

Saltash Gateway Area Community Strategic Action Plan



Spring 2006

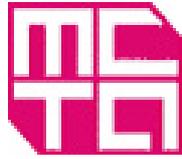
*Saltash Gateway
Community Strategic
Action Plan
2006*

Acknowledgements

Saltash Gateway MCTi gratefully acknowledge the assistance of the following organisations and individuals in compiling this report



South West of England
Regional Development Agency



Market and Coastal
Towns Association



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corn has all
CORNWALL
COUNTY COUNCIL



CARADON
District Council



Saltash Town Council



Hannah Reynolds Associates



STREAMLINE
PROTECT



Coactive
The Co-operative
Development Agency

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report page set by Phil Beamont,
who are all members of Saltash Gateway MCTi.*



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Liam Bradley
Chair Saltash Gateway MCTi

This document is about the future – the future of Saltash and the surrounding area –
The Saltash Gateway Area.

The task and challenge set for us through the Market and Coastal Town Initiative (MCTi) in 2004 was to consider the circumstances facing the inhabitants of the local area and create a vision about how we want the Saltash area to be in 20 years time –
Saltash Gateway in 2026.

This plan is the culmination of extensive consultations and consideration of a variety of key themes which relate to sustainable communities.

These consultations have not only involved the public and various group and agency interests in Saltash but have also included the involvement and participation of people within the Parishes of **Botus Fleming, Landrake, Landulph, Pillaton, St Germans and St Mellion** – a population of around 21,000 people.

The views of the Parishes have been sought and considered and this Gateway Plan recognises the work that the parishes have done in preparing their own parish plans and the contributions they make.

This plan contains the following components

- From an analysis of the current context (the ‘health checks’) it sets out a number of propositions which are key to the future development of the local area. Saltash is currently at a crossroads and these propositions need to be understood and accepted if the Town is to thrive and influence its own destiny.
- It defines a vision for the Saltash area in 2026 derived from the SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses of data from the systematic “health checks” and community consultation.
- It clarifies the “drivers” for the vision which are identified as significant markers to guide the strategic framework for future planning initiatives and developments within the Gateway area.
- It outlines the top ten projects which have been identified against the strategic markers and are now proposed as the first crucial “stepping stones” towards the achievement of the proposed Vision. Our priority projects are mutually-reinforcing; each project adds value to the others and contributes to the cohesion of the Plan as a whole.
- We know that the projects in the Plan will help to achieve the Vision - by bringing new benefits to the Saltash Gateway and by supporting, but not duplicating, the efforts of others. We also hope that the Plan will help to influence and guide the strategies of our public and private sector partners.
- Finally the plan offers a proposal for the future role of the Saltash Gateway MCTi which is designed to augment existing local capacity to make things happen.

The Plan should be read in conjunction with:

- The Consultation Scrapbook which contains details of the consultations
- The ‘Health Checks’ which detail the situation in the area as of 2005 and serve as our baseline against which future developments can be measured.
- The Strategic Review of the Plans and strategies used in preparing the Plan.

These documents are available on the CD at the end of this report, on the Saltash Gateway MCTi web site on www.saltash.gov.uk or from the Saltash Gateway MCTi Office in Saltash Guildhall.

This is a true attempt at “bottom up planning”. The community has invested much enthusiasm, hard work and care in the creation of this Plan. It is already stimulating thinking and action in the local area.

We offer it for further consultation to the community,

and the Regional, County and District bodies which have a responsibility to the local population in supporting sustainable growth and development.

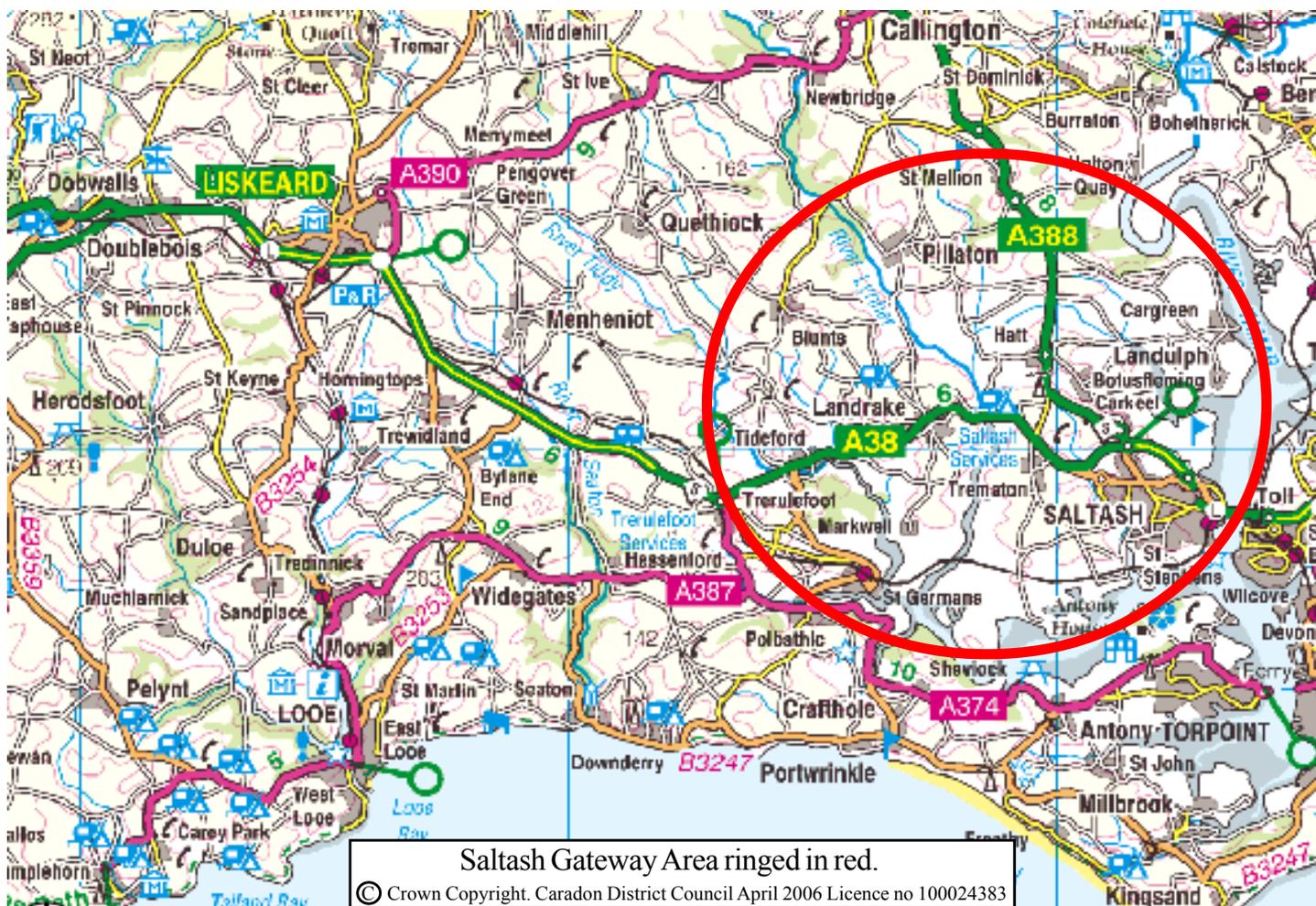
We believe it articulates some sound aspirations which are achievable and based upon realistic assumptions and possibilities.

We are determined that it remains a live document which influences the present and the future. This, in our view, will be how its success will be judged.

My thanks to steering group members, partnership agencies, consultants Hannah Reynolds Associates and MCTA representatives for all their efforts – but most of all the residents, community groups and businesses of the Saltash Gateway area, who have helped put the Plan together.

This is just the beginning.....

Liam Bradley
Chairman of Saltash Gateway MCTi



Our Vision is to become a place of distinction in Cornwall.....



The Saltash Gateway will be a place that is driven by the abundance of energy, talent and community spirit that exists here and where everyone has a voice, where the people of town and country find common cause in a new identity.



In the next 20 years, we will unlock the potential of the Saltash Gateway to become a centre of commercial, educational, cultural and sporting excellence.



We envisage Saltash and the surrounding area as a regional showpiece that treasures its natural advantages, is inspired by its maritime past, but not enslaved by it. A place where people conduct business, shop and socialise in surroundings that are worthy of a true 'Gateway to Cornwall'.



Saltash and its neighbouring parishes will forge a national reputation as places where young people are valued, where older people live out their years in dignity, in communities that aspire to be the safest in Britain.



Dereliction will be consigned to the past. Healthy, prosperous communities will be our living legacy for the future.



Saltash Gateway Market and Coastal Towns Initiative (MCTi) encompasses Saltash, the sixth largest town in Cornwall, and the parishes of Botus Fleming, Landulph, Pillaton, St Mellion, and Landrake with St Erney and St Germans.

