

## INDEX STRATEGIC REVIEW

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## For Gateway to Cornwall (27.1.05)

### Considerations Re: Parish Consultation Events

#### Introduction

The methods and timescales for parishes consultations depend on what Gateway to Cornwall (GtC) want to achieve. The MCTi process is designed to achieve a Community Strategic Plan for regeneration of the market or coastal town. Parishes are consulted as customers and services users of the town. It is not expected, in the purest form of MCTi, that the Plan will include individual parish-specific projects e.g. a new village hall or play area. These would instead be included in a parish's own parish appraisal or plan. In this way, parish plans and MCTi strategic plan dovetail together.

However there are many examples to show that, through consultation in the parishes, MCTi steering groups have been able to develop strategic projects that benefit the town and also benefit its surrounding parishes. Examples of these may be affordable housing schemes, or community transport schemes. But the inclusion of these strategic projects in the town's Community Strategic Action Plan (CSAP) is seldom enough to convince many parish residents and businesses that they would benefit by being involved in any meaningful way.

Before organising its parish consultation events, then, GtC may wish to first consider the extent to which it can, or is prepared to, actively engage the parishes in the development of a Plan in which they may consider they have no stake. Each of the Levels of Engagement outlined below has equal validity – it's a question of matching the method to what you want to achieve as a result.

#### Levels and Methods of Engagement

##### 1. Inform

Purpose - tell parishes what GtC is doing and invite them to tell GtC what they think of/want from Saltash – e.g. for shopping, health and education services. Assumes Saltash-only focus and one limited consultation period.

###### Some Methods

- Send briefing notes of Saltash issues and SWOTs to parish council and key parish groups and invite them to comment on Saltash as their shopping and service centre by x deadline
- Put an article in the local parish newsletter – version of briefing notes and SWOT and invite comment on Saltash as their shopping and service centre by x deadline
- Ask parish council to send copy of results of any of their own local consultations to inform the Saltash Plan
- Following meeting GtC decides whether or not to include responses in Plan, or whether to engage parishes further

Outcome – some ideas of what parishes value/want to change in Saltash as their local centre

###### Advantages

- Cheap in £ and staff/volunteer time
- Administratively simple and quick – could set up and deliver in a month

#### Disadvantages/risks

- Likely to be low-level of response (numbers and quality)
- Difficult to convince parishes that 'something's in it for them'
- GtC being seen to be just 'going through the motions'
- No long term involvement by parishes fostered

## 2. Consult

Purpose – invite parishes to help 'tweak' GtC ideas for the Plan. Assumes Saltash-only focus and one limited consultation period.

#### Some Methods

- Send briefing notes of Saltash issues and SWOTs to parish council and key parish groups and invite them to comment on Saltash as their shopping and service centre by x deadline
- Put an article in the local parish newsletter – version of briefing notes and SWOT and invite comment on Saltash as their shopping and service centre by x deadline
- Ask parish council to send copy of results of any of their own local consultations to inform the Saltash Plan
- Hold one-structured meeting in a parish community venue, ask parish council to collaborate to invite as many people as they can
- Ask attenders to discuss the Saltash SWOTs and add anything in SWOT from parish perspective
- Following meeting GtC includes the parishes additions and decides whether to engage parishes further

Outcome – additions to GtC SWOT – a fuller picture

#### Advantages

- Structured, consistent approach to getting responses to SWOT
- Face to face contact – more engaging
- Being seen to be attempting to involve parishes by organising a meeting 'on their patch'
- Cheap in £ and Staff/volunteer time (but not as cheap as 'Inform')
- Quick – can get invitations out and meeting set up and implemented in around 4 - 6 weeks

#### Disadvantages/risks

- Likely to be low level of attendance unless parish council already 'warm' and actively promoting the idea
- Parishes may disagree with existing SWOT ideas – GtC SWOT begins to lose focus
- Misunderstandings about the extent to which parishes might get funding or support through the MCTi process

## 3. Involvement

Purpose – to begin a long-term commitment to engage and involve the parishes in the development, implementation and review of the Plan

#### Some Methods

- Employ local parish resident for x hours/days, supported by GtC, to visit key groups and individuals in parishes to warm them to the idea of becoming involved over next x months in shaping the Plan
- Employ local parish resident for x hours (and parish volunteers s/he has organised) to organise a stall at a local parish event that residents have already planned to attend. Volunteers also conduct a simple survey of local opinion at the event e.g.  
Your Village “if you had a magic wand to change your village what would you:
  - definitely keep?
  - definitely get rid of?
  - definitely change?”

Same questions re Saltash.

Parish Council then use village questions for their own planning.

- Parish volunteers join GtC steering group as core members and jointly develop parish involvement actions and projects in the parishes as well as in Saltash for inclusion in the CSAP.

#### Advantages

- More likely to actively involve local people from parishes as builds on what they are already interested in or attending
- Building long term involvement not ‘one hit’

#### Disadvantages/Risks

- More expensive and time consuming than ‘Inform’ or ‘Consult’ to develop and sustain
- May raise expectations in parishes of greater influence in the Plan and involvement in the Plan-making process than GtC wants

### Question for GtC consideration before choosing most appropriate levels of engagement and methodology

Which is the approach to parishes engagement that most suits:

- GtC geographical focus – projects to be developed in town, individual parishes, strategic parish projects only?
- GtC organisational and plan process structure – how do parishes fit into decision-making about what will finally go into the Plan
- GtC existing funds ?



Gateway to Cornwall  
Community Strategic Action Plan Development

## Review Of Gateway To Cornwall's Study Work To Date Analysis Of Information Provided by Clients

### 1. Introduction

1.1 Hannah Reynolds Associates [HRA] was commissioned in February 2005 by Gateway to Cornwall to support the work that has been undertaken by GtC to date in compiling their Community Strategic Action Plan. The studies provided by the client for analysis included Healthcheck information, SWOT analysis data, two studies – the Salta Regeneration Study - plus Parish Plans in the GtC area.

1.2 To provide contextual strategic information, HRA also sourced and reviewed as many strategies as could be identified on a timescale, relating to the area, locally, at Caradon level and at County-wide.

The report that follows has the following sections:

Section 1: Issues and Actions Identified in Healthchecks - Summary

Section 2: Issues and Actions from Parish Plans – Summary

Section 3: Analysis – Key points for further consideration by GtC

Section 4: Gaps in Information

Appendix: Strategic Document Review

## Section 1: ISSUES AND ACTIONS IDENTIFIED IN HEALTHCHECKS -

The documents used in preparing this summary are:

- Health Check Summaries
- SWOT Analysis
- Gateway to Cornwall Summary

### 1. Demographics

Item	Issues Identified in Health Check
Population	25% of the population of Caradon lives in PL12. This is believed to be a large enough concentration to support additional retail provision. The area is seen as overlooked by the rest of Cornwall and is seen as a dormitory town for Plymouth.
Age	Increasing elderly population which will stretch key services. More Further and Higher education facilities may encourage young people to stay in the area.
Status	No concentrations of either very poor or very rich. No significant levels of poverty.
Households	There are a significant number of pensioners living alone. Evidence of reduced community cohesion and possibility of hidden social exclusion.
Town & Hinterland	Limited connection between hinterland and Saltash town. No coherent identity for the area as a whole.

“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:

- *A real chance to build connections across the PL12 area*

- *The increasing elderly population potentially may bring more disposable income and more time to*
- *Potentially a continuing population growth area*
- *Two large education establishments – Community School and FE College – which could be used with wider catchment and commitment to develop common links*
- *More FE + HE opportunities may encourage young people to stay locally rather than move elsewhere*

## 2. Local Government and Community Organisations

The issues identified in the health check are:

Caradon District Council [CDC] appears to have good representation in the community but has no specific responsibility for co-ordination or building capacity for community involvement. This is tempered by evidence of community involvement is extremely high with considerable evidence to show that community can come together at events and issues.

There is, however, some evidence to suggest a growing disengagement among new residents and a lack of connection between the town and its hinterland. The SWOT analysis notes that there is a degree of antagonism or wariness between Parishes to Saltash overtures.

Identified Actions in Health Check:

- *Training provision to enable the community to become more involved in community development*
- *Creation of a detailed database of clubs and societies that can be accessed by the wider community*

“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:

- *Build connections and new links across the PL12 area*
- *Use MCTi process to provide opportunity to influence local planning*
- *“Cloning” ideas / projects from other successful groups*
- *“Welcome” pack for new estates*
- *Community School taking on network role*
- *Opportunities for youth connections across the PL12 area*

### 3. Sport and Leisure

Issues identified in the health check are as follows:

#### [a] Local Sport and Leisure Facilities

Many of the existing sport and leisure facilities are in a poor condition; particularly:

- Football Stadium where the lack of a lease has led to lack of ability to secure funding and consequent poor condition.
- Rugby Club: lack of basic facilities such as, seating, shelter and fencing.
- Saltmill: lack of changing facilities and no all-weather pitch.

In spite of a high level of youth and children interest there are poor outdoor facilities in all sports; limited indoor facilities and insufficient facilities to meet Government guidelines.

This situation has led to people travelling to Plymouth & Liskeard in search of better facilities.

Identified Actions in Health Check:

*[i] there appears to be interest in developing an area-wide sports/leisure forum.*

*[ii] Saltash Parks Improvement Group [SPIG] - who focus on play development - to become a regional hub for the hinterland. Lack of funding is, however, a constant problem for the group.*

#### [b] Unmet Demand

The health check identifies the following issues:

Unmet demand, particularly from young people, has been identified in respect of the following sports:

Sport	Facilities Deficit
Judo	No adequate facilities
Tennis	No indoor facilities and limited outdoor facilities
Cricket	No club house; inadequate changing facilities; no indoor/outdoor nets.
Running	No facilities; share rugby club facilities; no running rack available
Hockey	No all weather pitch; teams play in Plymouth
Water Sports	No adequate facilities locally; over-subscription in Plymouth

The difficulties encountered in attempting to rectify the situation include [from health check]:

- Lack of commercial interest
- Planning constrictions due to AONB status
- Lack of consensus
- Inaccessibility of some facilities

[c] Open Spaces and Parks for Leisure, Recreation and Sport

The health check concludes that there is a significant amount of space available to the community, but it is not an identified need for more adequate links with local interests, schools and private-sector by the planning authority. A barrier to increasing usage in that local clubs are required to raise the funding required for improvements to providing for all their club-specific needs.

Many of the open spaces and parks are in need of action to remedy the results of vandalism, graffiti and ne

Open Space/Park	Condition
Longstone Park	Children's play area: equipment has been vandalised over the years and is now all in need of repair.
Chapel Field	Changing area has been subjected to vandalism
Worlepton Playing Fields	Area behind tennis courts: no longer has any play equipment as the previous equipment was removed as it did not conform to European Law.
Summerfields Estate	Neglected; has been subjected to vandalism; is on a steep slope; and has no toilets.
Rear of Moorlands View	Dilapidated play area without cushioned flooring or equipment in spite of local demand for facility.

The health check notes that the existing facilities fall short of the NPFA standard<sup>1</sup>. Saltash itself is short of t terms of NPFA standards]; there is considerable pressure on the facilities of the rugby club, and there are ne

[d] Available Opportunities for Outdoor Sporting Activities

The health check notes that there are few opportunities for residents and visitors to take up horse riding, roo Large numbers of people travel to Plymouth and Liskeard [and other areas] to access facilities.

*Identified Actions in Health Check:*

*[i] Opportunities are perceived for commercial activities in the provision of outdoor sp  
provision of cycle hire shops and suitable cycle tracks;*

*[ii] Securing improved access to the Tamar Estuary;*

*[iii] Developing the footpaths and bridleways.*

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<sup>1</sup> It should be noted that this statement is based on the whole of Caradon not only Saltash: there also appears to be so the figures quoted.

[e] Village Greens

Of the nine communities identified in the health check, seven do not have a village green, although four of them have a recreation area, leaving three with no identified recreation area or village green.

[f] Allotments

None in hinterland, but no evidence given of demand in health check, although in the Landulph Parish Plan actions is to set up a group to explore the possibility of establishing an allotment scheme.

#### 4. Economy

[a] Employment

The health check notes that there is no real unemployment in the area, and earnings are below the national average. Businesses are finding it difficult to recruit skilled workers. Around half of local residents in employment commuted to other areas. There are no single, large employers in the area with diverse local industry and services.

There is evidence of small, slow growth in employment. Lack of good quality business space and value-for-money may become an issue.

It is not believed that there is opportunity to attract additional jobs without financial inducement. Difficult to attract diverse sources are seen as barriers.

[b] Retail and Town Centres

The health check notes that the majority of the stores are located in Fore Street in Saltash with one supermarket. Retail rental levels are increasing but otherwise the retail property market is fairly static. There are seven vacant units and seven charity shops on Fore Street<sup>2</sup>.

There are no regular markets. The health check states that there is “some” demand for additional space – with the vacant space is unsuitable.

There is no promotion of the town centre and no town centre manager. Saltash Partnership acts as town forum supported by the Town Council.

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:*

- *Saltash Fore Street to be redeveloped and upgraded to be a town centre focus*
- *Attract more medium-sized businesses to PL12*
- *Encourage links with Tamar Valley traders / market gardeners*
- *Review and improve signage to Saltash town centre, industrial estates etc.*
- *Develop “Gateway to Cornwall” icon / logo*
- *Encourage use of broadband for home working*
- *Continue to lobby for the use of Broadmoor Farm as a possible area for industrial development for small businesses.*

#### [c] Tourism and Visitor Services

The health check states that due to the location of the Saltash area on the estuary rather than on the coast there is limited access to the area. “Saltash does not devote significant resources to tourism as it does not play a major role in the community.” Loss of any tourist activity is not a major threat to the local economy.

#### Negatives

- There are limited opportunities to expand visitor accommodation;
- No identifiable opportunities to expand tourism;
- Visitors are seasonal as there are no winter attractions – no opportunities are identified;
- Visitors are seen as a marginal benefit;

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<sup>2</sup> The total number of stores on Fore Street is not known.

- Town is not attractive and has a poor layout;
- There is no co-ordination of activity and inadequate visitor signage.

#### Positives

- The waterside area and the historic buildings are seen as strengths as is the surrounding countryside and access to the rivers;
- There is a wide choice and variety of restaurants;
- There is a good website and informative brochures, although not specifically aimed at visitors;
- St Melion International Golf and Country Club has conference facilities for 150 people.

