBLE BODY AND EMPLOYER**

- ❖ Reduce waste, make cost efficiencies, and increase reusing and recycling within our own operations
- ❖ Support our vulnerable families, recognising the housing availability crisis and food and energy poverty
- ❖ Provide a safe and supportive working environment where all staff are treated fairly and with dignity and respect
- ❖ Provide strong, clear, and consistent leadership at councillor and officer level
- ❖ Continue to invest in our staff and councillors, with agreed continuous professional development and training programmes
- ❖ Fulfil our safeguarding responsibilities and promote the welfare of children, young people and vulnerable adults
- ❖ Be an advocate for all sectors of our community
- ❖ Be a national living wage employer and observe National Joint Council terms and conditions.
- ❖ Continue to observe the Armed Forces Covenant
- ❖ Continue to be a Fairtrade accredited town



- ❖ Continue to support the Climate Change Emergency projects and initiatives including becoming plastic free and working towards carbon neutrality
- ❖ Work with others to ensure the protection and conservation of sites of archaeological and historical significance, such as Ponsharden Cemeteries and Pendennis Headland.
- ❖ Use local and ethical suppliers of goods and services wherever practicable
- ❖ Sign up and observe the Civility and Respect Pledge and treat all councillors, employees, members of the public, representatives of partner organisations, and volunteers with civility and respect in their roles.

## REVIEW

This Corporate Strategic Plan is to help the Council deliver our vision for Falmouth.

The actions contained here will be regularly monitored to ensure progress on delivering the Priorities. The Plan will also receive scrutiny by the newly elected councillors in 2025.

For more information on the Town Council and a calendar of meetings visit [www.falmouthtowncouncil.com](http://www.falmouthtowncouncil.com)

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