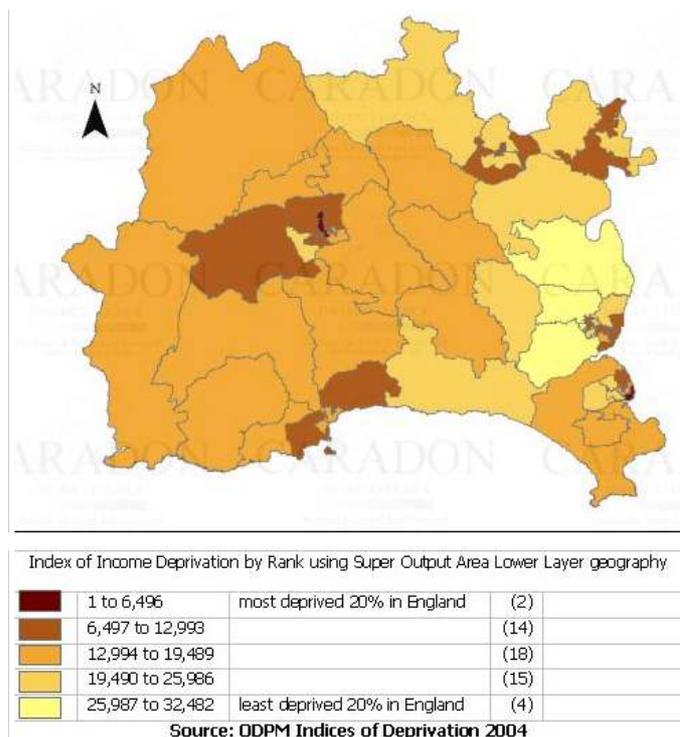
The area lies on the eastern edge of the County of Cornwall, and is bordered for the most part by the Rivers Tamar and Lynher.

It includes some of Cornwall’s oldest settlements, and its location astride the major arteries of communication between Devon and Cornwall by river, rail and road has always been the key to its historic prosperity.

The economic links between market town and parishes were strong, with Saltash – with its cattle market and railway station – a natural focal point.

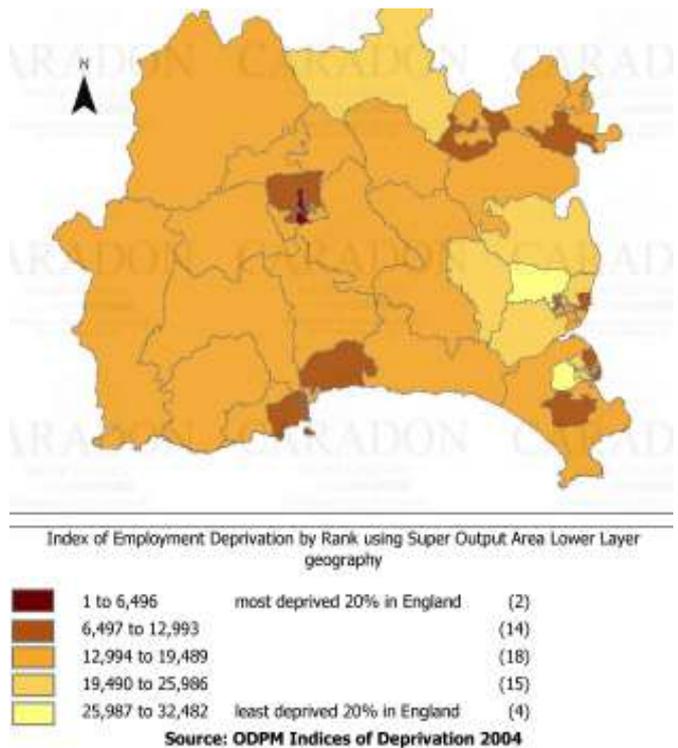
The past half-century, especially since the construction of the Tamar Bridge, has seen the neighbouring city of Plymouth exert a growing effect on the demand for housing, its population and its economy, and a corresponding weakening of Saltash’s distinctive role and prosperity.

Fig 1: Index of Income Deprivation



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Fig 2: Index of Employment Deprivation



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Figures 1 and 2 show, although the parishes have largely continued to prosper and employment levels are high, wards within Saltash display high levels of deprivation.

In the parishes the increase in population – as high as 40% over the past 20 years in St Germans, for example - has not always been matched by the provision of adequate health, recreational and employment opportunities.

With over half the estimated working population of the area commuting ‘over the bridge’ each day to work, and even larger number looking to Plymouth for much of their shopping and entertainment, the economic leakage from Saltash Gateway into the Plymouth economy is high.

If action is not taken to reverse this trend and strengthen the sustainable local economy we could be well on the way towards becoming just an impoverished dormitory area for Plymouth.

The fact that, against the wishes of its inhabitants, the area has been included in the ‘Plymouth Urban Area’ for spatial planning purposes highlights this danger – (although inclusion in that planning area may also bring benefits).

The public consultations carried out during the process of developing this Plan have confirmed that among Saltash residents there is an abiding sense of being distinctly different from Plymouth.

Although local people consciously ‘own’ and are proud of the bridges and river that connect them to the rest of the world, they firmly regard themselves as Cornish and passionately wish to remain so.

For us, then, the question is not simply how to satisfy the needs of a growing area close to Plymouth; it is rather how to retain and re-assert our historically distinct identity and revive the area as a local economic powerhouse.

It requires piecemeal growth driven by outside agendas to be replaced by managed growth driven by realistic and achievable local aspirations.

Propositions for managed growth

The MCTi has considered the key components for managed growth and have identified that for the Town and the surrounding area to sustain itself, a number of key propositions must be accepted.

These propositions underpin all our subsequent work and lie behind our Vision for the Saltash area of the future.

- Saltash must continue to expand and grow its population. Standing still is not an option if the area is to thrive.
- The increase in population should be achieved through implementing an evolutionary approach towards housing expansion within its current boundaries rather than solely adding on further large housing estates on the outskirts
- Saltash must, in future, view its proximity to Plymouth as a crucial strategic opportunity rather than a threat
- The Town must seriously capitalise on the potential opportunities that the Broadmoor Farm area – our one major area for potential expansion - offers in relation to commercial, industrial, education and leisure development

- The Town and area must build on and preserve the location and significance of its two key institutions – Saltash.net Community School and the Cornwall College Saltash FE campus - which are crucial to sustaining the Town and forging the PL12 area identity
- A radical approach to the regeneration of the Saltash Town Centre must be taken to provide economically sized retail units attractive to inward investment, with a well designed streetscape with attractive open spaces. The aim is to achieve a shopping and leisure centre which meets the needs and requirements of not only its townspeople but of the populace of the surrounding areas both West and East of the Town – complementing not competing with Plymouth.
- The Town must proactively forge links with its surrounding parishes and seek to be a service centre for those people ensuring the facilities which meet their needs and requirements, but are not sustainable on a smaller basis e.g. core and cluster health facilities. We need to embrace the fact that our Town’s future well being is inextricably linked and interdependent on those communities.
- The area has incomparable natural assets – including one of the most fantastic river estuaries in the world - which need to be sensitively developed and marketed to promote it as an attractive place to live and visit with a focus on river based leisure and recreation.

We believe these propositions and our approach are realistic and entirely in keeping with the strategic planning developed elsewhere, such as the Regional Spatial Strategy (see Contributing to our partners strategies page 24)

What has emerged from our research for the Plan is the realisation that this is not wishful thinking. We have excellent foundations for sustainable economic prosperity in place already.

- Recently the town has been chosen by a number of organisations, such as the RNLI and the South West Peninsula Strategic Health Authority, as a regional base capitalising on our communications links to serve a wider area.
- Local employers praise the skill and commitment of the local workforce. The only constraint to future growth is the present lack of affordable industrial land and units for expansion and further growth. Overall there is a desire to succeed.
- There is good potential development land close to hand.
- The educational standard in our schools is excellent. All seven junior schools within our area enjoy high reputations. The Community School, Saltash.net, has recently secured specialist status in Maths, Science and IT despite leakage of students to the grammar schools in Plymouth, it regularly achieves excellent results and is over-subscribed. Cornwall College Saltash is also expanding offering a range of vocational and other courses up to HND level and HE Foundation Level attracting students from as far away as Bude.
- Saltash Town Centre continues to provide a range of small specialist shops, mostly privately owned, and a good range of services including banks and post office. The lack of larger shops or other ‘footfall drivers’ in the town centre is blamed by many for the centre’s waning fortunes. A high proportion of shops stand empty and the overall appearance of Fore St is run-down and discouraging. However many of the retailers remain optimistic and the community, working in partnership with local authorities, recently raised the funding to install an ambitious new festive lighting scheme as the first step in regenerating the area.

- The area’s location, on the banks of the Tamar and Lynher rivers, is spectacular, and there is much scope in the Waterside area, the historic heart of Saltash, for appropriate development of river-based leisure and recreation.