*The SWOT analysis identifies a number of possible actions, including:*

- *Develop river accesses and activities;*
- *Develop a website aimed at visitors as well as local residents;*
- *Develop brochures for visitors;*
- *Review signage and provide adequate signage for visitors;*
- *Review and capitalise on heritage*
- *Develop a tourism strategy;*
- *Advertise existing events.*

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following additional actions:*

- *Development of water activities and sports*
- *Develop short-term break holiday opportunities – collaborate with PL12 villages*
- *Attract more Plymouth visitors*
- *Capitalise on tourism opportunities in PL12 including National Trust sites etc.*

*There is some ambivalence about the attraction of more visitors to the area expressed in the Landulph Parish Survey. The majority see it as an opportunity for improved local amenities and also a good business opportunity. A small margin saying that it was a ‘nuisance’ or not, with a small margin saying that it was.”*

## 5. Health and Public Safety

### [a] Emergency Services

Service	Issues Raised in Health Check
Ambulance	Good category A response, but category B and urgent calls – particularly those associated with vulnerable or elderly patients is lower than the national average
Fire	Well-located, good response times; however, only one full-time officer and reduced CDC funding could pose a threat.
Police	Those in the hinterland feel they receive an inadequate support and suffer from longer response times than the town. This is believed to be due to insufficient police. There are 108 neighbourhood watch projects, 65 of which are in Saltash.

### [b] Health

[i] Dentistry: There appears to be inadequate dentist provision in the area, with a waiting list of 600 people

### [ii] Disease

Category	Issue Raised in Health Check
Chest, Heart & Stroke	There is high expenditure on this condition but a need to ensure equitable provision over the area. Reduce time taken for initiatives to work into the community.
Cancer	Need to improve links with St Luke's Hospice and establish out-patient clinic in St Barnabus,
Suicide	The rate is higher than that for England and South West Region. Difficult to gain access to funding for new services. Residents with mental health problems have no social or recreational provision.
Accidents	PCT to launch specialist falls service for the elderly but there is a threat of cuts in services due to lack of funding resources.

[iii] Access to Non-Emergency Hospital Services

- There are difficulties with transport.
- Waiting times for non-emergency services too long.

[iv] Specialist Clinics

Several issues are identified in the health check:

- Length of time for appointments is an issue and may get worse;
- Distance to the acute hospitals;
- Lack of child-abuse counsellors;
- No advertising of those services that are available locally;
- No nurse-led contraceptive clinic;
- Closure of St Barnabus would aggravate the overall situation.

*Identified Actions<sup>3</sup>: Establish a bus link between Derriford and St Barnabus;  
 Develop links among schools/youth clubs/sec-education clinics.*

[v] Social and Health Care Services

The main issues identified are:

Issue	Issues Raised in Health Check
Homelessness	There is no homelessness in the area but this may be due to affected people gravitating to Plymouth.
Housing	There is a lack of supported housing and services for disabled residents. Lack of affordable housing could increase homelessness and disabled residents may have to move away from the area.
Services	Provision is patchy over the area. Although gaps are filled by “buying-in”, the care is not always tailored to specific needs. Some vulnerable people may get missed.

<sup>3</sup> From Health Check

Mobile Health Units	None in the P12 area but no evidence given of demand, other than transport difficulties experienced, especially by elderly?
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*Identified Actions<sup>4</sup>:* [i] *there is a need to ensure no young people fall through the net and end up homeless*  
[ii] *Need to look at social housing provision.*

[vi] Behaviour/Life-Style

The SWOT analysis identifies an increase in alcohol abuse among young people, notably in Fore Street on but also in parks and some villages. This is resulting in anti-social behaviour and damage to property.

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:*

- *Promote community interest and support in maintaining good level of Community Safety.*
- *Engagement of Youth Service/Sports Clubs to work positively with young people.*
- *Proposals to engage with parents of anti-social behaviour people through a multi-agency approach.*
- *Consider ways of positive use of Anti-Social Behaviour Legislation e.g. ASB Orders, Dispersal Orders, Free Zones.*

## 6. Housing

The following issues are identified:

Issue	Issues Raised in Health Check
Housing Survey	Out-of-date and based on poor planning assumptions.
Types of Housing	Need for more rented accommodation and smaller properties such as studio flats. There is a shortage of one-bedroom flats overall.
Condition of Social Housing	In 2001 c.5.5% of houses was in substantial disrepair; these tend to be within walking distance of town centre.

<sup>4</sup> From health check

Issue	Issues Raised in Health Check
Affordable Housing	To 2006 there is an estimated shortfall in the Saltash area of 2,781 <sup>5</sup> affordable dwellings. There is a permanent need because of Plymouth's allocating of land to industrial/business use: leaves hinterland to pick up affordable housing provision. Limited opportunity for provision of affordable housing – particularly in Saltash hinterland - aggravated by growing population and number of “incomers”. There is no experience of local development/co-ops/self-management. There is an expressed view that Saltash does not want to take on Plymouth's need.
Supported Housing	There is said to be friction between GOSW and Caradon DC [who has the responsibility for provision]. Lack of open communication with tenant groups. Shortage of retirement homes with secure environment in spite of increasing number of retirees and increasing age band.
Vacant Properties	There is no specific information on Saltash but only a small number of the whole of Caradon. There is some scope to redevelop flats over shops.

*Identified Actions<sup>6</sup>:*

- [i] need to influence Regional Spatial Strategy and ensure adequate information is provided*
- [ii] Need to emphasise sustainability and “ready made” homes.*
- [iii] Redevelop vacant flats over shops in Saltash?*

## 7. Education, Culture and Heritage

The health check states that there are no amenities such as theatres, cinemas or public art galleries in the area of Saltash, Plymouth. It is unlikely that any major venues such as a cinema will be located in Saltash. There are, however, a number of smaller venues in the area.

<sup>5</sup> Calculated: 4,904 [total projected shortfall over Caradon] x 56.7% [estimated percentage in the Saltash area].

<sup>6</sup> From health check

local events and venues, all of which are fully attended or used. The Saltash Churches Together is considered active in Cornwall.

*The SWOT analysis identifies the following actions:*

- *Provision of 250-seat multi-purpose events hall;*
- *Appointment of town manager and/or PL12 Area Manager to manage PR/publicity/community dia*
- *Involvement of young people in website development and production of booklet about eminent p*
- *Improve links with Tamar Valley Service AONB, the Tamar Valley Tourism Association and so on*

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following additional actions:*

- *Leaflet linking Saltash with PL12 parishes*
- *Saltash Town & area guide*
- *Communication with new estates in Saltash*
- *Education programme at Mary Newman’s Cottage, e.g. medicines, herbs, gardening, historical le*
- *Expand postal library service, e.g. CDs / DVDs*
- *Create community support group for elderly & other users of above postal library service, e.g. ree*  
*to those in need*
- *Multi-functional Community Bus Service e.g. Children (school run – pre- & post-school, Young pe*  
*people (shopping, trips etc.)*
- *Primary Schools to provide nursery / playgroups*
- *Internet Café e.g. Brunel Pub, K2, Livewire etc – needs to be separate from education provision*
- *Maximise use of St Mark & St John College placement students in PL12 community, e.g. Youth S*  
*activities*
- *Development of Inclusion Unit / Behavioural Support Unit at Saltash Community School*
- *Pursue proposals for extended schools*
- *Encourage proposals for new and larger sites for Saltash Community School and Cornwall Colle*
- *Link with youth projects of adjacent MCTi areas*

## 8. Environment

This was not covered in the health check questionnaires provided: however, it is covered by both the SWOT “Gateway to Cornwall” document. The main issues identified in the SWOT analysis are:

- Poor visual impact of Saltash Fore Street;
- Lack of a focal point in Saltash;
- Unattractive buildings without character;
- Problems with traffic congestion in Fore Street;
- Small number of public slips and access points to river.
- Noise pollution from water sports;
- Infilling of green and recreation spaces by housing;
- Excessive traffic growth;
- Narrow residential streets;
- Creeping absorption into Plymouth suburban area.

“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:

- *Redevelopment of Saltash Fore Street and surrounding area to maximise its strategic position, and outstanding views;*
- *Initiate an open competition for the redesign / redevelopment of Saltash town centre;*
- *Provision of a visitors’ centre to promote both the local area and Cornwall;*
- *Promote and encourage long term use of Churchtown Farm recreational area;*
- *Promote the World Heritage Site inscription for the Tamar Valley Mining Industry;*
- *Promote / expand Saltash Heritage Museum;*
- *Find mixed use for Saltash Station to prevent decay and unsightly area;*
- *Promote PL12 villages’ community bus schemes to enable access to and from Saltash;*
- *Link in with Tamar Community Futures MCTi plans and proposals;*
- *Link in with Tamar Valley AONB plans and proposals.*

## 9. Transport and Accessibility

Again, this item is not covered in the health checks but is covered by both the SWOT analysis and the “Gateway to Cornwall” document.

The main issues identified in the SWOT analysis are:

- *Proximity to Plymouth makes the area popular for those who wish to work in, but not live in, Plymouth. This results in high local house prices, increasing commuter traffic and making it more difficult to retain a distinct identity.*
- *Growing use may result in bridge and ferry links becoming grid-locked at peak times;*
- *Disruption because of the need for maintenance to Tamar Road Bridge;*
- *Families with restricted or no access to cars have limited or no access to commercial transport making access to social events and medical/hospital facilities very difficult or impossible particularly in the case of those without a driving licence and those disabled persons who require assistance even when they have their own vehicle.*
- *Congested bus bays in Fore Street, Saltash;*
- *Poor parking and signage and poor platform accessibility at rail stations;*
- *Resistance to use of internet by non-technical people.*

“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:

Issue	Action
<p>Proximity to Plymouth</p>	<ul style="list-style-type: none"> <li>• In the future if links with Plymouth become more heavily used and congested, and if Plymouth introduces congestion charging a park and ride scheme may be a more viable proposition.</li> <li>• Being included in the Plymouth Urban Area will give access to development grants targeted at these areas.</li> <li>• Improve the use of rail links to the National network by both commuter and national passenger use and freight.</li> <li>• Develop ferry and water taxi services</li> </ul>

Issue	Action
Rural Inclusion	<ul style="list-style-type: none"> <li>• Develop the use of rail links at St Germans.</li> <li>• Support the creation of small community bus / taxi services in PL12 to feed into timetabled bus routes, ensuring they are available to wide cross-section of the rural and town community thereby increasing the use and viability of these services.</li> <li>• Don't re-invent the wheel. Learn from elsewhere where community schemes have been successful.</li> <li>• Ensure that any potential users are made full aware of the services provided.</li> </ul>
Youth and hard to reach groups	Support schemes to enable young and hard to reach groups to access transport in order to lead fuller social and productive lives which in turn enriches the overall community and reduces the strain on families and Social Services.

Issue	Action
Infrastructure	<ul style="list-style-type: none"> <li>• Increase access to rail use by provision of parking specifically for train users and improving platforms</li> <li>• Redesign bus bays in Fore Street and provide bus bays and shelters in North Road.</li> <li>• Provide safe pedestrian crossings connecting Fore Street and North Road to form transport hub with links to and information about bus, rail and Taxi services.</li> <li>• Provide park and ride services to Plymouth.</li> <li>• Encourage use of cycles with cycle ways and safe storage at retail and other outlets.</li> <li>• Encourage travel on foot by providing safer crossing points on major and busy roads</li> </ul>
Impact of IT on Transport	<p>Reduce the need to travel by providing on line services that allow access and two way reaction with Local Government, Local Health Centres and Hospitals and the pre- booking and self printing of Tickets via personal computers or machines at railway stations and park and ride parking areas.</p>

## SECTION 2: ISSUES AND ACTIONS FROM PARISH PLANS - SUMMARY

Of the six parishes in the area, Only two Parish Plans and the results of one mapping exercise were available, as follows:

Parish Plans  
Landulph Parish  
Pillaton Parish

Mapping Study  
St Germans Parish

The main issues for each parish are summarised below.

Activity	Issue		Action
	Landulph Parish	Pillaton Parish	Landulph Parish
Business & Employment	<ul style="list-style-type: none"> <li>• Expansion of local business</li> <li>• Environment safeguards</li> <li>• Employment opportunities</li> <li>• Childcare facilities</li> <li>• Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Calming</li> <li>• Bus Service</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage future business opportunities; ensure development is for small scale units which will not impact adversely on environment and local traffic.</li> <li>• Support introduction of Broadband.</li> <li>• Encourage local businesses to advertise vacancies locally.</li> <li>• Extend childcare facilities.</li> <li>• Encourage contact between tourism promotion and local businesses.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Maintain rural character of the parish</li> <li>• Acceptance of occasional need for small increase in housing</li> <li>• Lack of affordable housing in parish</li> </ul>		<ul style="list-style-type: none"> <li>• Liaise with CDC on planning to maintain present character of parish; and present close scrutiny of new development.</li> <li>• Investigate need for affordable housing.</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• Speeding</li> <li>• Parking</li> <li>• Pedestrians</li> <li>• School Walk</li> </ul>		<ul style="list-style-type: none"> <li>• Find realistic ways of improving road safety whilst maintaining character of lanes &amp; village.</li> <li>• Encourage parishioners to be alert to needs of those without transport.</li> </ul>

Activity	Issue		Action
Environment	<ul style="list-style-type: none"> <li>• Preservation of rural character of parish &amp; waterfront.</li> <li>• Maintenance of public rights of way</li> <li>• Litter &amp; dog bins</li> <li>• Street lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of lay-bys and picnic areas</li> </ul>	<ul style="list-style-type: none"> <li>• Support agricultural community to maintain fields, trees &amp; hedges.</li> <li>• Encourage school children to understand environment.</li> <li>• Set up volunteer group to co-ordinate footpath maintenance.</li> <li>• Liaise with CDC to maintain visual amenity; monitor bin emptying; oppose further street lighting; consider subdued lighting.</li> <li>• Co-ordinate with Tamar Estuary Consultative Forum on annual beach clean.</li> <li>• Support CDC recycling schemes</li> </ul>
Community Activities	<ul style="list-style-type: none"> <li>• Reinstate Carnival and/or Fun Day</li> <li>• Safeguard community meeting places</li> </ul>	<ul style="list-style-type: none"> <li>• Increase use of village hall</li> <li>• Shortage of play areas</li> <li>• Bus shelter</li> <li>• Wider use of St Odulph's Church</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the Memorial Hall committee to reconsider options for this type of event.</li> <li>• Encourage community support for venues.</li> </ul>
Recreation & Leisure	<ul style="list-style-type: none"> <li>• Construction of new playground on Landulph Playing Field.</li> </ul>	<ul style="list-style-type: none"> <li>• Footpath &amp; walking maps</li> <li>• Provision of more sport-related activities</li> </ul>	<ul style="list-style-type: none"> <li>• LFPA to work with Parish Council to construct new playground.</li> </ul>

Activity	Issue		Action
Communications	<ul style="list-style-type: none"> <li>• Improve Communications</li> </ul>	<ul style="list-style-type: none"> <li>• Broadband Provision</li> <li>• Village Web Site</li> </ul>	<ul style="list-style-type: none"> <li>• Regular newsletter; active website; Parish Council Reporter</li> </ul>
Health & Social Services	<ul style="list-style-type: none"> <li>• Local care, Memorial Hall Surgery; St Barnabus Hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Dental Care</li> <li>• Care of the Elderly &amp; Disabled</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of need for transport volunteers</li> <li>• Offer strenuous support fro continuation of weekly surgeries in both venues.</li> </ul>
Emergency Services	<ul style="list-style-type: none"> <li>• Police Service Response</li> <li>• First Responder Scheme</li> <li>• Neighbourhood Watch</li> </ul>	<ul style="list-style-type: none"> <li>• Policing</li> <li>• Neighbourhood Watch</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Local Community Liaison Officer</li> <li>• Investigate feasibility of setting up FR scheme</li> <li>• Re-establish neighbourhood watch</li> </ul>
Local Services	<ul style="list-style-type: none"> <li>• Use of mobile services</li> <li>• Village shop</li> <li>• Farm stalls</li> <li>• Allotment scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Improved Local Shopping</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage use of existing local &amp; mobile services</li> <li>• Look into feasibility of creating &amp; running a shop</li> <li>• Support &amp; encourage local farmers' stalls and possible development of a farmers' market</li> <li>• Explore possibility of setting up allotment scheme</li> </ul>
Education & Lifelong Learning	<ul style="list-style-type: none"> <li>• Nursery Provision</li> <li>• Adult Education Classes</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-school &amp; school buses</li> <li>• Out-of-hours activities</li> <li>• Adult Education</li> <li>• Mobile Library</li> </ul>	<ul style="list-style-type: none"> <li>• Look at possibility of nursery within the parish</li> <li>• Investigate feasibility of extending range of adult education classes within the parish.</li> </ul>

Activity	Issue		Action
Young People	<ul style="list-style-type: none"> <li>• After-school isolation and lack of access to facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Need for more local activities</li> </ul>	<ul style="list-style-type: none"> <li>• Include young people in as many activities/events as possible.</li> <li>• Consider opportunities to develop facilities such as basketball hoop and skateboard ramp.</li> </ul>

### PARISH OF ST GERMAN'S

The Parish Plan is not yet available, but the following “wish list” of projects has been taken from the results of

- Bus shelter for children waiting for school bus
- Tearoom by the Station
- Information/computer technology/cyber cafe
- New community Centre
- Village Centre car park
- Composting scheme
- Recycling bins in village
- Youth cafe/drop in centre
- Skate board/other recreations/BMX track
- Community hosting for visitors
- Cyber cafe/drop in training centre
- Value added employment
- Cafe/heritage/community facility
- Need for younger people to become involved
- Sporting facilities
- Cottage industries
- Church toilets

## SECTION 3: ANALYSIS – KEY POINTS FOR FURTHER CONSIDERATION

### 1. Wishes of Gateway to Cornwall communities re development of Tourism

Gateway to Cornwall (GtC) has identified that a major driver for the Saltash area may be the development and increase in the number of visitors to the area. However, the GtC health checks and Parish Plans for 2011-15 identify that the local residents want to do anything about the lack of tourists. There is a "doesn't really want" comments and, as you will see from the parish plans, these are very ambivalent about increasing visitor numbers to the economy to any significant degree. The first step, therefore in a strategy based on the development of tourism, have to be a clear decision by the communities as to whether or not they wish to bring more visitors to the area. It is believed by the consultants that there are initiatives that could be put in place and would attract support from local organisations, such initiatives do come at a price in terms of potential congestion, impact on the environment and infrastructure [housing, schools and so on].

If it is decided by the communities that they do wish to take action to increase visitor numbers whilst maintaining the distinctiveness of the area, this is well-supported by the economic, tourism and transport strategies for Cornwall and the IADP for Saltash. Taking such action would also, it is believed, assist in enhancing the distinctiveness of the area and establish PL12 as a vital area in its own right and obviate the threat of becoming a dormitory of Plymouth.

### 2. Sports and Leisure/Visitors

A considerable amount of work has already been carried out in Saltash, for example: a new jetty and landing and storage facilities. Improvements have been made to the town centre, in particular, The Quay, designed by local artists with input from schools and community groups. A major project for the town is the Millennium project which has created a waterside park on the site of an old landfill site. The park has a football and hockey pitch, BMX and skateboard park, changing facilities, walkways and cycleways.

The issues remaining centre around two aspects:

- The lack of outdoor sporting and leisure opportunities

➤ Poor quality and inadequate supply of community-based sports facilities

Sports and leisure activities are very closely linked with visitor numbers as well as the aspirations of the community. Were the community to develop outdoor sports and leisure activities such as horse riding, cycling, rowing, accompanied and unaccompanied walking, coupled with marketing and some improved facilities then this would increase the number of visitors and, at the same time, provide the community with additional a

As noted in the health check documents, there is scope here to attract private-sector investment in the provision of sports facilities. Commercial businesses could be interested in the provision of all of the activities mentioned above and enterprises such as cycle hire, retailing of sports equipment, scuba diving training facility and so on. It would be for the public-sector to invest in the establishment/upgrading of nature trails, cycle paths, and information and subsequent marketing to potential private-sector investors as well as visitors.

It may be that partnership between public- and private-sector investors could result in “profit sharing” into providing new community facilities and upgrading existing facilities. This would assist those clubs with inadequate facilities as well as extending the range of facilities available to local clubs.

In the case of the football fields, there is a case for action, as the Saltash area is short of three football pitches in line with national guidelines: this is identified in the health check.

At the present time, the health check notes that many people are traveling to Plymouth, Liskeard and other areas for better facilities. Securing/improving of local facilities would, therefore, contribute not only to economic development strategies, but would also contribute to environmental and transport strategies by reducing the number of cars and local residents in accessing non-local facilities. This applies equally to the parishes, which also have a number of sports and leisure facilities.

In summary, it is believed that there is potentially significant synergy between sports and leisure and the needs of Saltash communities. There could be great benefit to the local communities in terms of increasing the number of visitors to them but there are also risks.

Increased number of visitors [and residents] taking part in outdoor sports could have an adverse environmental impact in terms of noise, congestion and damage to the countryside. Concern was raised in the SWOT analysis that increased traffic from water sports and excessive traffic growth were seen as threats to the environment.

As mentioned at the beginning, the health check does not make it clear whether or not the local community visitor numbers and that must be established before taking the issue further.

### 3. Distinctiveness/Heritage

Great emphasis is placed on the distinctiveness of the Saltash area related primarily to the outstanding location on the Tamar Estuary and the local heritage: the principal example being the connections with the 2006 will mark the bi-centennial of the birth of Isambard Kingdom Brunel, which will provide an opportunity to promote local heritage. This would fit with both the Cornwall and South East Cornwall Tourism Strategies which focus on maintaining and promoting the distinctiveness and the heritage of the area.

Promoting the distinctiveness of the outstanding countryside links well with the development of an outdoor leisure economy – with particular linkages to the Tamar Valley Area of Outstanding Natural Beauty and the promotion of activities within the AONB between GtC and Tamar Community Futures.

Organised rambling on dedicated – and well signed – pathways would open up the beauty of the countryside with sympathetic management need not cause any adverse impact.

From the information available, there would seem to be a good supply of good-quality restaurants in Saltash. With the improvements carried out to the waterfront and town centre, this could provide the basis of a distinctive character of the area. Perhaps a marketing campaign within ‘A Taste of Cornwall’, would additionally promote the waterfront area and town centre restaurants.

### 4. Retail

The IADP report states that there are 124 units in Saltash Town Centre of which 59% is retail, 35% is non-retail. The health check states that 6 units are charity shops, which represents around 5% of the 124 units: reduce the 59% to 54%. The figures used are based on 1999 data and no breakdown is available on

[convenience/comparison]. Assuming the figures to be relatively unchanged, this would mean that just 10% of true retailers are either convenience or comparison stores: this would seem to be quite a low percentage of true retailers.

There may be little opportunity to promote Saltash as a retail centre with Plymouth so close and therefore it is not unexpected - resistance from the shopkeepers to pulling down the front of their shops to rebuild to a modern format. A continued 'Shop Bright' grants (and loans) initiative may be more appropriate, to encourage shopkeepers to maintain and improve shop fronts.

However, given the location, the nature of the surrounding countryside, the strengths may lie in developing outdoor activities. Driving forward outdoor activities could have the potential to attract private sector investment not only in the activities themselves but in specialised retail outlets selling equipment and clothing for horse riding, water sports etc. The creation of such a "cluster" would have the benefits of diversifying the retail offer; reducing vacancies in retail to service units and assist in attracting further visitors.

This would fit well with the Saltash Regeneration Study Objective 1, where retail improvements and diversification were identified as key objectives.

The combination of the outdoor activities and a supporting retail cluster could have the potential to lead to increased tourism as those interested in horse riding, cycling, walking and scuba diving are likely to undertake such activities in the autumn as well as summer.

Improvement to the retail offer would be most effective if linked to improvements to the layout and signage of the town centre. Whilst it may not be possible in the short to medium term to improve the town centre layout or increase the town square, visitors and residents could be encouraged to explore the town, and retail units in less accessible areas could be a distinctive visual feature such as a Murals trail linked to the town's heritage trail.

## 5. Economy

The Saltash area is not characterised by deprivation: its wards are amongst the least deprived in Cornwall; in September 2001, 134 unemployed claimants were recorded in Saltash [approximately three-quarters were men]. Qualification levels are higher than those for Cornwall, but lower than those for the South West.

One ward, Essa, shows poor literacy and numeracy levels [below the national average] other wards national average.

The IADP records 441 businesses in Saltash, 38% of which are in the distribution, hotels and restaurants. There is a strong representation in the banking, finance and insurance sector with 20% of the business stock. There is industrial land spread over six estates including Broadmoor Farm. The only information available on Broadmoor Farm is that on Broadmoor Farm.

The Gateway to Cornwall Opportunities for PL12 Community identifies the attraction of more medium-sized businesses as a key action. Our information, too, is that Broadmoor Farm estate is earmarked for start up and expansion.

Given the low unemployment level in the area, there is not an available labour pool to attract inward investment. Businesses locating to the area are likely to bring employees with them. There may be scope, however, for people commuting to Plymouth to gain employment in new businesses locating to the area.

The attraction of new businesses, therefore, could be a double-edged sword in that whilst providing investment opportunities, they could also bring about a “reverse commuting” where people from Plymouth will travel to the area. That would result in greater vehicle traffic congestion and possibly put a strain on local public transport.

This would apply also to the Gateway’s identified action of “continue to lobby for the use of Broadmoor Farm area for industrial development for new medium and large businesses”. In the case of large businesses [with headquarter facilities] they often bring staff with them from different parts of the UK resulting in a demand for housing that may not be capable of being met.

It would seem from the information provided that the number of additional houses that can be built in the area is limited by existing planning approvals and that the need is for affordable housing and supported housing for disadvantaged people. Information on the need for affordable housing in the area should be obtained.

From the limited parishes information available, there may be resistance to any business development [such as type workshops] that impinges on their immediate surroundings.

Overall, it would seem that further investigation should be carried out into the availability of vacant industrial premises before developing proposals for the attraction of medium-sized or large businesses to the area.

having large businesses locate to the area should be established in terms of the demands it may put on schools and housing.

The attraction of increased numbers of visitors would boost the economy of the area but, given the limited increasing visitor accommodation in the area, this is likely to be limited to the attraction of day [or even overnight] or staying in Plymouth or traveling from Plymouth into Cornwall.

## 6. Environment

The environment was not covered by a health check but a SWOT analysis was provided. The main concern from the health check related to the poor visual quality of Fore Street, traffic congestion, noise pollution from a small number of access points to the river. The other concern expressed was the creeping absorption of the suburban area. Parishes are keen to preserve and enhance their environment.

The introduction of outdoor sports and leisure activities and the attraction of additional retail offer would reduce the traffic congestion and the noise pollution, but could provide an impetus for physical enhancements and improved traffic layout to ease congestion.

Gateway to Cornwall's opportunities included the redevelopment of Fore Street, which would fit with the retail offer (see also Comment 4: Retail). Gateway to Cornwall also recommends the finding of a mixed-use Station in order to minimise the possibility of a visual environmental blight.

All of those issues, together with increased public transport links, fit well within the Rural Economic Strategy for the Isles of Scilly. Several of the key priorities are particularly applicable.

## 7. Transport and Accessibility

Gateway to Cornwall identifies a full list of possible actions that could be taken to reduce congestion and improve accessibility to, and within, the town. It is also noted that being included in the Plymouth Urban Area

development grants targeted at the PUAs. That could bring its own issues in terms of loss of identity for some forms of assistance for more rural communities.

Once again, increasing the number of visitors to the area will increase the amount of traffic on the roads. From the documents it would appear that one of the main issues for the Saltash area is the amount of commuting. More than half of the working population of the area commutes to Plymouth each day and over 40% of this is by people traveling from other areas into Saltash.

We understand that a study re a ferry service between Saltash and Plymouth is currently being undertaken to alleviate congestion at key times and provide an additional attraction for visitors to Saltash.

It is interesting to note that unlike many Parish Plans, the two Parishes for this study do not highlight transport as an issue for their parishes – rather they are concerned about speeding and road safety.

## 8. Health and Social Services

There are some issues identified in the Health Check and “Gateway to Cornwall” which don’t seem to have resulted in any of any specific actions.

The Saltash area has a higher suicide rate than that for England and the South West Region. It is noted that there are no social or recreational facilities for people with mental health problems. It would be worth exploring the connection between those two issues and identifying whether there are any particularly vulnerable groups of people, the elderly, those living alone. Not enough is known to reach any conclusion as to why the suicide rate is high, whether the lack of facilities for those with mental health problems is an associated or separate issue.

The documents provided state that there is a growing number of retired people in the area and an increasing number of people in the oldest age groups. Very little is mentioned in terms of action other than the PCT’s launch of a home care service for the elderly [in line with County strategy]: however, the health check notes that “there is a need for a mobile health service due to lack of funding resources”. The health check also notes that there are no mobile health services in the area. No evidence is given as to whether there is any demand – other than statements that people, particularly those with no access to cars have difficulty in accessing many of the hospitals, clinics and surgeries. This may be

more holistic way by considering the needs of the elderly, the increase in demand for facilities, improved transport and demand for mobile health units.