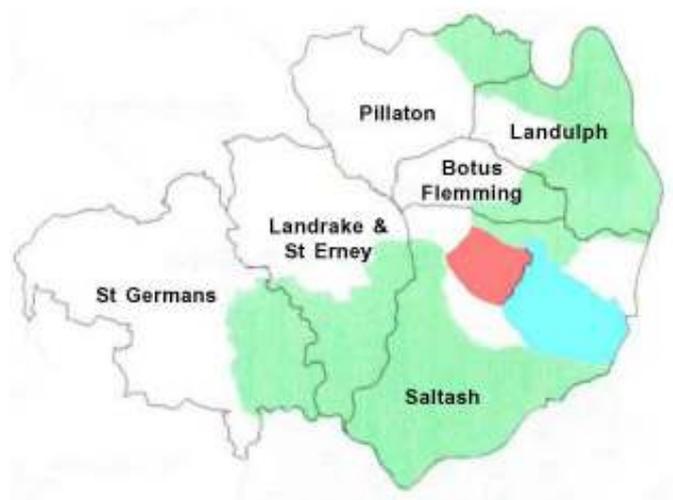
The rivers however act as immutable boundaries; whilst to the north and south of the town are Areas of Outstanding Natural Beauty that prohibit development.

Future development can only realistically happen in the 400 acres of largely agricultural land lying to the north-west of Saltash, known locally as Broadmoor Farm.

Development opportunities like this must not be squandered.

This Plan proposes that Broadmoor Farm should be developed holistically, as a planned mix of economic, educational, recreational and transport facilities that will re invigorate the economy of South East Cornwall and transform the lives of its people.

It will require unusual breadth of imagination and commitment on the part of all stakeholders to make this happen, but the approach offers economy of scale and the economic and social returns in the longer run will be enormous.



Map of PL12 showing Saltash Town in Blue . Broadmoor Farm in Pink. Areas of Outstanding Natural Beauty in Green.

Vision is vital to guide future thinking and efforts. However clarifying the framework and steps that need to be taken towards that vision is equally crucial.

We have worked to define the key forces or drivers which will determine the achievement of the Vision set out previously in the report.

These drivers are included here.

As a whole cluster they define the strategic markers which are key for the realisation of our plan

Our intention is to adopt these strategic markers as a framework or reference point against which all future planning considerations will be considered.

That is, if any intended actions enhance and support these strategic goals then they should be valued and advanced.

Conversely if proposed stances and actions do not fit or support them, then the relevant Authorities should question their validity.

This was the approach we used in prioritising the myriad of ideas generated within the consultation process to define the priority order for the projects including the top ten projects which are outlined in the next section of the report.

To drive towards our vision we should aim at:

Retaining Identity

To retain, enhance and promote the historic Cornish identity of the area and reinforce the fact that we are not just a Gateway to Cornwall, we are one of Cornwall's Gateways to the World.

Sustaining Community Spirit

To build on and sustain the strong community spirit that exists and by providing information, facilities, help with funding to encourage new community associations and a greater participation by a wider cross section of the population in the affairs of the area.

Unlocking Potential

To unlock the potential of the area by taking hold of the future and exploiting opportunities to become the economic power house and service centre for South East Cornwall, building on our existing available skills, facilities and businesses that we already have for the benefit of all our residents.

Creating a Sustainable Future

To create a sustainable future for the area and its residents by matching the natural growth in population with sensitive and affordable housing, along with the provision of good quality employment, educational, health, transport, retail and leisure opportunities.

To influence decision makers to ensure that a coordinated and community led approach is taken, rather than a piecemeal approach to development.

Creating a Safe Environment

To encourage and promote measures that create an environment where all residents and visitors feel both confident and safe within the community.

Exploiting Natural Advantages

To promote and take full advantage of, but not abuse, the many natural advantages that the area has to offer.



Saltash Gateway MCTi steering group has clustered projects and actions into seventeen project areas. Through a process of scoring against *our Vision* we have prioritised projects that will best help us reach our Vision.

In the sections below we give some detail of our ten priority projects. More information on all seventeen of our projects can be found on pages 25 to 36

Our priority projects are mutually-reinforcing; each project adds value to the others and contributes to the coherence of the Plan as a whole.

Finally, we considered our future role as Saltash Gateway MCTi. We determined that our contribution to achieving the Vision will come in three areas:

- **Endorsing The Projects And Actions Of Others** where these fit the Vision and strategic goals of our Plan
- **Influencing Partners**, particularly public sector agencies, to change policy or strategies to better enable us to achieve the Vision and to encourage them, where appropriate, to take on and mainstream activities and projects we have developed
- **Taking Action Ourselves** to initiate projects or research for projects and, where appropriate, to manage them ourselves.

These are hefty roles which will need to be delivered through some form of accountable operational framework, underpinned by an infrastructure of staff time as well as volunteer effort.

We have therefore decided to set up a company limited by guarantee (in the form of a community interest company) and employ a Project Officer to oversee and manage the implementation and review of the Plan.

Project 1: Development of Broadmoor Farm as a Community Campus

Located to the west of Saltash, the Broadmoor Farm site is the largest single parcel of land that has been identified in the area for industrial development. As early as 1994 it was earmarked as a site for a large single, or possibly up to three “quality employers” to occupy.

For a variety of reasons the early ideas, including large-scale housing development on the site, have all been rejected.

The site’s potential as a ‘Community Campus’ is enormous and would include a re-located Saltash .net Community School, further education and lifelong learning activities, industrial work space, an enterprise centre, tourist information centre, sporting facilities, nature reserve, foot paths, cycle tracks, bridle ways, and transport hub including Park and Ride for commuters to Plymouth. (The potential of the Park and Ride would be fully realised if Plymouth City introduces congestion charging in the future).

By creatively harnessing both the public and private sectors early in the project we would ensure that the site is developed in an economically sustainable and environmentally sensitive manner creating wealth and employment together with exciting and richly diverse environments for learning and leisure activities.

The sensitive development of the site, using environmentally sustainable materials and methods, will make it a ‘driver’ for the South-East Cornwall economy and a regional centre of excellence.

Additionally, as a site with a large ‘wow’ factor, employers and clients will be attracted to the area giving spin-off benefits to the local economy.

If the site is developed in conjunction with strategic planning, other benefits may be seen such as a reduction in the volume of commuting and improved use of other parcels of land closer to the town centre which could be freed up.

A project of this size and complexity will require a partnership approach and will probably be led by a body such as Caradon District Council or SWRDA with representation drawn from interested bodies including Saltash Gateway MCTi.

Funding for this multi million pound project will need to be drawn from disparate sources such as Objective 1, local and national government and Public Finance Initiatives

Initial consultative meetings, chaired by our local MP have been held in respect of this project and It is included as a priority project in Caradon District Council's Local Development Framework.

Project 2: Regeneration of Saltash Town Centre

The Fore St area of Saltash town centre retains a number of independent shops and is well-served with banks and specialist retailers. But its fortunes have declined over years and the area is now run-down and dispirited.

This project aims to bring vitality and spending to the town centre through environmental and retail improvements, diversification of uses, and improvements to traffic flow and parking, possibly using the Broadmoor Farm transport and park and ride schemes.

A well designed streetscape and attractive open spaces could make a significant beneficial impact on the town centre, and we would anticipate working with stakeholders such as Groundwork to achieve this.

Saltash Gateway MCTi steering group, with the backing of the South West Regional Development Agency, Caradon District and Saltash Town Council, has taken these ideas forward.

Studies, public consultations and a Fore St survey all identified that the regeneration of the town centre should be a key priority for this Plan. It is now proposed to carry out a master planning exercise for the town centre, which will be funded

principally by the Regional Development Agency, with support from the local councils.

The master-plan approach will plan a re-developed town centre that combines housing with a mix of retail and service uses that are important for the viability of any town centre.

It is likely that this work will form either a Supplementary Planning Document or an Action Area Plan within Caradon's Local Development Framework, so it will become a significant material consideration in development control decisions.

It is hoped that this will overcome the present difficulties of getting the various private interests to work together for the greater good. It may prove necessary for the community to carry this forward by developing its own development capacity.

We would look to South West Regional Development Agency, Caradon District Council and Saltash Town Council to jointly fund the master plan at an estimated cost of £30k.

The masterplan can then be used to attract private and community investment in the town.

Project 3: Marketing the Saltash Gateway Area as a Destination for Visitors, Shoppers, and Business Investment

Saltash is the sixth largest town in Cornwall but it does not appear on many maps of the County. It is not seen as a visitor destination and the area is literally by-passed by those travelling by train and motor vehicles.

The MCTi Healthcheck conclusions support earlier regeneration reports recommending that the Saltash Gateway area develop its potential as a business leisure and specialist shopping centre for the population of South East Cornwall, and Plymouth capitalising on its location and heritage.