The SWOT analysis and the Parish Plans identify a problem with lack of facilities for young people and alcohol abuse - particularly among young people - resulting in anti-social behaviour and damage to property. An action identified by "Gateway to Cornwall" is "engagement of youth service/sports club to work positively with young people". The extent of the problem is not quantified but seems to be a growing issue. An attempt to quantify the problem with the local police, coupled with a drive to educate both the owners of licensed premises and young people themselves. If the young people involved are 18 and over it is unlikely that the provision of a youth centre [proposed in Parish Plan] will alleviate the problem. On the other hand, if they are under-age drinkers, providing appropriate alternative activity may help. The problem is at its worst on Fridays and Saturdays: Pillay states that the lack of social activities there can "lead to rowdy behaviour and vandalism".

## SECTION 4: GAPS IN INFORMATION

A considerable amount of work would seem to have been carried out by GtC. However, there remain gaps in Healthcheck information and there are also gaps in strategy areas, where strategic documents may not gauge what agencies plan in theme areas.

### 1. Views of Local Residents

In carrying out the Review, the consultants note that the main issue seemed to be:

Do the local residents want the area to change?  
Do they want increased visitors to the area?

Local consultations through focus groups, an event or a household survey would be useful in establishing real commitment to altering the status quo.

No summary documents of local consultations were provided for this Review – from SRB process or otherwise, issues, need and priorities for action. Are these available? Lack of facilities for young people is particularly noted in Healthchecks and Parish Plans – it would be useful therefore to carry out some survey of young people and services needed.

### 2. Retail Offer

Information is available from 1999 on the amount of floorspace, vacant units and so on – nothing more. This information does not give detail on types of shops, or whether business is growing or declining. A survey together with a survey of shoppers' views on what is offered and what shoppers would like to see offered would help out the retail picture and establish the way forward.

### 3. Businesses

A comprehensive survey of business support needs and the vacant land and premises available for businesses would help establish what was achievable for business development for the area.

### 4. Skills and Learning

HRA has been able to find little information on skills and learning and none has been provided by GtC. The low levels of unemployment in the area. Where there are significant levels of unemployment the issue is more important. However, if businesses are to be attracted to the Saltash area, it would be useful to know what skills are in the local area. With little or no available labour pool it may be difficult to attract the mobile inwards as they normally look for available labour coupled with customised training schemes for their particular needs. As people travel to Plymouth for employment, there may be an opportunity to attract businesses to the area as an alternative, local employment. On the other hand, it may be that a large number of those people live in Saltash *because* they work in Plymouth but don't want to live there and would not, therefore, be interested in any event, in order to incorporate a Learning Plan into the GtC Community Strategic Plan, more information on skills and businesses future needs in terms of workforce skills should be obtained.

### 5. Health and Social Care

There seem to be several gaps in the information available on health and social care, particularly in relation to the elderly, proposals to address both increasing numbers and increasing age of that group.

More information on the extent and nature of alcohol abuse would assist in identifying appropriate action in relation to under-age drinkers.

Looking at the needs of the elderly, transport links to medical facilities and demand for mobile health order to arrive at a holistic strategy for tackling these issues.

Because of the above-average suicide rate identified in the health check, coupled with the lack of fa mental health problems, more information should be gathered to determine whether there are linkag any particularly vulnerable groups.

## 6. Environment Strategies or Actions

The health checks did not cover the issue of the environment. The SWOT analysis and “Gateway to for P12 did list specific issues that require action: the majority of which related to usage and layout o environment. No strategies were provided to link with those issues and thus tie them in to the wider provided, for example, on Tamar Community Futures and the Tamar Valley AONB, although it is rec willingness to link with those initiatives. Waste management and Recycling Strategies were also mis mention was made of this issue other than to say the strategy laid down by Caradon District Council

## 7. Culture and Arts

No specific strategies were provided, although there was mention of aspects of education, culture an the strategic documents looked at – see Education, Culture and Heritage Summary Table.

The main opportunities identified in the SWOT analysis are the provision of a multi-purpose events h of a town manager. Other issues from the SWOT and many of those identified by Gateway to Cornw people.

No evidence seems to be available to support those actions and it may be that a review of facilities a be carried out as well as a review of relevant strategy from Caradon, Cornwall and Culture South We whether the opportunities/actions identified link in. It will also be necessary to ensure that those wid GtC proposals on the environmental distinctiveness and heritage of the Saltash area.

8. Other Strategy Documents

Strategy documents have not been obtained to date in the following key areas:

- Affordable Housing
- Health
- Social Care
- Early Years
- Environment
- Waste Management and Recycling
- Culture & Arts.

Hannah Reynolds Associates  
28 February 2005

## REVIEW OF STRATEGY DOCUMENTS

HRA Consultants were asked by “Gateway to Cornwall” to prepare, as part of the MCTi Study, a review of relevant studies and strategies at the local, district and county levels. The documents to be reviewed were have been supplied by “Gateway to Cornwall”, but due to the tight timescale for this element of the study, HRA has also sourced information from available websites. There remain significant gaps, particularly in respect of strategies for Affordable Housing, Health; Social Care; Early Years; Environment, Waste Management and Culture & Arts.

A brief summary of the heritage of Saltash is provided prior to the document review

### Saltash Heritage

A thousand years ago there were many Saxon settlements in the rural area to the west of the modern town, notably the villages of Trematon and Burraton. Soon after the Conquest in 1066, the Normans built a motte-and-bailey castle in a commanding position 1.5 miles south-east of Trematon village.

Saltash was founded as a market town by the lord of Trematon Castle in the 12th century. The town was sited at a point where an ancient highway crossed the Tamar estuary by means of a ferry. By the end of that century Saltash had achieved borough status.

Saltash also developed as a port, the first to be established on the system of estuaries reaching far inland from Plymouth Sound. In consequence, the borough was entrusted with jurisdiction over all those waters, an arrangement that was challenged many times but was not terminated until 1901. Trade on the estuaries invigorated rural life in St Stephens and other adjoining parishes.

The town's strategic position and maritime interests led to its involvement in many important events, and produced some lively personalities.

During the Civil War, 1642-46, fighting took place in Saltash on several occasions, resulting in numerous fatalities (mostly on the Parliamentary side) and the destruction of many buildings.

Saltash has produced many champion rowers, of whom Ann Glanville was the most famous. Between 1830 and 1850 at regattas all over England, she and her crews of Saltash women were seldom beaten in 4-oared gig races - even against male competitors.

The engineer-genius Isambard Kingdom Brunel chose Saltash as the site for a bridge, of unique design, to carry the railway in to Cornwall. The Royal Albert Bridge, Brunel's masterpiece completed in 1859 is undoubtedly the town's most famous feature.

In 1896 Captain Henry Jackson, commander of the R.N. Torpedo School aboard HMS Defiance stationed in the Lynher estuary off Wearde Quay, near Saltash, made a series

of pioneering radio transmissions from the ship and so became the first Briton to use radio for practical communication.

## RELEVANT STRATEGIES

The strategies and studies reviewed here are:

### Local

The Saltash Regeneration Study Summary  
Saltash Integrated Area Development Plan [IADP] Study

### Caradon

Supporting the Rural Economy – Punching Above Your Weight  
Regional Spatial Strategy  
Draft Caradon Leisure Strategy  
CDC Capital Strategy 2002 to 2007  
Air Quality Progress Report, CDC

### Cornwall

Cornwall Structure Plan 2004  
Economic Forum  
Rural Economic Strategy  
Cornwall Tourism Forum, Final Draft Action Plan  
South East Cornwall Tourism Strategy 2001-2006  
The Sport Economy in Cornwall and the Isles of Scilly  
Cornwall Land Transport Plan 2001-2006

The main relevant strategic objectives from the documents are summarised below:

#### [A] LOCAL

##### 1 The Saltash Regeneration Study Summary

This document was prepared by Atlantic Consultants on behalf of Caradon District Council, in partnership with Saltash Town Council and Saltash Partnership. It should be noted that the document was provided in draft format and it is not known whether the key objectives listed have been adopted by the community.

*Objective 1.* Bringing vitality and spending to the town centre and waterfront through environmental improvements, retail improvements, diversification of uses, improvements

to traffic flow and parking, promotion, and events aimed at leisure, lifestyle and 'after hours' activities through:

- environmental improvements, including traffic calming and car parking improvements in Fore Street, Lower Fore Street, the Waterfront and adjacent sites;
- strengthening the retail 'offer' of the town centre, including new retail development sites, attraction of specialist retailers, marketing and events, and the appointment of a town centre manager;
- diversification of uses and activities, including the promotion of Lower Fore Street as a restaurant sector, and the Waterfront as a centre for leisure and night-life.

*Objective 2.* Supporting strategic initiatives which will enhance Saltash's economic position through:

- the development of Broadmoor Farm as a site for large incoming firms;
- the provision of more small workshops including 'managed workspace';
- better business information and liaison.

*Objective 3.* Improving the external image of Saltash through environmental enhancements and key developments at the 'gateways' to the town by:

- improvement to the appearance of the rear of premises in Lower Fore Street;
- redevelopment of the buildings at the lower end of the northern side of Fore Street;
- environmental enhancement and new signage at Carkeel Roundabout and the Tamar Bridge exit

*Objective 4.* Supporting key or 'flagship' projects which will provide significant facilities in the town centre or Waterfront areas through:

- completion and extension of the 'Heritage Trail'
- carrying through the Station Building Brunel Heritage Centre proposal
- extended partnership working and provision of adequate supporting full time 'personpower'.

## 2 Saltash IADP Study, Rationale Limited

This document was prepared by Rationale Limited and builds on two previous documents:

Saltash Regeneration Study, 2000 Atlantic [see above]  
Saltash Integrated Area Development Plan, 2001 [Hyder]

The Saltash IADP Study “takes the process one step forward and creates a practical action guide to the next stage of development in Saltash”.

The Vision for Saltash over a five-year period contained in the IADP is given in full below:

- A successful town centre
  - Alive and vibrant
  - Good places to eat and meet
  - A café society
  - An end to traffic domination
  - A focal point, opening up the centre
  
- A town with pleasant surroundings
  - Green links/trails/pathways
  - Attractive entrances
  - Open spaces
  - Waterfront to waterfront connections
  - Entertainment at suitable venues
  
- A confident town
  - A town to visit
  - A place to take a break from Plymouth
  - A location where local business can grow
  - Broadmoor Farm is developed appropriately or put to rest
  
- A town of good practice
  
- Good public transport
  - Involve young people in decision-making and futures
  - Using the Brunel theme as a resource
  - Investment in the town that survives the ravages of time

From that vision six strategic objectives are defined:

- 1 To bring vitality and spending to the Town Centre and Waterfront through environmental improvements, retail improvements, diversification of uses, and improvements to traffic flow and parking, promotion, and events, particularly those aimed at leisure, lifestyle and after-hours activities.
- 2 To support strategic initiatives that will enhance Saltash's economic position.
- 3 To improve the external image of Saltash through environmental enhancements and key development at the "gateways" to the town.
- 4 To support key or "flagship" projects that will provide significant facilities in the Town Centre or Waterfront areas.
- 5 To secure effective partnership working across the town, with adequate resources to support the process of project development, consultation, funding applications, and project management, and on-going running of key facilities.

- 6 To promote and market Saltash to its residents, visitors, nearby consumers, funding agencies, and regional opinion formers, so as to achieve a positive image and relationship with each of those groups.

[B] CARADON

3 Supporting the Rural Economy – Punching Above Your Weight

This document has been prepared by Caradon District Council and is intended to show how a relatively small council can impact positively on all sectors of the rural economy.

The Vision is stated as:

To improve the quality of life of the residents of South East Cornwall and to have a productive, inclusive and sustainable rural economy.

From this vision, three strategic objectives are derived:

1. To increase prosperity;
2. To develop sustainable communities;
3. To protect and enhance the environmental, cultural and economic opportunities of local distinctiveness.

These objectives are linked to five core areas for action:

1. Local growth
2. Strategic employment development
3. Developing people
4. Community regeneration and social economy
5. Local distinctiveness

4 Regional Spatial Strategy

The documents used are: Extract of Paper Provided by Caradon District Council 9 Nov3 04] and “Section Two Spatial Strategy – Policy 16 Overall Distribution of Development and Policy 24 South East Cornwall [Saltash and Torpoint]

Due to time constraints, only the two excerpts provided have been used.

It has proved difficult to reduce this to a “vision and objectives” format and this section is, therefore, more of a discussion than a summary of the story-so-far.

In relation to Cornwall, Policy 16 “Overall Distribution of Development”, states that:

1. Most development will be in, or well integrated with, the existing built up areas of towns, according to their role and function and should not harm their character.
2. Development should be focused on the Strategic Urban Centres (Bodmin, Camborne-Pool-Redruth, Falmouth-Penryn, Newquay, Penzance, St Austell and Truro) according to their role and function, and on Saltash and Torpoint in South East Cornwall.
3. The role and function of other main towns and local centres will be supported to meet the needs of their population and surrounding areas.
4. In rural areas, there will be an emphasis on meeting development needs arising from the existing population and the diversification of the economy, having full regard to local character.

Policy 24 South East Cornwall [Saltash and Torpoint] states that:

1. Development should contribute to sustainable development in relation to Plymouth and its wider area of influence by improvement to employment and services to meet local needs and improved public transport links to the city.
2. The focus for development should be Saltash and Torpoint where about 1,000 houses will be provided over the period 2001-2016.
3. Employment provision should be for local needs. Park and ride facilities will be provided in the vicinity of the A38/A388 junction. The enhancement of local facilities and services is a priority.

This excerpt goes on to say *that “the conclusions reached were that Saltash and Torpoint should, because of their close ties with Plymouth, be considered as part of the Plymouth Principal Urban Area for the purposes of RPG, although this should be a matter of survey rather than because of any intrinsic policy consideration. In respect of meeting needs relating to the wider PUA, neither Saltash or Torpoint are appropriate to provide sustainable options for expansion of the PUA. This applies to both housing and major employment proposals, taking account of environmental, transport and economic considerations.”*

Caradon District Council, in their response to the Regional Spatial Strategy Consultation, states that:

There is insufficient opportunity for policy to reflect the varying needs of the many disparate parts and sub-regions of the South West.

The strategy should be adapted still further to reflect the “finer grain” of communities in the far South West, and to allow a wider spread of sustainable development which will enhance the self-sufficiency of smaller towns and rural areas.

Economic growth should also be dispersed more widely, e.g. to selected market towns as strategically important settlements and focal points of sustainable development, services and employment, serving wide rural areas.

The economies of smaller towns and rural areas must not depend solely on the proximity of, and ease of getting to, the nearest PUA<sup>1</sup>.

There is evidence that the prosperity of rural areas is dependent on the multiplier effect of growth in the PUAs, and, in turn, on the efficiency of transport links and distance.

If there is no primary provision for industrial growth and introduction of new industries into the small towns of Cornwall, particularly South East Cornwall, then the low wage economy will be perpetuated and Caradon will become a dormitory area for Plymouth.

## 5 Draft Caradon Leisure Strategy Approved on Leisure Best Value Review 2003

The document gives the following eight benefits to be gained from leisure pursuits:

1. Improve the quality of life of individuals and communities by providing opportunities for personal achievement, development, increase energy levels, socialisations, self-esteem, maintain independence, improve sleeping habits and body function;
2. Lead to health improvement through increasing levels of physical activity, well-being and creative expression by tackling health inequalities, reducing the risks of a number of diseases where inactivity is a significant health risk factor. Also by helping to prevent or treat a number of serious medical conditions, eg Coronary Heart Disease, Obesity, Type 2 Diabetes;
3. Promote active citizenship by getting people involved in their communities as volunteers organising or participating in activities and lobbying for improvements in facilities and support for sport and art;
4. Help break down barriers to being included in community life;
5. Bring together different organisations who can work in partnership with the common aim of increasing opportunities to take part in sport and art. Encourage people to be more active and develop personal potential;
6. Provide opportunities for young people to make the important link between school and community life;
7. Enable people to develop skills either as participants or in coaching, teaching, leading or administering a club or organisation.

The strategy's vision for leisure is:

To ensure that leisure plays its full potential in enriching the quality of life of everyone who lives in, works in, or visits the district.

The vision is supported by seven aims and six objectives.

### Aims

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<sup>1</sup> Principal Urban Area

1. Extend and enhance the quality of service, facility provision and access to countryside recreation throughout the district.
2. Secure new partnerships, new resources and new ways of working in order to create new opportunities for leisure participation.
3. Harness and make full use of a wide range of resources including the full utilization of existing facilities, services and the natural environment.
4. Help voluntary clubs achieve their potential in the community.
5. Promote the use of leisure to improve health and well-being and ensuring the equity issues are addressed.
6. Effectively manage performance and develop staff skills.
7. Maintain and build upon existing ways to involve the community in the planning and the implementation of the strategy.

#### Strategic objectives

1. Removing barriers to participation whilst improving access, establishing a clear policy for social inclusion and a specific budget.
2. Well-researched strategic planning to guide facility and service development
3. Improving communications, consultation and marketing
4. Enhancing quality and skills development
5. Making better use of existing resources
6. Creating strong leadership with effective and supportive organisational structure

#### 6 Caradon District Council Capital Strategy 2002 to 2007 (published July 2002)

#### Council's visions

Improving the quality of life in South East Cornwall

#### Mission statement

The Council, in partnership with others, will seek to initiate and implement clear, widely understood and accepted strategies that improve the quality of life of the resident population of south-east Cornwall and are fair, effective, cost efficient and sustainable.

In 2001 the Council endorsed the following six key objectives:

1. Secure under Objective 1, major employer/employers that significantly alter the wealth of the Caradon population.
2. Reduce money owed to the Council and raise income fees and charges to the average of Cornish Councils within five years. Increase collection rates to over 98% by 2005
3. Ensure sustainability principles are adopted in all areas of Council activities. (eg, increase recycling by 13% by 2003; support sustainable tourism and the development of the sustainable tourism strategy)

4. Provide additional tourism facilities including two visitors centres, heritage tourism projects and support further visitor attractions over the next five year period.
  5. Design and introduce with partners, by March 2002, an effective community strategy which will reach all community groups. The Cabinet will give four presentations to community groups in the first year.
  6. Develop and effective public relations strategy for Caradon District Council by the end of 2001.
- 7 Air Quality Progress Report in Caradon District Council (2003)

Progress reports on local air quality are required to be carried out in response to the Environment Act 1995 and subsequent Regulations. This document gives only a progress report for Nitrogen Dioxide as all the Government's objectives are being, or will be achieved, for all the pollutants of concern by the due dates.

There are two objectives given for Nitrogen Dioxide:

1. An annual mean concentration of 40  $\mu\text{g}/\text{m}^3$ ;
2. A 1-hour mean concentration of 200  $\mu\text{g}/\text{m}^3$  not to be exceeded more than 18 times per year.

#### [C] CORNWALL

- 8 Cornwall Structure Plan 2004  
(Cornwall County Council)

See Item 4 above.

- 9 Cornwall Economic Forum

The overall vision for the economy of Cornwall is stated as:

To achieve sustainable prosperity for Cornwall and Isles of Scilly

The top ten priorities for the Forum are:

- [i] To develop Strategic Transport Infrastructure , including:
  - Dualling of A30 at Goss Moor
  - Mainline and branch line improvements
  - Retain and expand scheduled air services
  - Improve sea links with Isles of Scilly
- [ii] Develop key employment space, including the development of science parks and incubator units in Cornwall.

- [iii] Develop ICT infrastructure ensuring affordable access to broadband for 80% [geographically] of Cornwall.
- [iv] Encourage the development of emerging clusters of firms through networking and information share [including tourism, creative industries and manufacturing].
- [v] Complete capital build/academic development of CUC phase II ensuring benefits to business.
- [vi] Establish targeted support for high growth potential business, and enhance the quality of business support and businesses through the establishment of a quality kite mark scheme for business support agencies, in the continuing drive to raise the quality of Cornwall's SMEs.
- [vi] Deliver appropriate, quality and flexible workforce development training opportunities in Cornwall.
- [vii] Co-ordinate and strengthen local partnerships and delivery for town regeneration and the rural economy.
- [viii] Ensure the development of local supply chain co-ordinating group in order to progress added value processing and marketing particularly for the agriculture/food sector.
- [ix] Enhance the distinctiveness and the marketing of Cornwall, e.g. deliver Image and Brand Phase II.

## 10 Rural Economic Strategy for Cornwall and Isles of Scilly

The stated primary priority for the Rural Economic Strategy is:

To create and safeguard sustainable, quality employment that contributes to a thriving and vibrant rural economy.

The Rural Economic Strategy has seven defined themes, from which are derived eight key priorities.

The seven themes are:

Rural Economy encompassing all economic activity that generates income for, and retention of wealth in, areas outside the major conurbations. This includes agriculture, manufacturing, distribution, tourism, administration and services. Recognition of the contribution to the rural economy made by community enterprises and facilities (e.g. village halls), is essential in understanding the rural community as an economic driver.

Many Rural Communities and Services have shared the decline of traditional industries for many years, as centralisation has been a key Government Policy. Only recently has any effort been made to understand that rural poverty exists alongside and is often masked by affluence. Access to services is identified as a problem regarding

both the lack of local provision and poor transport links to enable people to reach services provided in towns.

The Transport theme highlights the need to enable people to access training and work. This will be achieved through the development of innovative solutions to transport needs, which will contribute to an efficient local economy and support sustainable economic growth in rural areas.

Sustainable Energy is the future, and Cornwall has the opportunity to lead with abundant natural ambient resources. Every kilowatt saved or produced in Cornwall and the Isles of Scilly goes towards the reduction of the massive £600m balance of payment deficit with the rest of the world. We should be developing and exporting technical expertise to encourage others to reduce their reliance on fossil fuels.

Tourism, recreation and leisure are closely linked but not exclusively so, as the full time residents require year round opportunities. Tourism contributes 24% to the GDP in Cornwall and 84% to that of the Isles of Scilly. It is important to encourage the sustainable development of the tourism, recreation and leisure sectors, in order to maximise economic potential and recognise the role that recreational activities have in promoting social inclusion and general well being.

Housing is always going to be a contentious issue in areas with a high house price to incomes ratio. It is important therefore to ensure the provision of affordable housing in response to local need in rural areas, both in terms of social housing and low cost market housing.

The Environment has an important economic role in that it underpins activities such as tourism, agriculture and fishing. It is estimated that the environmental industry contributes over 3% to the GDP of the South West, with a large potential for growth of approximately 40%. It is likely that the natural environment indirectly contributes more than this by providing minerals, natural beauty, wildlife etc, i.e. ecological capital. There is a need to protect and enhance the natural, historic and built environment to improve quality of life within the area and maximise the economic contribution made by the environment.

The key priorities from these seven themes are to:

- Create sustainable, quality job opportunities.
- Support schemes (including co-operation and collaboration) which enable entrepreneurs and micro-businesses to develop their business and improve viability.
- Support community enterprises, facilities and groups that find innovative ways to deliver and provide access to services.
- Develop a sustainable and integrated transport network accessible to all.
- Encourage energy conservation and support sustainable energy production
- Maximise the economic contribution of quality Tourism, Leisure and Recreation.
- Support co-operation between relevant organisations to supply affordable homes for identified need.
- Promote and support sustainable economic development which utilises and enhances environmental capital.

## 11 Cornwall Tourism Forum, Final Draft Action Plan, The Way Forward

Seven key strategic objectives are defined for the tourism action plan: these are:

### Key Strategic Objectives

1. Improve support structures for tourism (in line with Cornwall's tourism strategy and the regional 10 year plan – 'Towards 2015')
2. Targeted destination marketing which supports overseas and niche marketing and works with all appropriate bodies promoting Cornwall
3. Cornwall e-tourism solution
4. Review communication/information strategy and the future role of Tourist Information Centres (TICs)
5. Improve quality in line with National Quality Assurance Standards (NQAS) and other government guidelines or local initiatives – public/private product and training/development
6. Deliver truly sustainable tourism
7. Support:
  - Improvements to the County's transport and ICT infrastructure
  - The use of locally produced food and drink and local suppliers of goods and services
  - The concept of World Heritage Status
  - CUC
  - Eden, Tate St.Ives, National Maritime Museum and any other established attractions that have the will and desire to improve/expand their business in line with the CDMO tourism strategy
  - Other potential large scale projects

## 12 South East Cornwall Tourism Strategy 2001-2006

The strategy has the main three main objectives and five aims:

### Objectives:

- To increase prosperity
- To develop sustainable communities
- To protect and enhance the environmental, cultural and economic opportunities of local distinctiveness

Those objectives will be achieved by:

*Local Growth:* generating income and employment by facilitating growth and competitiveness of micro-, small- and medium-sized businesses through provision of services and facilities to address market failure and barriers to change.

*Strategic Employment Development:* securing significant employment and income through area-based investment strategies and key infrastructure improvements.

*Developing People:* creating and keeping a highly-skilled and adaptable workforce which meets local needs whilst promoting equality of opportunity for all groups in the labour market.

*Community Regeneration & Social Economy:* creating sustainable communities by enhancing the strengths and heritage of local people and communities.

*Local Distinctiveness:* securing income and employment by maintaining and developing the economic benefits that arise from the area's natural, historic and cultural environment.

### 13 The Sport Economy in Cornwall and the Isles of Scilly

This document is not a strategy for sports in Cornwall and the Isles of Scilly but is the results of a study designed to:

- Provide an economic model of the sport industry in the county;
- To use the model to estimate the level of economic activity in the sports sector;
- To analyse other secondary and primary data to provide greater insights into the structure of the sport industry;
- To examine the potential of the sport industry in Cornwall and the Isles of Scilly.

The conclusions and recommendations of the study, however, are believed to be worth including in this review in view of the lack of outdoor sports activities in Saltash and the poor condition of the community facilities for cricket, football, rugby, etc.

The research has revealed significant activity in the sport industry sector in Cornwall and the Isles of Scilly with:

- around 4,000 full-time equivalent jobs in the sport sector,
- sport employment split 50:50 between full-time and part-time employment;
- sport employment split 50:50 between male and female jobs;
- a small but rapidly growing sport manufacturing sector concentrating on diving equipment, wetsuits, surfboards and boating equipment, where the employment structure differs from the rest of the sport sector being predominantly full-time, male, employment.

Overall the sport industry in Cornwall and the Isles of Scilly seems healthy with most businesses contacted growing and virtually none declining. However, there are problems that have been identified:

- there is lack of recognition of the sport industry as a significant employer with real potential for accelerating economic regeneration;
- there is a lack of any reliable data on sport tourism in Cornwall and the Isles of Scilly which is a major handicap to further development of the industry. All the data in this report has been collected from the supply side in the off-peak season, with the consequent danger of an under-estimation of the size of the industry due to the lack of demand side data. Many of the people interviewed were of the opinion that such data already exists. The reality is that good sport tourism data does not exist for Cornwall and the Isles of Scilly;
- many businesses are hitting capacity constraints with little opportunity to expand further due to the physical constraints on premises;
- the sport services side of the industry suffers from a relatively short peak season combined with the lack of both a marketing and investment strategy to extend activities beyond the peak season;
- these problems are compounded by the fragmentation of the industry with each business attempting to deal with these problems on their own.

The main recommendations of this project relate to the problems identified above. We recommend that:

- a sport industry forum be set up with opportunities for sport business representatives to discuss and prioritise the policy needs of the industry;
- a detailed study of the sport tourism market is carried out over the peak season. This will involve a visitor survey targeted at identifying the size of the sport tourism market, the level of participation of tourists in a variety of sport activities while visiting Cornwall and the Isles of Scilly, how important sport activities are in attracting visitors to the county, and the level of expenditure associated with the visits. This would provide an indication of the economic impact of sport tourism. Although this report provides an estimate of the economic significance of sport in Cornwall and the Isles of Scilly in terms of jobs and turnover associated with the sport industry, it underestimates the economic impact of sport tourism because of the additional impact of sports tourists on non-sport businesses in the accommodation, food, drink and travel sectors which has not been covered in this report.
- to devise a sport industry strategy to be backed by an Objective 1 funding bid to develop the sport industry in Cornwall and the Isles of Scilly (possibly based on the £3 million “*Sportspulse*” initiative that has recently received Objective 1 funding in the South Yorkshire Objective 1 area).

## 14 Cornwall Local Transport Plan 2001 – 2006

The Vision for Cornwall is expressed as:

“Cornwall is a special place” – its distinctive physical and cultural qualities protected and enhanced, recognised in the United Kingdom and Europe and providing the basis for a sustainable quality of life and environment for its people, reflected in a country:

- with an ecologically sound, aesthetically pleasing and pollution-free environment;
- within which individual communities are able to flourish, retain their distinctiveness and contribute to “way of life” of their people;
- with a strong and sustainable economy, able to employ all residents seeking jobs in fulfilling work, based on development which does not compromise its natural strengths and resources;
- where all the population has access to a wide range of services and community facilities and can share in the attractions and qualities of the county; and
- where access is provided for people and goods by an appropriate, effective, energy-efficient and environmentally-friendly transport system.

That vision is translated into five overarching aims:

- 1 To reduce the adverse impact of transport, in order to promote health, and protect and enhance the build and natural environment;
- 2 To improve safety for all travellers;
- 3 To contribute to an efficient local economy, and to support sustainable economic growth;
- 4 To promote accessibility to work, facilities and services for all people, especially those without a car;
- 5 To promote the integration of all forms of transport, and reduce the need to travel through co-ordinate transport and land use planning.