This project aims to generate the marketing needed to put Saltash Gateway area back on the map for the outside world by:

- improving the first impression of Saltash by upgrading the town's entry points, particularly by the developing a 'branding' for the area
- Developing special attractions such as the 'best festive lights in SE Cornwall', a Brunel 200 exhibition in 2009, and the up-lighting of the Royal Albert Bridge
- Maximising use of historic connections such as Brunel, Turner and Drake
- Promotion and expansion of Saltash Heritage Centre and other local heritage initiatives
- Marketing support for other community initiatives such as an Olympics 2012 bid
- Further development of public arts

Saltash Gateway MCTi will lead in developing the area's branding, in consultation with local stakeholders and the community.

It will work closely with the local authorities and business and community groups to support the improvements set out above.

The first step in the programme is the recent installation of mosaics, designed by children from seven local primary schools, in Saltash Fore St funded by Saltash Partnership, Caradon District Council and Saltash Town Council.

Project 4: Sustainable Community and Public Transport

The Saltash Gateway Plan Community Strategic development process has encouraged the community and those who represent it to look to the future transport needs of the area.

Taking into account the yearly increase of traffic using the Tamar Bridge - there is an urgent need for strategic long term plans to be drawn up to avoid potential future gridlock on this crossing and the A38 and A388 trunk roads that connect to it.

This Plan suggests the provision of secure Park and Ride facilities to be included in plans for the Broadmoor Farm Area (Project 1) and also calls for the increased use and improvement of the existing rail network both for passenger and freight use. In particular there is scope for developing Saltash station as a commuting point.

Presently these are medium to long term projects but, unless their future role in reducing the need for road transport is seriously considered now, suitable land and facilities may not be available when needed.

The Plan also calls for more retail, health, recreational and employment opportunities to be provided locally in the Saltash Gateway area to reduce the need to commute across the Tamar.

The use of public and community transport is the sustainable transport option, but only a small amount of public transport is funded by government – most of the bus routes and all of the Rail services are now operated by commercial companies.

This project seeks to raise awareness of this fact and to promote the services that are available in the Saltash area.

The project will encourage the public to use public and community transport in order that transport services will be sustained for future use.

The project aim is to form a group that will disseminate local transport information.

It will also seek to bring together community groups, Parish and Town Councils and organisations representing youth the elderly and disabled in the Saltash Gateway area as a network, helping them to develop a collective community transport 'voice' and vision for the area.

The network will attract what limited public funding that is available to help develop community transport links between Saltash town and the surrounding rural parishes.

This will provide limited services to parish areas that at present have no public transport and will increase the use and viability of existing services.

This project could produce huge long term social and environmental benefits for relatively minor administrative and running costs and will provide a collective voice for those that have little or no access to transport of their own.

Project 5: Develop Strategic Partnerships

If Saltash Gateway MCTi is to successfully implement its Plan for the people of the Saltash Gateway area it must keep abreast of current National and Regional policies.

These emphasise the need for all levels of the voluntary, business, local, county and regional sectors to work in partnership to achieve strategic benefits for a wider area.

It will also need to monitor closely and be able to respond to any changes in the structure of Local or Regional governance.

Our steering group has had valuable representation from the parishes and we have taken roadshows out around the villages as part of our consultation process.

We endorse the efforts of the parishes in creating their own parish plans and we see the development of ongoing strategic partnerships between Saltash and the surrounding parishes of Botus Fleming,

Landrake, Landulph, Pillaton, St Germans and St Mellion as vital if we are to achieve our Vision for 2026.'

We will need to retain and develop further constructive relationships with these Parish Councils and our neighbouring MCTi s for the development of joint projects (see Project 10) and for us to be able to influence the decisions made by the Local Strategic Partnership (LSP), administered by Caradon District Council.

This LSP has access to the Cornwall Strategic Partnership administered by Cornwall County Council which is the accountable body responsible for the implementation of the Local Area Agreements which receive funding from National Government for projects that can be proved to improve certain key targeted areas

We will also need to communicate closely with our local representatives on the Plymouth Sub-regional Economic Partnership and others to improve our ability to communicate with, and influence decisions made by our larger neighbour Plymouth, and the South West Regional Assembly particularly on its Regional Spatial Strategy.

It will also be important to maintain and build on the two way communication with and support of the Member of Parliament.

Working in partnership with other agencies and community groups will enable us to develop and present sound, evidence-based arguments to gain support for the projects we wish to develop in the future

This project may need resourcing in terms of developing community infrastructure – for example, training, project officer time and, volunteer time, but it demonstrates the philosophy of partnership-working that underpins this Plan.

Project 6: Promoting Community Infrastructure

The Saltash Gateway area is strong in its community networks, its voluntary and community groups and the spirit of its people.

But volunteer effort will not be enough, on its own, to sustain and implement our Plan.

To implement, review and develop our projects, continue to engage the community – and to act as independent partners in the Plan’s delivery – we must develop an operating framework within which to make decisions and apply for capital, revenue and other forms of funding.

To achieve our aims Saltash Gateway MCTi will create a new organisation that is community led and independent of any partner.

Its aims will be to champion our priority projects and to develop and deliver a detailed operational plan that will be owned by its members.

We are proposing to set up Community Interest Company.

The new organisation will have a broad based membership to build on our existing strong relationships with Local Authorities, local businesses, regional and national organisations as well as our local community and residents.

A paid Project Officer and office costs will be needed to support the volunteer efforts of the management board of the Company in applying for funding, monitoring Plan projects, involving the community, particularly hard to reach groups and our neighbouring parishes.

The Project Officer will also provide the ‘community glue’ to help us develop our links with neighbouring MCTi projects such as Torpoint and Tamar Community Futures (see Projects 5 and 10).

Saltash Town Council has already pledged £10,000 funding to support this infrastructure over the financial year 2006/7. Additional funds will be sought by MCTi from South West Regional Development Agency, Caradon District Council and Cornwall County Council. An infrastructure cost of £50k per annum is envisaged for the first 3 years.

Project 7: Improvement Of Health and Well-being Opportunities For The Local Population

The health and well being of people is a national priority. It is a key component of strong and sustained communities. Saltash Gateway MCTi consultation revealed a plethora of local interest, initiative and activity in this area but that efforts to improve health were hampered by poor coordination, a lack of information sharing, limited resources and a significant lack of leadership.

This project is about developing a higher local profile for this vital topic – spanning not only health, but lifestyle, mental well-being and sports and leisure activity.

A key proposal will be the establishment of a PL12 Health and Well-being Forum.

Benefits will be:

- Health and well-being will become a local priority
- Issues can be linked up so that local needs and potential local solutions can be joined together
- Improved information for the public
- Common purpose and identity between Saltash and the surrounding area will be enhanced
- A significant forum with which statutory bodies would consult
- Improvement in our ability to exercise influence in attracting resources to meet local requirements
- seeking provision of additional facilities that will improve health and well being
- exploring opportunities for affordable housing in the Gateway region
- There will be no age or disability barriers as the subject spans the whole population

The proposal to identify how this project is to be led/ managed needs further discussion and clarification. There appear to be two immediate possibilities - the first is that the project is managed within the Saltash Gateway on a partnership basis between Saltash Gateway MCTI, involved local citizens within the Town and Parishes and the business and voluntary sectors.

The second possibility is that the project could be managed by the Saltash Town Council.

The Town Council could provide drive and leadership by forming a new standing committee, on the grounds of the subject's strategic importance to the people of Saltash, and involving other interests from the surrounding area.

Key stakeholders and strategies include the County Council, Caradon District Council, the Primary Care Trust and GPs, Schools and Colleges, local youth organisations, Sports Action zone, local sports and recreational bodies and the voluntary sector.

The costs will initially ensure the Forum is properly serviced by a paid project officer and effective in achieving the profile and influence intended.

The Forum would also provide small grants to local bodies in order to support their activities.

Costs to set up the Forum are estimated at £30,000 for the first year.

Project 8: Developing Networks

The purpose of this project is to create an electronic community information resource across the area, hosted by Saltash.net Community School, to build a greater sense of community and promote the area.

One of the achievements of the MCTi process in Saltash Gateway was to bring together individuals with common interests who had not met before.

One issue frequently highlighted during consultations was the problems that exist in communicating and disseminating information even within a comparatively small and compact community.

For example, many of the consulted organisations mentioned their individual need for better publicity and communication, and many local companies felt they should be doing more to market themselves locally.

Saltash.net Community School, as part of its new specialist status, has a commitment to extending learning into the community.

This project will support the development of a website/intranet, hosted by the school but funded by a partnership of private and public sponsors, to address the needs of communicating in a 21st century community.

The website will also act as a 'portal' site for tourism and business enquiries.

Discussions have started between stakeholders on how this might be achieved, and how technical issues such as data protection might be overcome.

The initiative will be supported by a series of leaflets designed to integrate town and parishes more closely and to promote local shops and services.

In the initial stages this project will be developed jointly by Saltash Gateway MCTi and Saltash Town Council.

When the community network is established, it is envisaged that it will involve shared management between the school, Saltash Town Council and Saltash Gateway MCTi, supported by public funding and revenue income.