HRA Feb 2005

## ISSUES ARISING AND ACTIONS IDENTIFIED IN SALTASH HEALTHCHECK

The documents used in preparing this summary are:

- Health Check Summaries
- SWOT Analysis
- Gateway to Cornwall Summary

### 1 Demographics

Item	Issues Identified in Health Check
Population	25% of the population of Caradon lives in PL12. This is believed to be a large enough concentration to support additional retail provision. The area is seen as overlooked by the rest of Cornwall and is seen as a dormitory town for Plymouth.
Age	Increasing elderly population which will stretch key services. More Further and Higher education facilities may encourage young people to stay in the area.
Status	No concentrations of either very poor or very rich. No significant levels of poverty.
Households	There are a significant number of pensioners living alone. Evidence of reduced community cohesion and possibility of hidden social exclusion.
Town & Hinterland	Limited connection between hinterland and Saltash town. No coherent identity for the area as a whole.

“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:

- *A real chance to build connections across the PL12 area*
- *The increasing elderly population potentially may bring more disposable income and more time to give in volunteering.*
- *Potentially a continuing population growth area*
- *Two large education establishments – Community School and FE College – which could be used to develop area identity with wider catchment and commitment to develop common links*
- *More FE + HE opportunities may encourage young people to stay locally rather than move elsewhere.*

### 2 Local Government and Community Organisations

The issues identified in the health check are:

Caradon District Council [CDC] appears to have good representation in the community but has no specific individual with responsibility for co-ordination or building capacity for community involvement. This is tempered by evidence showing that the level of community involvement is extremely high with considerable evidence to show that community can come together to influence events and issues.

There is, however, some evidence to suggest a growing disengagement among new residents and a lack of coming together between the town and its hinterland. The SWOT analysis notes that there is a degree of antagonism or wariness in some of the Parishes to Saltash overtures.

Identified Actions in Health Check:

- *Training provision to enable the community to become more involved in community development.*
- *Creation of a detailed database of clubs and societies that can be accessed by the wider community.*

“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:

- *Build connections and new links across the PL12 area*
- *Use MCTi process to provide opportunity to influence local planning*
- *“Cloning” ideas / projects from other successful groups*
- *“Welcome” pack for new estates*
- *Community School taking on network role*
- *Opportunities for youth connections across the PL12 area*

### 3 Sport and Leisure

Issues identified in the health check are as follows:

#### [a] Local Sport and Leisure Facilities

Many of the existing sport and leisure facilities are in a poor condition; particularly:

- Football Stadium where the lack of a lease has led to lack of ability to secure funding and consequent neglect.
- Rugby Club: lack of basic facilities such as, seating, shelter and fencing.
- Saltmill: lack of changing facilities and no all-weather pitch.

In spite of a high level of youth and children interest there are poor outdoor facilities in all sports; limited indoor facilities; and, indeed, insufficient facilities to meet Government guidelines.

This situation has led to people travelling to Plymouth & Liskeard in search of better facilities.

Identified Actions in Health Check:

*[i] there appears to be interest in developing an area-wide sports/leisure forum.*

*[ii] Saltash Parks Improvement Group [SPIG] - who focus on play development - to become more active in the hinterland. Lack of funding is, however, a constant problem for the group.*

[b] Unmet Demand

The health check identifies the following issues:

Unmet demand, particularly from young people, has been identified in respect of the following sports:

Sport	Facilities Deficit
Judo	No adequate facilities
Tennis	No indoor facilities and limited outdoor facilities
Cricket	No club house; inadequate changing facilities; no indoor/outdoor nets.
Running	No facilities; share rugby club facilities; no running rack available
Hockey	No all weather pitch; teams play in Plymouth
Water Sports	No adequate facilities locally; over-subscription in Plymouth

The difficulties encountered in attempting to rectify the situation include [from health check]:

- Lack of commercial interest
- Planning constrictions due to AONB status
- Lack of consensus
- Inaccessibility of some facilities

[c] Open Spaces and Parks for Leisure, Recreation and Sport

The health check concludes that there is a significant amount of space available to the community, but it is not well utilised. There is an identified need for more adequate links with local interests, schools and private-sector by the planning authority. There is a barrier to increasing usage in that local clubs are required to raise the funding required for improvements to the facilities as well as providing for all their club-specific needs.

Many of the open spaces and parks are in need of action to remedy the results of vandalism, graffiti and neglect.

Open Space/Park	Condition
Longstone Park	Children's play area: equipment has been vandalised over the years and is now all in need of repair.
Chapel Field	Changing area has been subjected to vandalism
Worfleton Playing Fields	Area behind tennis courts: no longer has any play equipment as the previous equipment was removed as it did not conform to European Law.
Summerfields Estate	Neglected; has been subjected to vandalism; is on a steep slope; and has no toilets.
Rear of Moorlands View	Dilapidated play area without cushioned flooring or equipment in spite of local demand for facility.

The health check notes that the existing facilities fall short of the NPFA standard<sup>1</sup>. Saltash itself is short of three football pitches [in terms of NPFA standards]; there is considerable pressure on the facilities of the rugby club, and there are no netball pitches.

#### [d] Available Opportunities for Outdoor Sporting Activities

The health check notes that there are few opportunities for residents and visitors to take up horse riding, rock climbing or cycling. Large numbers of people travel to Plymouth and Liskeard [and other areas] to access facilities.

##### *Identified Actions in Health Check:*

*[i] Opportunities are perceived for commercial activities in the provision of outdoor sporting facilities including provision of cycle hire shops and suitable cycle tracks;*

*[ii] Securing improved access to the Tamar Estuary;*

*[iii] Developing the footpaths and bridleways.*

#### [e] Village Greens

Of the nine communities identified in the health check, seven do not have a village green, although four of the seven do have a recreation area, leaving three with no identified recreation area or village green.

#### [f] Allotments

None in hinterland, but no evidence given of demand in health check, although in the Landulph Parish Plan one of the identified actions is to set up a group to explore the possibility of establishing an allotment scheme.

## 4 Economy

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<sup>1</sup> It should be noted that this statement is based on the whole of Caradon not only Saltash: there also appears to be something not quite right with the figures quoted.

[a] Employment

The health check notes that there is no real unemployment in the area, and earnings are below the national average. Some businesses are finding it difficult to recruit skilled workers. Around half of local residents in employment commute to Plymouth. There are no single, large employers in the area with diverse local industry and services.

There is evidence of small, slow growth in employment. Lack of good quality business space and value-for-money industrial space may become an issue.

It is not believed that there is opportunity to attract additional jobs without financial inducement. Difficult grant applications and diverse sources are seen as barriers.

[b] Retail and Town Centres

The health check notes that the majority of the stores are located in Fore Street in Saltash with one supermarket on the outskirts. Retail rental levels are increasing but otherwise the retail property market is fairly static. There are seven vacant stores and six charity shops on Fore Street<sup>2</sup>.

There are no regular markets. The health check states that there is “some” demand for additional space – which *may* suggest that the vacant space is unsuitable.

There is no promotion of the town centre and no town centre manager. Saltash Partnership acts as town forum and is well-supported by the Town Council.

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:*

- *Saltash Fore Street to be redeveloped and upgraded to be a town centre focus*
- *Attract more medium-sized businesses to PL12*
- *Encourage links with Tamar Valley traders / market gardeners*
- *Review and improve signage to Saltash town centre, industrial estates etc.*
- *Develop “Gateway to Cornwall” icon / logo*
- *Encourage use of broadband for home working*
- *Continue to lobby for the use of Broadmoor Farm as a possible area for industrial development for new medium and large businesses.*

[c] Tourism and Visitor Services

The health check states that due to the location of the Saltash area on the estuary rather than on the coast there are limited visitors to the area. “Saltash does not devote significant resources to tourism as it does not play a major role in the economy of the community.” Loss of any tourist activity is not a major threat to the local economy.

Negatives

- There are limited opportunities to expand visitor accommodation;
- No identifiable opportunities to expand tourism;
- Visitors are seasonal as there are no winter attractions – no opportunities are identified;
- Visitors are seen as a marginal benefit;
- Town is not attractive and has a poor layout;
- There is no co-ordination of activity and inadequate visitor signage.

Positives

- The waterside area and the historic buildings are seen as strengths as is the surrounding countryside, particularly the access to the rivers;
- There is a wide choice and variety of restaurants;
- There is a good website and informative brochures, although not specifically aimed at visitors;

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<sup>2</sup> The total number of stores on Fore Street is not known.

- St Melion International Golf and Country Club has conference facilities for 150 people.

*The SWOT analysis identifies a number of possible actions, including:*

- *Develop river accesses and activities;*
- *Develop a website aimed at visitors as well as local residents;*
- *Develop brochures for visitors;*
- *Review signage and provide adequate signage for visitors;*
- *Review and capitalise on heritage*
- *Develop a tourism strategy;*
- *Advertise existing events.*

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following additional actions:*

- *Development of water activities and sports*
- *Develop short-term break holiday opportunities – collaborate with PL12 villages*
- *Attract more Plymouth visitors*
- *Capitalise on tourism opportunities in PL12 including National Trust sites etc.*

There is some ambivalence about the attraction of more visitors to the area expressed in the Landulph Parish Plan. *“Tourism was seen by a majority to be an opportunity for improved local amenities and also a good business opportunity. Opinion was divided as to whether tourism was a ‘nuisance’ or not, with a small margin saying that it was.”*

## 5 Health and Public Safety

### [a] Emergency Services

Service	Issues Raised in Health Check
Ambulance	Good category A response, but category B and urgent calls – particularly those associated with vulnerable or elderly patients is lower than the national average
Fire	Well-located, good response times; however, only one full-time officer and reduced CDC funding could pose a threat.
Police	Those in the hinterland feel they receive an inadequate support and suffer from longer response times than the town. This is believed to be due to insufficient police. There are 108 neighbourhood watch projects, 65 of which are in Saltash.

### [b] Health

[i] Dentistry: There appears to be inadequate dentist provision in the area, with a waiting list of 600 people.

[ii] Disease

Category	Issue Raised in Health Check
Chest, Heart & Stroke	There is high expenditure on this condition but a need to ensure equitable provision over the area. Reduce time taken for initiatives to work into the community.
Cancer	Need to improve links with St Luke's Hospice and establish out-patient clinic in St Barnabus,
Suicide	The rate is higher than that for England and South West Region. Difficult to gain access to funding for new services. Residents with mental health problems have no social or recreational provision.
Accidents	PCT to launch specialist falls service for the elderly but there is a threat of cuts in services due to lack of funding resources.

[iii] Access to Non-Emergency Hospital Services

- There are difficulties with transport.
- Waiting times for non-emergency services too long.

[iv] Specialist Clinics

Several issues are identified in the health check:

- Length of time for appointments is an issue and may get worse;
- Distance to the acute hospitals;
- Lack of child-abuse counsellors;
- No advertising of those services that are available locally;
- No nurse-led contraceptive clinic;
- Closure of St Barnabus would aggravate the overall situation.

*Identified Actions<sup>3</sup>: Establish a bus link between Derriford and St Barnabus;  
Develop links among schools/youth clubs/sec-education clinics.*

[v] Social and Health Care Services

The main issues identified are:

Issue	Issues Raised in Health Check
Homelessness	There is no homelessness in the area but this may be due to affected people gravitating to Plymouth.
Housing	There is a lack of supported housing and services for disabled residents. Lack of affordable housing could increase homelessness and disabled residents may have to move away from the area.
Services	Provision is patchy over the area. Although gaps are filled by "buying-in", the care is not always tailored to specific needs. Some vulnerable people may get missed.
Mobile Health Units	None in the P12 area but no evidence given of demand, other than transport difficulties experienced, especially by elderly?

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<sup>3</sup> From Health Check

*Identified Actions<sup>4</sup>: [i] there is a need to ensure no young people fall through the net and end up homeless.  
[ii] Need to look at social housing provision.*

[vi] Behaviour/Life-Style

The SWOT analysis identifies an increase in alcohol abuse among young people, notably in Fore Street on Fridays and Saturdays but also in parks and some villages. This is resulting in anti-social behaviour and damage to property.

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:*

- *Promote community interest and support in maintaining good level of Community Safety.*
- *Engagement of Youth Service/Sports Clubs to work positively with young people.*
- *Proposals to engage with parents of anti-social behaviour people through a multi-agency approval.*
- *Consider ways of positive use of Anti-Social Behaviour Legislation e.g. ASB Orders, Dispersal Order Zones and Alcohol Free Zones.*

6 Housing

The following issues are identified:

Issue	Issues Raised in Health Check
Housing Survey	Out-of-date and based on poor planning assumptions.
Types of Housing	Need for more rented accommodation and smaller properties such as studio flats. There is a shortage of one-bedroom flats overall.
Condition of Social Housing	In 2001 c.5.5% of houses was in substantial disrepair; these tend to be within walking distance of town centre.
Affordable Housing	To 2006 there is an estimated shortfall in the Saltash area of 2,781 <sup>5</sup> affordable dwellings. There is a permanent need because of Plymouth’s allocating of land to industrial/business use: leaves hinterland to pick up affordable housing provision. Limited opportunity for provision of affordable housing – particularly in Saltash hinterland - aggravated by growing population and number of “incomers”. There is no experience of local development/co-ops/self-management. There is an expressed view that Saltash does not want to take on Plymouth’s need.
Supported Housing	There is said to be friction between GOSW and Caradon DC [who has the responsibility for provision]. Lack of open communication with tenant groups. Shortage of retirement homes with secure environment in spite of increasing number of retirees and increasing age band.
Vacant Properties	There is no specific information on Saltash but only a small number of the whole of Caradon. There is some scope to redevelop flats over shops.

<sup>4</sup> From health check

<sup>5</sup> Calculated: 4,904 [total projected shortfall over Caradon] x 56.7% [estimated percentage in the Saltash area].

*Identified Actions<sup>6</sup>: [i] need to influence Regional Spatial Strategy and ensure adequate information is provided to PL12 residents;  
[ii] Need to emphasise sustainability and “ready made” homes.  
[iii] Redevelop vacant flats over shops in Saltash?*

[7] Education, Culture and Heritage

The health check states that there are no amenities such as theatres, cinemas or public art galleries in the area due to proximity of Plymouth. It is unlikely that any major venues such as a cinema will be located in Saltash. There are, however, a large number of local events and venues, all of which are fully attended or used. The Saltash Churches Together is considered one of the most active in Cornwall.

*The SWOT analysis identifies the following actions:*

- *Provision of 250-seat multi-purpose events hall;*
- *Appointment of town manager and/or PL12 Area Manager to manage PR/publicity/community diary/website/events;*
- *Involvement of young people in website development and production of booklet about eminent people from the area;*
- *Improve links with Tamar Valley Service AONB, the Tamar Valley Tourism Association and so on.*

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following additional actions:*

- *Leaflet linking Saltash with PL12 parishes*
- *Saltash Town & area guide*
- *Communication with new estates in Saltash*
- *Education programme at Mary Newman’s Cottage, e.g. medicines, herbs, gardening, historical learning events*
- *Expand postal library service, e.g. CDs / DVDs*
- *Create community support group for elderly & other users of above postal library service, e.g. recycling CD & DVD players to those in need*
- *Multi-functional Community Bus Service e.g. Children (school run – pre- & post-school, Young people (sports etc), older people (shopping, trips etc.)*
- *Primary Schools to provide nursery / playgroups*
- *Internet Café e.g. Brunel Pub, K2, Livewire etc – needs to be separate from education provision*
- *Maximise use of St Mark & St John College placement students in PL12 community, e.g. Youth Service / other community activities*
- *Development of Inclusion Unit / Behavioural Support Unit at Saltash Community School*
- *Pursue proposals for extended schools*
- *Encourage proposals for new and larger sites for Saltash Community School and Cornwall College, Saltash*
- *Link with youth projects of adjacent MCTi areas*

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<sup>6</sup> From health check

## 8 Environment

This was not covered in the health check questionnaires provided: however, it is covered by both the SWOT analysis and the “Gateway to Cornwall” document. The main issues identified in the SWOT analysis are:

- Poor visual impact of Saltash Fore Street;
- Lack of a focal point in Saltash;
- Unattractive buildings without character;
- Problems with traffic congestion in Fore Street;
- Small number of public slips and access points to river.
- Noise pollution from water sports;
- Infilling of green and recreation spaces by housing;
- Excessive traffic growth;
- Narrow residential streets;
- Creeping absorption into Plymouth suburban area.

*“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:*

- *Redevelopment of Saltash Fore Street and surrounding area to maximise its strategic position, and to capitalise on outstanding views;*
- *Initiate an open competition for the redesign / redevelopment of Saltash town centre;*
- *Provision of a visitors’ centre to promote both the local area and Cornwall;*
- *Promote and encourage long term use of Churchtown Farm recreational area;*
- *Promote the World Heritage Site inscription for the Tamar Valley Mining Industry;*
- *Promote / expand Saltash Heritage Museum;*
- *Find mixed use for Saltash Station to prevent decay and unsightly area;*
- *Promote PL12 villages’ community bus schemes to enable access to and from Saltash;*
- *Link in with Tamar Community Futures MCTi plans and proposals;*
- *Link in with Tamar Valley AONB plans and proposals.*

## 9 Transport and Accessibility

Again, this item is not covered in the health checks but is covered by both the SWOT analysis and the “Gateway to Cornwall” document.

The main issues identified in the SWOT analysis are:

- *Proximity to Plymouth makes the area popular for those who wish to work in, but not live in, Plymouth, thereby inflating local house prices, increasing commuter traffic and making it more difficult to retain a distinct identity.*
- *Growing use may result in bridge and ferry links becoming grid-locked at peak times;*
- *Disruption because of the need for maintenance to Tamar Road Bridge;*

- *Families with restricted or no access to cars have limited or no access to commercial transport making access to both social events and medical/hospital facilities very difficult or impossible particularly in the case of those too young to hold a licence and those disabled persons who require assistance even when they have their own vehicle;*
- *Congested bus bays in Fore Street, Saltash;*
- *Poor parking and signage and poor platform accessibility at rail stations;*
- *Resistance to use of internet by non-technical people.*

“Gateway to Cornwall” Opportunities for PL12 Community identifies the following actions:

Issue	Action
Proximity to Plymouth	<ul style="list-style-type: none"> <li>• In the future if links with Plymouth become more heavily used and congested, and if Plymouth introduces congestion charging a park and ride scheme may be a more viable proposition.</li> <li>• Being included in the Plymouth Urban Area will give access to development grants targeted at these areas.</li> <li>• Improve the use of rail links to the National network by both commuter and national passenger use and freight.</li> <li>• Develop ferry and water taxi services</li> </ul>
Rural Inclusion	<ul style="list-style-type: none"> <li>• Develop the use of rail links at St Germans.</li> <li>• Support the creation of small community bus / taxi services in PL12 to feed into timetabled bus routes, ensuring they are available to wide cross-section of the rural and town community thereby increasing the use and viability of these services.</li> <li>• Don't re-invent the wheel. Learn from elsewhere where community schemes have been successful.</li> <li>• Ensure that any potential users are made full aware of the services provided.</li> </ul>
Youth and hard to reach groups	<p>Support schemes to enable young and hard to reach groups to access transport in order to lead fuller social and productive lives which in turn enriches the overall community and reduces the strain on families and Social Services.</p>

Issue	Action
Infrastructure	<ul style="list-style-type: none"> <li>• Increase access to rail use by provision of parking specifically for train users and improving platforms</li> <li>• Redesign bus bays in Fore Street and provide bus bays and shelters in North Road.</li> <li>• Provide safe pedestrian crossings connecting Fore Street and North Road to form transport hub with links to and information about bus, rail and Taxi services.</li> <li>• Provide park and ride services to Plymouth.</li> <li>• Encourage use of cycles with cycle ways and safe storage at retail and other outlets.</li> <li>• Encourage travel on foot by providing safer crossing points on major and busy roads</li> </ul>
Impact of IT on Transport	<p>Reduce the need to travel by providing on line services that allow access and two way reaction with Local Government, Local Health Centres and Hospitals and the pre- booking and self printing of Tickets via personal computers or machines at railway stations and park and ride parking areas.</p>

# Gateway to Cornwall

## Communication Strategy

May 2005 – December 2005

### Purpose

To set out the ways in which Gateway to Cornwall will continue to communicate with its various target audiences up to and including the publication of the Community Strategic Plan (The Plan).

### Now

#### The Community Consultation Event 14 May

This event was very well attended – one attender remarking that it was the best-attended community consultation he could ever remember in Saltash. This was largely attributable to the efforts that had been put into prior publicity.

- a) an invitation designed by consultants HRA went out to all named individuals and groups on GtC database several weeks before the event, to get the date in their diaries. MP Mr Colin Breed attended.
- b) Westcountry TV taped a prior interview with Steve Tait the week before which appeared a lunchtime local news and evening local news on 6 May.
- c) A photocall using a gig boat was arranged, attended by Western Morning News, Evening Herald, Cornish Guardian and Cornish Times. Pieces subsequently appeared in Western Morning News (6 May no photo) and in Cornish Guardian (11 May with photo)
- d) Two radio interviews went out – Plymouth Sound and Radio Cornwall (Radio Cornwall went out twice – a 3 minute piece with vox pop in Fore St, plus a 3 minute interview with John Evans – plus invitation to email or phone in comments. The story was lead at 8.00 again for Radio Cornwall, with a clip from the John Evans interview, plus another phone in invitation. Announcer read out comments from emails – ‘3 cheers for Saltash’ etc.
- e) Local free papers
- f) Posters put onto lampposts in Fore St
- g) Gateway to Cornwall banner
- h) Information Leaflet
- i) Town Band playing prior to the opening of the event.
- j) Advertising of facepainting and free tea and coffee.
- k) Press release following event

Target Audiences for the Community Event– GtC steering group; Saltash Partnership; community groups; businesses; school and college; public agencies; councillors, local residents, including young people, residents of parishes.

Attendees at Community Event– all target audiences. Low attendance from parish residents (but a parish roadshow has already been targeted directly at them) and young people (but a youth survey to canvass their views has already been undertaken and is currently being analysed).

## Activity in the weeks to The Plan's publication - end July 2005

1. We will incorporate the results from the Community Event into our Plan priorities.
2. We will send out a press release to publicise the success of the Community Event and, later, the results of surveys analysis
3. There will be ongoing communication with groups and members of public who GtC telephone MCTi office
4. Once Plan priorities have been agreed, we will send these to public agencies and community groups – asking what they are *already* doing to address the Plan's key issues and priority actions ( n.b. this serves both to inform agencies of Plan priorities, and also to identify Plan priorities that others are addressing already).
5. We will have discussions (meeting/telephone calls) with potential supporters and investors in key projects/actions within the Plan to warm up interest.

## The Plan

We will produce the Plan as a *suite* of documents:

- SWOT analysis
- Healthcheck
- Strategic Review
- Summaries of Consultation results
- The Plan – 20 – 30 pages – double sided, photos.
  - Chairman's statement,
  - Summary and the Vision Statement
  - The Process we've gone through to develop the Plan – steering group formation, consultations, surveys, community event
  - Our Community – a profile, benefits of living and working here and key issues we are trying to address with this Plan
  - Priority Themes to address the Issues and meet the Vision
    - A *Goal* for each Theme
    - Projects/actions clustered under the *Priority Themes* – a paragraph for each project – Description, What the Project will achieve, when it will happen, Who will be involved, an Outline of the Cost
  - Taking the Plan forward – monitoring and evaluating the Plan; how we will structure ourselves and how we engage the community in the process and inform them of its progress.
  - Appendix: Summary table of *all* projects/actions considered for the Plan– 'Endorse work of others', 'Influence Policy and Strategy' and 'Action by GTC' projects
- The Plan Summary Leaflet – the highlights of the Plan – to be delivered to all households (if budget allows) and/or as broadsheet in local paper, or leaflets to be left in supermarkets, library and other spaces where residents visit.
- Communications Scrapbook – a collection of all notes of meetings, press releases, survey summaries, consultations, parish roadshow results, community event report.

## The Brokering Table

GtC will set a date for a first Brokering Table 2 months before the event and send invitations to all potential funders and key agencies who may invest in Plan, in order to ensure that the date is in their diaries. In the interim, GtC will conduct informal discussions with potential funders and make presentations to District Council and Town Council to warm up support.

## Ongoing Community Engagement following the publication of the Plan

Our Plan should be a 'living document', with its projects and actions being regularly monitored and the Plan itself reviewed on a yearly basis. This gives the opportunity for new projects and actions to come into the Plan as it evolves. The inclusion of some smaller, quick win projects in the Plan, will give GtC the opportunity for a steady stream of press releases on project/action successes, which keeps GtC and the Plan in the public consciousness. In addition, GtC will engage and support individuals and groups from Saltash and the surrounding parishes who wish to become more involved in the implementation of the Plan – perhaps as deliverers of projects, a 'community auditors' of project success, or as members of the steering group. The Plan will therefore include core community engagement projects to provide training and support for this to happen.

## Gateway to Cornwall Synopsis of Issues and Proposals Appendix 2

### What are the Gateway to Cornwall “ISSUES” for a Community Strategic Action Plan?

After a number of public consultations and meetings with organisations in the PL12 area over the last 12 months, the Gateway has so far identified the following issues and proposals for the action plan.

#### COMMUNITY PLANNING, HEALTH & HOUSING

ISSUES	PROPOSALS
Lack of room for expansion in Saltash and the surrounding PL12 area.	Carry out feasibility study to examine the use of the Broadland and for sensitive industrial development.
Lack of information on health provision and support services available to the local population.	Set up and provide a web based information network with information. Consider partnership with 'Saltash.net' Community School
Water sports facilities are limited and access points to the Tamar estuary are inadequate.	Develop plans for water sports facilities, with an eye to a successful bid.
Fore Street is unattractive, has too many empty shops with too little floor area to attract national chains.	Initiate feasibility study to redevelop Fore Street in order to improve and services for both the town and the surrounding villages.
Sports facilities in PL12 area are generally in poor condition, under funded and inadequate for some sports.	Develop a PL12 area sports and leisure forum and investigate funding year round.
There is a lack of affordable housing for local people.	Work with Local Authorities, town and parish councils to improve homes, and in the development of the South West RSS
Access to health services is limited to GP Surgeries which is often inappropriate younger people and people with mental health problems	Work with the Local Primary Care Trust to: influence the development of Barnabas, and influence developments in NHS "locality based"

#### ECONOMY & TOURISM

ISSUES	PROPOSALS
River activities are limited and access points to the Tamar estuary are inadequate.	Develop a strategy to encourage water based activities, and improve the river.
Lack of adequate PL12 promotion resulting in low visitor numbers.	Capitalise on existing events in the PL12 area and encourage more.
Saltash and the PL12 area does not have a distinct marketing strategy.	Saltash needs to develop a 'Gateway to Cornwall' brand and to identify.
Businesses in Saltash and the PL12 area lack adequate support.	Saltash needs to develop a business centre and support services.
New and unusual tourist attractions would benefit Saltash.	Investigate feasibility of inclined railway from waterside to the Royal Albert Bridge.

#### EDUCATION, CULTURE & HERITAGE

ISSUES	PROPOSALS
Lack of room to expand Secondary and College education	Carry out feasibility study to examine the use of the Broadland 'campus'.
PL12 schools and colleges resources not used to their full potential.	Identify ways to maximise use of PL12 schools for community activities throughout the year.
Lack of support for community groups helping the elderly and disabled.	Identify ways of improving the links between support groups.
Saltash fails to capitalise on its proximity to existing tourist sites.	Establish a 'family' of Tourism leaflets to link Saltash with the website linking other attractions in Cornwall and the South West.
Saltash lacks a large multi purpose hall.	Look at the feasibility of building a medium sized multi purpose.

## Gateway to Cornwall Synopsis of Issues and Proposals Appendix 2

Saltash fails to connect with new housing estates	Establish better means of communicating with residents of
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### ENVIRONMENT

ISSUES	PROPOSALS
Saltash and PL12 fails to capitalise on its location.	Investigate feasibility of a visitors centre.
Saltash town centre has little architectural merit	Investigate a scheme for the regeneration of the town centre.
Need to capitalise on strong historical, business and community links between Saltash and surrounding area.	Promote links with the Tamar Valley AONB, Tamar Valley Peninsula MCTi.  Promote Cornwall and West Devon's bid for UN World Heritage Mining Industry.
Saltash Station building in a state of decay resulting in a poor visual impact to visitors and lack of pride by residents.	Work with Saltash Town Council and other interest groups to fund Saltash Station buildings.
Need to capitalise on important historical associations with prominent people of the past, including Sir Francis Drake, I sambarad Kingdom Brunel and others.	Promote the Saltash and PL12 area history by expanding the capitalising on other historic sites and buildings
Poor public transport links and services between Saltash and surrounding villages.	Establish working links with public transport providers to coordinate services.  Promote community bus schemes to enable access within PL12.