As a first step towards this new community network, Saltash.net community school will be opening a small 'internet facility' within Saltash Guildhall in early 2006.

This will be open to the public on weekday mornings, and will employ 4 PCs plus technical support and instruction provided by the school, in a space provided by Saltash Town Council.

The net costs of the overall project are not yet clear, and will depend on how much support in kind the school will be able to provide, and how much income (if any) the site might generate.

Saltash Town Council has set aside £10,000 in the budget for 2006/7 towards the set-up costs; additional funding may be sought from other quarters.'

Project 9: Sensitive Development Of The Waterside and Tamar Estuary

The Rivers Tamar and Lynher form one of the finest natural resources of the Saltash Gateway area. Together they provide extraordinarily beautiful places where people live, work and play.

Historically, the rivers have provided work in the form of fishing and Admiralty-related activities, both of which have declined over the years. Indeed, the water quality in the past was so poor that fishing had to be banned for a period. Now, however, the quality of the water has improved markedly and the rivers have become predominantly playgrounds for locals and visitors alike. Still more opportunities present themselves with the recent removal of the Ministry of Defence barges from the upper Tamar estuary.

Saltash Waterside suffered badly in the 1950s and early 1960s, with the wholesale demolition of the warren of cobbled streets and cottages that gave the area its character.

The three pubs are all that survive from a 'slum clearance' programme that Saltash has lived to regret.

However, the Waterside and the wider waterfront area retain a powerful sense of 'community' that has been strengthened still further by the founding of Saltash Waterfront Residents Association (SWRA) in 2002.

SWRA has worked with Caradon District Council, Saltash Town Council and other agencies to bring about real improvements to the area.

The Ashtorre Rock Community Centre caters for summer visitors as well as being a prized community asset.

The wide expanses of green space alongside the River Tamar waterfront have been praised in a national newspaper survey of Britain's "urban oases".

Saltash Waterside also has a deep sense of its own history. Shipbuilding existed here long before the

founding of Devonport Dockyard.

The sport of rowing reaches back to the early 19th century and beyond.

The medieval Mary Newman's Cottage, with its traditional links to Sir Francis Drake, survives intact. Again, opportunities present themselves for sharing and celebrating this maritime heritage.

However, increased leisure usage of the Saltash waterfront brings inevitable conflicts. At times, during the summer, the narrow Old Ferry Road becomes congested with vehicles and trailers bringing boats to the town's two free slipways.

The growth of powered boating and jetskiing presents difficult environmental issues in a river that is home to one of southern England's most significant populations of wading birds.

Additionally, the economic benefits of powered boating and other river activities require discussion and review.

Saltash's annual regatta with its focus on rowing and sailing, is in the throes of revival. Plans are in hand to incorporate a major gig-racing event in 2006 that uses a triangular course in the upper estuary.

The Waterside is also an extremely popular venue for canoeists. Saltash Gateway MCTi believes that Saltash and the river has the potential to become a centre of excellence for these sports in future years. Saltash Gateway MCTi also recognises that intelligent and sensitive development of the area can provide economic potential and sustainable recreational facilities badly needed by the town that would also attract visitors and users from further afield.

We propose that initially discussions are set up with stakeholders to develop a holistic strategy for sensitive development engaging stakeholders (Caradon District Council, Saltash Town Council, Duchy of Cornwall, Tamar Estuary Consultative Forum, Queen's Harbour Master, Maritime, Saltash Regatta Plymouth, SWRA, Tamar Protection Society, Livewire Youth Project, Ashtorre Community Centre, Saltash Sailing Club, Saltash Gig Club, Tamar Canoe Club and local businesses) to identify a way forward to meet these aims.

Project 10: Highlighting Visitor Potential

South East Cornwall Integrated Area Plan, the South East Cornwall Tourism Strategy and the Saltash Regeneration Study all identify good potential for the Saltash Gateway area as a service centre for day visitors and short stay visitors.

They place emphasis on the distinctiveness of the Saltash area, related primarily to the outstanding countryside, our location and proximity to Plymouth and our local heritage.

Promoting the distinctiveness of Saltash Gateway's outstanding countryside links with the development of an outdoor sports tourism and leisure economy (see Projects 1 and 9).

Other potential links are to the Tamar Valley Area of Outstanding Natural Beauty and opportunities for joint promotion of activities within the Area of Outstanding Natural Beauty between Saltash Gateway MCTi and Tamar Community Futures.

Saltash is well supplied with good public houses-quality and medium quality eating establishments which, when combined with the improvements carried out to the waterfront and town centre, and emphasis on local food, could provide the basis of a further distinctive characteristic of the Saltash Gateway area.

Our own Healthcheck analysis and strategic review has identified the potential for low-impact leisure activities such as river excursions and other water-based activities (see Project 8), rambling, walking and cycling on well-signed paths and short breaks based on specialist activities such as photography and bird-watching.

Highlighting such outdoor activities could have the potential to attract private sector investment not only in the facilities themselves but in specialised retail outlets selling equipment and clothing for horse riding, water sports, cycling.

The creation of such a "cluster" would have the benefits of diversifying the retail offer; reducing vacancy levels; increasing the ratio of retail to service units and assist in attracting further visitors.

We have developed a town leaflet, a town trail and a number of other initiatives aimed at a visitor market. A major issue, however, is that we have no comprehensive tourism information and no Tourism Information Centre – a severe lack given our location as Gateway to Cornwall.

This project, which provides longer term underpinning of the branding initiatives in Project 3, aims to develop a sustainable tourism strategy for the Saltash Gateway area, based on a clear understanding of the area's distinctive location and characteristics and how these should be marketed to a variety of visitor types – day and evening visitors from Plymouth as well as short-break visitors and those tourists heading further into Cornwall. As an example the creation of "an experience Cornwall" type centre on the Broadmoor Farm campus needs further discussion.

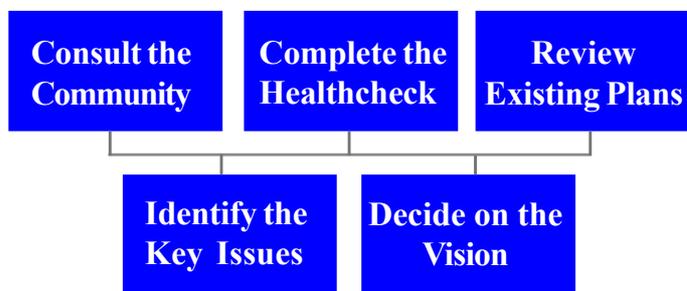
In particular, we wish to explore the potential for exploiting the Brunel connection, with plans for the "theming" of Huntley Gardens and the major campaign to floodlight the Royal Albert Bridge.

There is also the possibility of exploiting the Turner connection and increasing public awareness of Caradon Gig Club (Saltash) as regular world champions in this growing sport.

Saltash Gateway MCTi aims to influence policy and strategy relating to the provision of a Tourism Information Centre in Saltash and we will work in partnership with County and Caradon Area Cornwall Tourism Forums, local authorities and South West Tourism to collect and analyse relevant data and develop the Saltash Gateway Tourism Strategy.

The Saltash Gateway Community Strategic Plan's development has been managed by the Saltash Gateway MCTi Steering Group - unpaid community volunteers drawn from the local Saltash Partnership.

Stage 1: Identify the key issues



Stage 2: Analyse issues and develop solutions



Stage 3: Getting approval to the Plan



In early 2003 Saltash Partnership, supported by Saltash Town Council and Caradon District Council, applied for and subsequently received recognition and the promise of grant funding from SWRDA for the Saltash and Surrounding Parishes MCTi. At this time the MCTi programme became known as 'Gateway to Cornwall', subsequently changed to 'Saltash Gateway MCTi'

In June 2004 an introductory event was held at the Guildhall, Saltash, to launch 'Gateway to Cornwall', supported by a special issue of Saltash Town Council's newsletter introducing the initiative that was sent to all households in PL 12 postcode area.

The event was attended by 65 local organisations and residents.

Working parties of some 30 volunteers were then established which completed Healthchecks in key sectors and identified Strengths, Weaknesses, Opportunities and Threats.

Special consultation events were held involving local stakeholders on topics such as Sports, Housing, Health, Crime and Community Safety, with varying attendance (from 8-30) whilst another 'visioning' consultation attracted some 35 contributors.

8000 questionnaires surveying use of Fore St were distributed and Saltash.net Community School and K2 Youth Club organised a survey of young people in the area that garnered more than 600 responses. Priority issues from the Healthcheck and community consultations were confirmed at a community event in June 2005 attended by 200:

Tables of Saltash Gateway: Priority Issues from Healthcheck and Community Consultation

Economy & Tourism
Lack of adequate PL 12 promotion resulting in low visitor numbers
Fore Street is unattractive, has too many empty shops with too little floor area to attract national chains.
River activities are limited and access points to the Tamar estuary are inadequate
Saltash and the PL12 area does not have a distinct marketing strategy.
Businesses in Saltash and the PL12 area lack adequate support.

Education, Culture & Heritage
Lack of room to expand Secondary and College education
PL12 schools and colleges resources not used to their full potential.
Lack of support for community groups helping the elderly and disabled
Saltash fails to capitalise on its proximity to existing tourist sites
Saltash lacks a large multi purpose hall.
Saltash fails to connect with new housing estates
Saltash and PL12 fails to capitalise on its location and strong historical links.

Community Planning Health and Housing
Lack of room for expansion in Saltash and the surrounding PL12 area
Lack of information on health provision and support services available to the local population.
Water sports facilities are limited and access points to the Tamar are inadequate.
Sports facilities in PL12 area are generally in poor condition, under funded and inadequate for some sports.
There is a lack of affordable housing for local people.
Access to health services is limited to GP Surgeries which is often inappropriate for younger people and people with mental health problems

Environment, Transport & Accessibility
Saltash Station building in a state of decay resulting in a poor visual impact to visitors and lack of pride by residents.
Poor public transport links and services between Saltash and surrounding villages.
Poor awareness by residents of PL12 area of the transport facilities available to them.
Bus services available along the A38 & A388, but elsewhere in PL12 outside Saltash virtually non-existent.
The railway network is under utilised in PL12.
Parking is inadequate in Saltash town centre for short-term visits, people with disabilities and for coaches
Poor cycle links and a lack of safe footpaths

Developing solutions

A Vision Statement was drawn up of a Saltash area in 2026. The Steering Group set up theme groups to develop project ideas and actions that would address the issues and take the community forward to the vision, with a Plan covering 10 years. The projects were then sent to our MCTi partners agencies – for example, Caradon District Council, Saltash Town Council and South West Regional Development Agency for comment. The comments of the Partners were taken into account in the preparation of the Plan.

How will the Saltash Gateway Plan be implemented, monitored and reviewed?

Saltash Gateway MCTi is exploring the setting up of a Community Interest Company or similar body to champion the vision for Saltash and the surrounding area over the next ten years.

The CIC will undertake to deliver the projects and benefits of the Plan while working with a wide range of partners in the local community, interest groups and the public and private sectors.

Care will be taken to ensure that the Company's activities complement and do not duplicate the work of its partners.

The CIC will organise its activities according to the diagram opposite - managing the overall implementation of the Plan with some projects being delivered by the Company itself and others through contracts with community groups, private companies or through the efforts of our partners.

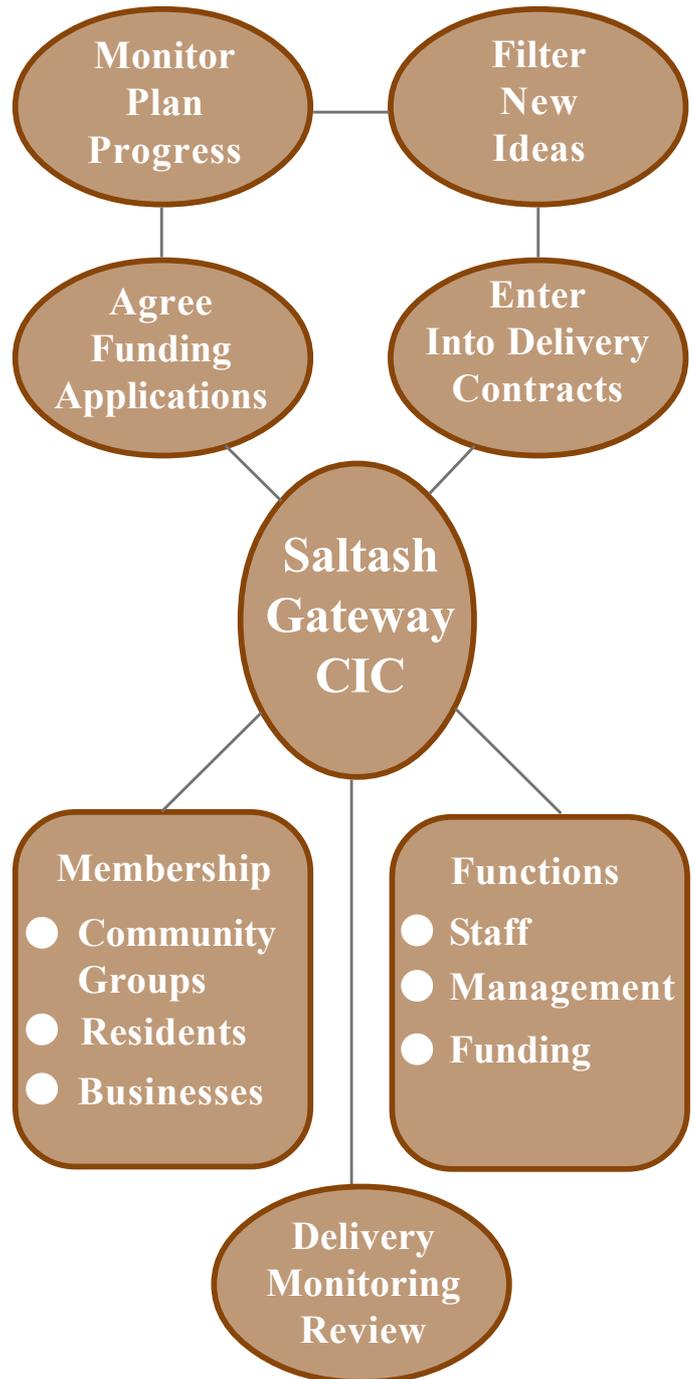
The CIC will have a membership from the local community and partner agencies.

It will seek funding particularly for the community infrastructure to sustain itself and other community groups in the area.

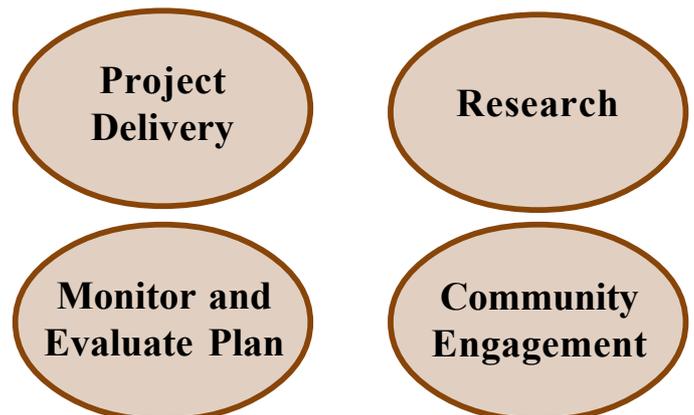
- Monitoring progress and evaluating results
- This Plan will be reviewed quarterly in the first year and six monthly thereafter:
- to assess the progress being made in delivering the projects
- to evaluate the outputs being achieved
- to abandon any projects which are not likely to proceed
- to introduce new projects and ideas
- to keep the public informed of the progress of the Plan
- to engage the community in any decisions being made on the future direction of the plan.

The Group will prepare a detailed communications strategy which clearly sets out how and when the community will be engaged, consulted and informed

Delivering the Plan



Delivering the projects



Strategy

Caradon Leisure Strategy Caradon DC	*				*						*
Cornwall Tourism Forum Strategy	*		*		*						*
Supporting the Rural Economy – Punching Above Your Weight – Caradon DC	*	*	*	*	*						*
Caradon Local Plan (LDF)Caradon DC	*	*			*	*	*				*
Cornwall Transport Plan – Cornwall CC	*			*	*						*
Commissioning the Patient-led NHS, Health Promotion and Local Delivery Plans	*				*		*				
Community Strategy for Cornwall Cornwall CC	*	*		*	*	*	*		*		
Rural Renaissance SWRDA	*	*	*	*	*	*	*	*	*	*	*
Regional Economic Strategy SWRDA	*	*	*		*	*			*		*

If financial support is to be sought from Saltash Gateway's MCTI partners it is important to know to which strategy each project contributes. This table indicates whether a project would make a contribution to a range of key strategies. Precise details of the contribution will be worked out on a project by project basis.