### TRANSPORT & ACCESSIBILITY

ISSUES	PROPOSALS
Poor awareness by residents of PL12 area of the transport facilities available to them.	Encourage the use of Public Transport to maintain its viability. All services available.
Bus services available along the A38 & A388, but elsewhere in PL12 outside Saltash virtually non-existent.	Initiate a PL12 transport users group. Investigate a community bus service to link to the existing services.
Rising transport costs and congestion problems.	Reduce the need to travel by providing on-line computer services to government, local health centres, hospitals and other services.
The railway network is under utilised in PL12.	Encourage greater use by improving services available from Saltash. Affordable parking for commuters.  Initiate a proposal for a rail freight depot possibly at Trerule.
Parking is inadequate in Saltash town centre for short-term visits, people with disabilities and for coaches.	Work with Local Authority on scheme for Saltash town centre parking, including disabled parking, increase the provision for short term parking, and
Poor cycle links and a lack of safe footpaths linking the PL12 communities.	Develop a strategy for PL12 area cycle ways and footpaths. Encourage greater use of cycles by providing secure storage

For more information on Gateway to Cornwall Market and Coastal Town initiative contact John Evans, Community Agent, c/o MCTi, email: [mcti@saltash.gov.uk](mailto:mcti@saltash.gov.uk) or visit the Saltash website [www.saltash.gov.uk](http://www.saltash.gov.uk) and follow the links to MCTi.



# Gateway to Cornwall Consultants Report on Contract Phase 1 – to June 05

## Introduction

This report outlines the work carried out to date with HRA consultancy as per contract with Gateway to Cornwall (GtC) and scopes recommendations for additional activities that consultants recommend should be considered by GtC in the development of their Community Strategic Action Plan (The Plan).

### 1. Review of Work Carried Out by GtC to Feb 05

Following an Inception meeting with GtC Steering group in mid February, HRA carried out a review of the evidence base the GtC had accumulated in its Plan development since March 04.

We found that the Steering Group was active and strong, with broad representation from a wide range of community groups and agencies involved with Saltash and the PL12 area. Good support was offered to the Steering Group from both the Caradon District Council and Saltash Town Council. The newly formed Market and Coastal Towns Initiative Association's Facilitator for Cornwall had also been actively involved in advising the Steering Group on the development of its Plan. HRA also analysed the strategy documents for the area supplied by GtC and those they were able to source on the internet. It should be noted, however, that there were gaps in the strategy documents available in several theme areas and some significant strategies may have been produced since our review took place. We recommend that the strategic evidence base for any particularly key projects should be reviewed before the Plan is finalised.

### 2. Healthcheck and SWOT analysis .

Several areas of the Healthcheck carried out by GtC were uncompleted. We recommend that the Healthcheck should be completed as far as possible before the Plan is published, particularly for themes which are crucial as a baseline for future Plan monitoring. . In reviewing the Healthcheck and SWOT work carried out by GtC, HRA highlighted the following issues which we believe are particularly important to the economic regeneration of the area:

- Lack of distinctiveness of the area – seen as a dormitory town for Plymouth – what does Saltash and PL12 area want to become? Deciding this and influencing the Regional and Sub-regional spatial strategies accordingly will be important for PL12 development
- The PL12 area is not really a cohesive area – parishes were wary of GtC overtures and were only very slowly becoming involved in GtC discussions – therefore Saltash distinctiveness may not accord with how the parishes see themselves
- Lack of suitable industrial sites at affordable prices
- Vacant shops in Saltash Fore St and run-down condition of fabric of shops/ difficulties with traffic congestion – contribute to general feeling that the area is unattractive for shoppers, although the range of independent shops shows potential for distinctiveness in the shopping offer.
- Lack of public and community transport to get to and from Saltash
- Although affordable housing was identified as an issue within the SWOT, there was an unevidenced as yet, but strong fear from GtC that the

pressure on land for business and industrial use in Plymouth was in turn putting pressure on land in the PL12 area to be used for housing for Plymouth accommodation expansion needs (viz discussions re Broadmoor Farm site)

### 3. Additional Issues.

As a service centre, the SWOT identified inadequate facilities for community education, leisure and sport and lack of health provision particularly for those with mental health difficulties. As the area has higher than national average population of older people and higher rates of suicide than surrounding areas, the need to improve on the patchy services for older people and for those with mental health difficulties was seen as an important issue.

### 4. Parish Roadshow.

HRA prepared briefing notes for GtC on the Key Issues for the PL12 area, plus a discussion paper on potential levels of engagement with the parishes. We then designed a Roadshow consultation which toured the parishes in late March/early April. Although attendance at the some of the events was poor, interesting discussions were held in parish halls. The focus of the Roadshow was to find out parishes own strategic needs e.g. transport, housing, services, in order that these could be included within the GtC Plan. It was recognised that some parishes were also developing their own Parish Plans to address local issues.

### 5. Projects and Actions arising from the SWOT and Review

Using a Contribution and Delivery matrix supplied by HRA, GtC have gone some way to prioritise the projects and suggested actions that they want to include in the Plan. There is still scope, however, as previously discussed with GtC (also see HRA Review document), for priority projects and actions to be linked much more closely with a community Vision of what Saltash and the P12 area should become by 20 years in the future. Projects and Actions from the various Themes can then be clustered together based on their potential to help GtC achieve that Vision.

### 6. Community Event

A Community Consultation Event was held on 14 May, to engage the PL12 community in discussion about the priority projects and actions identified to date by the GtC Steering Group. Much effort was put by GtC and HRA into publicising the event, with a gig promotion, press releases, a leaflet, posters on lamp posts, the Town Band, a local Facepainter and a Video Booth.

The event was extremely successful with over (150?) people attending, including the local MP. Only a few people from the parishes attended, although the Event welcomed Landulph as an exhibitor. Saltash and other PL12 local groups also put out their 'stalls' to advertise themselves and attract potential volunteers. Many comments were received on the key projects and actions proposed by the GtC Steering Group. These have been collated by HRA in Appendix 1. A synopsis of the Key Issues and Proposals was prepared, following the Event and is attached as Appendix 2.

A significant number of comments relate to the run down feel of the town centre and Fore St, vacant shops. Two areas were marked out in the comments – the Co-op area and the Station building. There was strong local feeling that these two areas should be improved as a matter of priority.

A number of comments welcomed recent improvements to the Waterside, with the suggestion that the waterfront area was now much improved. There was seen as

scope, however, for actions to attract tourists and day visitors off the ferry and up into the town. Several comments related to the need for a coherent marketing strategy for the town – an overall Vision and a ‘brand’ to attract visitors. It was suggested that a heritage brand around Brunel would be the most appropriate, with links in the heritage trail to other prominent Saltash figures such as Mary Newman and Sir Francis Drake.

Comments, too, agreed with GtC Steering Group proposals to improve education and leisure facilities, utilising Broadmoor Farm as a combined site for these. There were however, additional comments on the potential to use this site to showcase best practice in combining the development of community facilities with best environmental practice on use of solar and windpower, sustainable building materials etc. There were also environmental concerns about transport to and from Broadmoor Farm.

There were no comments that contradicted proposals mooted in the displays. However, it should be noted that although the community seem to be in favour of the development of water sports and other activities that would attract local people and visitors onto the water, there were a number of comments that related to a lack of support for any jet-ski or related activities.

#### 7. Towards The Development of Plan – Consultants’ Recommendations

The successful Community Consultation event has validated and reinforced the work of the Steering Group to date, and the Issues and Proposals they have identified. These now need to be formulated into a Community Strategic Action Plan for the PL12 area, focussing particularly on Saltash but containing strategic issues and proposals for the whole PL12 area. The consultants have also produced a draft Communications Strategy for on-going engagement of key stakeholders and the community as the Plan develops and is implemented. As Phase 1 of our work with the GtC Steering draws to a close, the following are the recommendations from HRA for actions by GtC to achieve the Plan.

- a) Target Date. The target date for the final Plan is the end of June. This has always seemed to HRA to be too tight, but HRA appreciates that GtC needs to achieve a finished Plan whilst it still has a development budget to pay for consultancy and staffing support. The importance of providing on-going administrative and development support for the GtC Plan process cannot be over-emphasised. Many community-based strategic planning processes founder through an overburdening of the community with the practical aspects of organising meetings and promoting the process. *We recommend that GtC attempts to extend the appointment of the present postholder by six months, to support the Plan process through its initial phases of implementation. We further recommend that the Steering Group includes an infrastructure project of staffing support, office base and promotion/engagement budget in the Plan. Target funders for initial 6 months – Saltash Town Council; Caradon District Council.*
- b) Vision. For the Plan to have focus it needs to be driven by a clear vision of what the community want Saltash and the PL12 area to become over the next 20 years. So far GtC and the community have identified clearly that they do not want the area to become a suburb of Plymouth. So, the group now needs to firm up the Vision of what they do want the area to become, and write this as a Vision statement that

will drive the Plan and the projects they prioritise within it. HRA's Review of Work to Date in March 05 identified potential for the area to capitalise on the assets of its natural environment and heritage.

We highlighted a potential link with Tamar Valley Community Futures, to jointly market the area to day visitors and tourists – promoting and developing Saltash town as a service centre for outdoor sports and green leisure activities, on water and in the surrounding countryside. GtC may have another Vision. Having decided and written the Vision of PL12 that GtC wishes to pursue, the projects and actions that GtC has identified need to be clustered and prioritised to add value to one another to meet that Vision. *We recommend that GtC Steering Group have a workshop meeting to agree the Vision and cluster their priority projects and actions accordingly.*

- c) Who's Doing What – a Partnership plan. GtC is rightly keen to attract new money into the area. But its Plan also has the potential to influence how public money on existing allocations is spent in the area. The Plan should do 3 things:
- *Endorse* projects and actions fit the Vision, that are already being undertaken or planned for the area by public and voluntary agencies. GtC will not deliver these projects and actions itself, but will endorse and monitor them in its Plan. We need to find out what they are
  - *Influence strategies* projects and actions that fit the Vision and are being developed by public agencies.
  - *Champion projects and actions that no agency plans to deliver but which are important to achieve the Vision.* GtC will need to take on the development and championing of these projects and actions itself. As volunteers GtC has only capacity to take on and be successful in a limited number of such projects and actions. It therefore will need to choose these carefully for maximum impact. All other projects which have no champion will be included in the Plan, but will take lower priority in a call on GtC time and other resources.

*We recommend that GtC sends out its list of priority projects and actions to key stakeholders in the Plan's success from the public and voluntary sectors e.g. Saltash Town Council, parish councils, Caradon District Council, Cornwall Enterprise, Cornwall County Council Social Services, Youth Services, South West Regional Development Agency, Environment Agency, Countryside Agency, South West Tourism, Government Office of the South West, Saltash Chamber of Commerce, Primary Care Trust, Schools and Colleges, MCTiA and request them to identify any actions they are already taking to address the PL 12 Key Issues, or which would support the GtC proposals. Feedback on this can come either in writing (to deadline) or through discussion at a Stakeholders Workshop organised by GtC. GtC will then be able to include these responses in the Plan and will*

*be better informed to decide where to concentrate their own efforts.*

- d) Plan Structure. The Plan will comprise a *suite* of documents – Healthcheck, Strategic Review, Communication Strategy, Communications Scrapbook (compilation folder of all notes of meetings, press releases, leaflets etc, Plan. Plan Highlights leaflet. The core will be the Plan itself – document of around 20 -30 pages. The Communications Strategy contains details of the proposed Plan structure. *We recommend that GtC discuss and agree a final Plan structure.*
- e) Writing the Plan. Phase 2 of HRA's contract with GtC (and subject to satisfactory completion of Phase 1) is the writing of the Plan itself. HRA's proposal includes 9 days for the writing of the Plan and negotiations with GtC Steering Group and potential funders/sponsors of the Plan projects and actions. In some MCTi partnerships, Steering Groups lack the capacity (time/skills) to actually write the Plan. HRA has therefore taken on this role with reference back to a small editorial team from the Steering Group. However, GtC's steering group and theme working groups have remained very involved and motivated throughout the identification and prioritisation of the Plan's projects and actions. They therefore have very good 'ownership' and understanding of their priorities.

With HRA support in writing the summaries of Healthcheck, SWOT, Community Engagement and Plan implementation processes, the Steering Group could write the Projects and Actions sections themselves in 2 day-long workshop sessions (or a weekend Sat/Sun workshop, facilitated by HRA. HRA would then perform an editing function on the product of these workshops, to ensure overall consistency in the text of the Plan document. Any saving on the 9 days allowed in the HRA contract for this could then be put towards the costs of producing the Plan document – design, print costs etc. *We recommend that GtC consider the above proposal.*

- f) Implementing the Plan and ensuring continuing involvement in GtC. When the Plan is published (and before) there will be continuing discussions with community groups and agencies about investing in its implementation – funding staffing support, office costs and continuing community engagement, as well as the Plan projects themselves. GtC will also need to consider what organisational structure it will use in the future to deliver and review the Plan. Some MCTi steering groups have remained as a local advisory group to public agencies, monitoring and delivering their elements of the Plan through local groups.

Other MCTi steering groups have decided to take a more hands-on role. These have created a separate legal structure, often a Company Limited by Guarantee, with a Community Board to deliver and review the Plan – employ staff, support and train community volunteers, hold community assets such as buildings, negotiate contracts.

In both these models the group works closely with other bodies such as the Town Council as the MCTi group and the Town Council have

separate, but complementary roles. To help GtC think through the kind of structure which may be most appropriate, HRA has produced a Briefing Paper – Appendix 3. *We recommend that GtC begin discussions soon about the most appropriate way to structure themselves to deliver and review the Plan.*

- g) Capacity-Building. Capacity-building in the community-strategic planning context, is building the resources, confidence, skills and understanding of the steering group and the community in order to deliver the Plan effectively. Most usually it applies to formal and informal training and skills development in such things as:
- Chairing Meetings
  - Group, team and partnership working
  - Leadership and consensus-building
  - Roles and responsibilities of trustees and community board members
  - Understanding how public, voluntary and community groups work
  - Consulting the community and being accountable for what you do
  - Decision-making – where power lies
  - Working with consultants
  - Employing people and working with volunteers
  - Understanding budgets and accounting for finance
  - Promoting and publicising what you do
  - Developing Plans and Projects
  - Monitoring and Evaluation of Projects
  - Seeing how others do it – making links and visits
  - Bringing new people into the community strategic planning process – ‘succession strategies’

The process of working together over time has built some of these skills within GtC; it is evident from observations of the GtC Steering Group that much of the skills and experience needed to implement the Plan are already present. No formal assessment of these skills has taken place, however, to find out if there are any skills and experience gaps in the group. Facilitated workshops to prioritise projects and write the Plan, as recommended above, will also build confidence among Steering Group members that they understand and can implement their Plan.

However, some different skills may be needed as the Plan moves to implementation phase. It may be, too, that some members of GtC will want to retire from the Steering Group when the Plan is published, enabling new members of the community to come forward to succeed them. New group members will need both induction and support to help them make the most effective contribution they can to the Plan’s delivery. *We recommend when the Steering Group has decided the structure it wants to take forward the Plan, that it carries out an audit of the members of the group that will take it forward and draws up a Capacity-building Plan for the next 6 months.*