Project

1 Development of Broadmoor Farm as a Community Campus	*										
2 Regeneration of Saltash Town Centre											
3 Marketing the Saltash Gateway Area											
4 Sustainable Community Transport											
5 Developing Strategic Partnerships											
6 Providing Community Infrastructure											
7 Improving Health and Well-being Opportunities											
8 Developing Networks											
9 Sensitive Development of the Waterside and Tamar Estuary											
10 Highlighting Visitor Potential											

SALTASH GATEWAY MCTi - PROJECT MATRIX

Key:

MCTi - initially = Influence others

MCTi = MCTi Project Manage

Others = MCTi Endorse

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No	Lead Body	Other Stakeholders	Description
PROJECT 1 - DEVELOPMENT OF BROADMOOR FARM AS COMMUNITY CAMPUS			
CP 1	MCTi- Initially	Saltash Community School, Cornwall College Saltash	Purpose: Strengthen local economy by promoting training, industry; provision of shared sports facilities centre of sporting excellence. Residential units support foyers, youth hostel, youth advice centre. renewable energies supports sustainable development supports industry, training, design and prototype
CP 19	MCTi- Initially	STC, P&R, CDC.	2 large education establishments – Saltash.net College Saltash – could be used to develop area and commitment to develop common links
CP 20		SWRDA , CCC , CDC, STC P&R , Cornwall College Saltash. saltash.net community school, Saltash Chamber of Commerce	Development of area west of Carkeel (Broadmoor Campus (see also CP 20, TR 1, TR 5, TR14 and the support and advice of the Building Research Feasibility study to examine use of area west of Community Campus within the context of the employment (see also CP 19, TR1, TR 5, TR 14 and TR 16).
ED 3	MCTi- Initially	saltash.net community school, CCC	Identify new site for Saltash Community School (TR 19 & 20)
TR 1	MCTi- Initially	CCC Structure Plan	In the future if links with Plymouth become more if Plymouth introduce congestion charging, a park may be a more viable proposition. (see also TR5, TR20)
TR5	MCTi- Initially	CCC Structure Plan	Provide park and ride services to Plymouth (see TR20)

No	Lead Body	Other Stakeholders	Description
PROJECT 1 - DEVELOPMENT OF BROADMOOR FARMAS COMMUNITY CAMPUS (continued))			
TR 16	MCTi- Initially	CCC Structure Plan	Reduce commuter congestion by providing Park 14, CP 19 and CP 20)
TR 25	STC - CDC	STC, CDC	Carry out feasibility study of a heliport terminal in
CC16(TR)	MCTi- Initially	Highways Agency	Promote the case for roundabout at Stokeon Cr Farm feasibility study / development - see CP19
CP 30	MCTi	CDC, STC	Foster the linkages between education, training, Broadmoor Farm estate in the context of ecolog (See Caradon Draft Local Plan)
CP 11A	K2 Youth Club	CCC Youth Service	Provide a dedicated and broad-based informatio for young people.
EC 11	STC ICTT Initially	CDC	Develop business centre and support service
CP 2	MCTi- Initially	Cornwall College Saltash Learning & Skills Council	More FE & HE opportunities would encourage yo than move, and has a direct link to jobs
CP 26	MCTi- Initially	CCC, CDC	Development of "foyer" scheme providing housin young people + provide a Youth Hostel
ED 9	MCTi- Initially	CDC	Provision of medium-sized multi-purpose hall for best practice as exemplified by RIBA
CC10 (ED)	MCTi- Initially	Cornwall College Saltash Learning & Skills Council	Undertake skills survey and provide training need joint project with other Caradon area MCTis.
EC 5	CDC	STC, Saltash Chamber of Commerce	To provide full time business advisor in Saltash E
SG3 (EC)	MCTi- Initially	CDC	Visitor / gateway centre (Tamar Valley / Cornwall

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No	Lead Body	Other Stakeholders	Description
PROJECT 2 - REGENERATION OF SALTASH FORE STREET			
CP 24	MCTi- Initially	CDC, SWRDA, Property developers	Purpose: Strengthen town centre as shopping/see Redevelopment of Saltash Fore St area
EC 3	MCTi- Initially	CDC, SWRDA, Property developers	Identify and implement preferred Saltash Fore Street regeneration of town centre (see also EN 1 & CP 24)
EN 1	MCTi- Initially	CDC, SWRDA, Property developers	Redevelopment of Saltash Fore Street and surrounding strategic position, and to capitalise on outstanding regeneration of town centre (see also EN 1 & CP 24)
TR10	STC, CCC	CDC.	Provide coach parking near to the town centre to town's shops and facilities
TR 21	CCC, STC	CDC.	Investigate the provision of disabled parking in Fore Street
PC6 (EC)	STC	CDC	Improve poor public toilet provision in Saltash town centre

No	Lead Body	Other Stakeholders	Description
PROJECT 3 - MARKETING THE SALTASH GATEWAY AREA			
CC7 (EC)	Saltash Festival Lights Committee	STC, CDC.	Purpose: Strengthen town centre as shopping
CC5 (CP)	STC CA	CDC, Saltash Partnership	Encourage scheme to provide "best" Festive Lig visitors
CP 29	STC ICTT	CDC, Saltash Partnership, Highways Agency	Support the Celtic Cross project as part of the G development (see EC 2)
EC2	STC ICTT	Saltash Partnership Chamber of Commerce PL12 Parish Councils	Completion of Saltash bridge mosaics
CC9 (ED)	STC CA	saltash.net community school	Develop a "SALTASH GATEWAY" brand to identify
PC4 (EN)	STC ICTT	CDC,STC, Saltash Chamber of Commerce	Support and promote "Brunel 200" exhibition in national celebration of Isambard Kingdom Brunel
EN8	Saltash Heritage	Saltash Town Council, Old Cornwall Society, Saltash Film Club	Investigate ways of reducing unsightly impact of industrial areas on passing traffic
SG1 (CP)	STC CA	CCC, CDC	Promote / expand Saltash Heritage Museum
SG2 (CP)	STC CA	CDC	Commission and instal life-size figures of famous points around Saltash heritage trail to enhance v opportunities.
			Investigate provision of information noticeboards

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No	Lead Body	Other Stakeholders	Description
PROJECT 4 - SUSTAINABLE COMMUNITY TRANSPORT			
ED1	MCTi- Initially	PL12 PCs, Schools, Help the Aged, Waitrose, First Bus	Purpose: Expand the provision of local community rurally and socially excluded people more fully into promote sustainable transport links Multi-functional Community Bus Service e.g. children (sports etc), older people (shopping, trips
TR3	MCTi	STC, PL12 PCs East Cornwall Rural Transport Partnership.	Support the creation of a transport users group to taxi services in PL12 to feed into timetabled bus available to wide cross-section of the rural and increasing the use and viability of these services
TR4	MCTi	STC. PL12 Parish Councils and Youth Organisations	Support schemes to enable young and hard to transport in order to lead fuller social and product the overall community and reduces the strain on Services.(see also ED1, TR 3 and TR 11)
EN10	MCTi- Initially	STC, PL12 PCs, East Cornwall Rural Transport Partnership.	Promote PL12 villages' community bus schemes Saltash
TR 21	STC	CCC, Saltash Chamber of Commerce	Investigate the provision of disabled parking in F
TR2	MCTi	St Germans PC and Train Operators.	Develop the use of rail links at St Germans
TR10	STC	CCC, CDC	Provide coach parking near to the town centre to town's shops and facilities
TR 13	MCTi, STC	Local Bus Operators	Provide bus link between bus hub and railway station

No	Lead Body	Other Stakeholders	Description
PROJECT 4 - SUSTAINABLE COMMUNITY TRANSPORT (Continued)			
TR 17	STC ICTT, PL12 PCs	Schools, shops, CCC, CDC	Provide secure cycle racks
PROJECT 5 - DEVELOPING STRATEGIC PARTNERSHIPS			
EN 4	MCTi	MCTi	Purpose: Integrate PL 12 into other local initiatives
EN 5	MCTi	MCTi	Promote links with Tamar Valley Futures MCTi (T
EN 6	MCTi	MCTi	Promote links with Torpoint & Rame Peninsula M
EC 8	Saltash Heritage	CCC Urban Survey, World Heritage bid	Heritage mapping - capitalise on proximity AONB Trust and other heritage sites, e.g. former mines
EN 9	STC ICTT	STC	Promote important historic associations e.g. Dra
CC11 (EN)	STC CA	CCC & Ramblers Ass	Review strategy for support of footpaths in PL12
TR18	STC CA	CCC & Ramblers Ass	Develop strategy for Saltash and PL12 cycle and
CC13(EN)	MCTi Initially	English Nature, Cornwall Wildlife Trust, CDC, PL 12 Parish Councils	Review strategy for nature reserve in PL 12
TR 19	CCC	STC, Highways Agency	Improve crossing points on main roads to make
EN 7	CCC	CDC, STC	Promote the World Heritage Site inscription for th
CP 3	MCTi Initially, STC	CDC,CCC. Plymouth CC	Work with CCC, CDC and Plymouth CC on deve Regional Spatial Strategy - opportunity to influenc the the regional strategy
CP 30	MCTi Initially	CCC,CDC, STC, PL12 PCs	Work with CDC to provide new housing appropri population

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No	Lead Body	Other Stakeholders	Description
PROJECT 6 - PROMOTING COMMUNITY INFRASTRUCTURE			
VB (CP)	MCTi	Saltash Film Club	Purpose: Promote SALTASH GATEWAY MCTi C
PC1 (CP)	MCTi	St Germans & Botus Fleming PCs, CDC	Produce DVD film on Gateway to Cornwall MCTi C Provide advice to St Germans and Botus Fleming Parish Plans
CC2 (CP)	MCTi Initially	STC, PL12 PCs, PL12 Churches	Promote a forum for the voluntary sector & support shop or hub for volunteers

PROJECT 7 - IMPROVEMENT OF HEALTH AND WELLBEING OPPORTUNITIES FOR THE LOCAL POPULATION			
CC6 (CP)	MCTi	CCC, CDC, STC	Purpose: Ensure a co-ordinated approach to the and leisure facilities and activities across the PL
CP 18	MCTi	MCTi	Provide more sport and recreation opportunities population Develop central register of sports clubs/leisure g
CP 28	MCTi	CDC, STC, PL12 Sports Clubs	Development of an area wide sports/ leisure foru opportunities for collaboration and development
CP 14	MCTi	saltash.net community school, Saltash Primary Schools, STC	Open up access to school facilities all year round
ED 5	MCTi	CCC, Saltash Schools, STC	Identify ways to maximise use of PL12 schools other activities (see also CP 14)
CP 5	MCTi	CCC Youth organisations, PL12 Sports Clubs	Engagement of Youth Service & Sports Clubs to with young people

No	Lead Body	Other Stakeholders	Description
CP 12	MCTi Initially	STC, PL12 PCs, North & East Cornwall Primary Care Trust	To influence the development and future availability of St Barnabas Hospital
CP 27	MCTi Initially	STC, PL12 PCs, North & East Cornwall Primary Care Trust	Development of a multi - agency healthy living centre
CC4 (CP)	MCTi Initially	STC, PL12 PCs, North & East Cornwall Primary Care Trust	Publicise the need for support for people with disabilities
CP 9	MCTi Initially	STC, PL12 PCs, North & East Cornwall Primary Care Trust	To develop a network amongst primary healthcare providers to increase influence
CP 11B	MCTi Initially	STC, PL12 PCs, North & East Cornwall Primary Care Trust	To create more accessible support to people with disabilities
PC3 (CP)	MCTi Initially, Member of Parliament	STC, PL12 PCs, North & East Cornwall Primary Care Trust	Investigate provision of additional NHS dental services
ED 10	MCTi, Help the Aged, PL12 Churches	STC, PL12 PCs, CDC, CCC Social Services	Improve community support group co-ordination and library service, e.g. recycling CD & DVD players

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TVECF = Tamar Valley Estuaries Consultative Forum

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 SWRA = Saltash Water Resources

No	Lead Body	Other Stakeholders	Description
PROJECT 8 - DEVELOPING NETWORKS IN THE PL12 AREA			
CP 7	STC ICTT	CDC, PL12 PCs, Housing Developers	Purpose: Create an electronic community information area, hosted by the saltash.net community school to build a greater sense of community and promote
ED 6	STC CA	CDC, PL12 PCs, Housing Developers	"Welcome" pack and area guide for new estates (see also ED 8)
ED 7	STC CA & ICTT	CDC, PL12 PCs, Housing Developers	Leaflet linking Saltash with PL12 parishes (see also CP 7, ED 6)
ED 8	STC CA & ICTT	CDC, PL12 PCs, Housing Developers	Communication with new estates in Saltash (see also CP 7, ED 6)
TR 8	STC P&R	PL12 PCs, Train & Bus Operators	Improve public awareness of the existing transport network and encourage their use thereby safeguarding their future
CP 8	STC P&R	saltash.net community school	saltash.net community school taking on network CP 25 &, EC 4 & ED4)
CP 10	STC P&R	North & East Cornwall Primary Care Trust	To improve available information for local population support – web based for improved access and use (see also CP 8, CP 10, EC 4 &, ED 4)
CP 25	STC P&R	saltash.net community school, Saltash Partnership	Setting up and maintaining through the saltash.net community school based information network which provides information for health, well - being, sport and leisure activity and interactive notice boards capturing views and information on services and highlighting issues for the partnership to reach groups (see also CP 8, CP 10, EC 4 & ED 4)

No	Lead Body	Other Stakeholders	Description
PROJECT 8 - DEVELOPING NETWORKS IN THE PL12 AREA (continued)			
EC 4	STC P&R, MCTi	saltash.net community school	Develop attractive and professional website (area) identity, providing tourism, business and CP8, CP10 & ED4)
ED 4	STC P&R, MCTi	saltash.net community school	Work with saltash.net community school to link (see also CP 8, CP 10, CP 25 &, EC 4)
PROJECT 9 - SENSITIVE DEVELOPMENT OF THE WATERSIDE AND TAMAR ESTUARY			
CP 13	MCTi Initially	SWRA, CDC, private developers, Livewire Youth Club, Ashtorre Community Centre	Purpose: Capitalise on and maximise the potential asset Huge potential for water sports development – many such facilities in Plymouth
CP17 & EC6	MCTi Initially	TVECF, Groundwork Trust	Identify, develop and improve accesses to the Tamar increased and diverse river activities (see also CP 10)
CP 21	MCTi Initially	TVECF, Groundwork Trust	Sensitive development of the Waterside and other tourism, water sports and leisure opportunities
CP 22	MCTi Initially	TVECF, Groundwork Trust	The establishment of a group – with public and other committed to plan for local development focused on
CP 23	MCTi Initially	TVECF, Groundwork Trust	Development of plans for facilities for water sports 2012 London Olympic bid – any facilities (accommodation) would be retained for local ongoing use
CP 15 & CC3 (CP)	MCTi Initially	Groundwork Trust, STC, CDC, CCC, Cornwall Sports Partnership	Saltmill Park in Saltash has unfulfilled potential. It is potentially an excellent facility. Preliminary work has been completed but the all-weather pitch its development is required to complete the pitch area
CP 32	Livewire Youth Project	STC, CDC, CCC Youth Service	Support the redevelopment of the Livewire Youth Centre
R1 - 01/06	MCTi Initially	SWRA, Groundwork Trust	Sympathetic development of area formerly occupied by
R2 - 01/06	MCTi Initially	SWRA, Groundwork Trust	Regeneration of gardens under Royal Albert Bridge

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No	Lead Body	Other Stakeholders	Description
PROJECT 10 - HIGHLIGHTING VISITOR POTENTIAL			
EC 9	STC ICTT	PL12 Parish Councils, CDC, SW Tourism	Develop a tourism strategy (see also EC 10 & EN 2)
EC 10	STC ICTT	PL12 Parish Councils, CDC, SW Tourism	Capitalise on existing events in the PL12 area (see also EC 9 & EN 2)
EN 2	STC ICTT	PL12 Parish Councils, CDC, SW Tourism	Provision of a visitors centre to promote both the town and the area (see also EC 9 & EC 10)
PROJECT 11 - ENHANCE USE OF RAIL TRANSPORT			
Purpose: Increase opportunities to use the rail network			
TR14	MCTi Initially	CDC, STC	Investigate the reactivation and possible provision of a halt below the Community School at Wearde to also TR1, TR 5, CP 19 and CP 20)
TR 15	MCTi Initially	Regional Spatial Strategy, CCC Structure Plan, CDC Local Plan	Consider the construction of freight handling and storage facilities
TR 2	MCTi Initially	St Germans PC, CDC, Train Operators	Develop the use of rail links at St Germans
PROJECT 12 - VILLAGE SERVICES			
Purpose: Ensure adequate PL12 village services			
PC5 (CP)	MCTi Initially	PL12 Parish Councils	Investigate strategy for provision of village services
CP 16	MCTi Initially	PL12 PC,s Saltash Parks Improvement Group	Saltash Parks Improvement Group's (SPIG) initiative to benefit PL12 villages

No	Lead Body	Other Stakeholders	Description
PROJECT 13 - SALTASH STATION BUILDINGS			
EN 3	STC	STC	Purpose: Find sustainable use of Saltash Station area
TR 12	STC	CDC, CCC Riviera Project	Find mixed use for Saltash Station to prevent decay Improve the surrounds of the Saltash Railway Station ticket office and toilets, and improve parking arrangements
PROJECT 14 - BECOMING A "GREENER" PL12			
CC14(EN)	STC	STC, PL12 PCs, CDC, CCC	Purpose: Support and enhance Cornwall County strategy in PL12 Investigate and adopt a PL12 waste management strategy with CCC
PROJECT 15 - COMMUNITY SAFETY STRATEGY			
CP 31	STC CA	PL12 PCs ,CDC, Cornwall Fire Brigade, D&C Police, Residents Associations	Purpose: Enhance community safety Develop a community safety strategy for PL12
CC12(EN)	STC CA	Saltash & PL12 Schools	Review strategy for "civic pride" project in Saltash
PROJECT 16 - NEW HOUSING ESTATES INFRASTRUCTURE			
CC1 (CP)	STC	CCC, CDC, Pilmere Residents Association	Purpose: Ensure housing estates have adequate infrastructure / facilities Review the need for upgrading infrastructure / facilities in Saltash

SALTASH GATEWAY MCTi - PROJECT MATRIX

Key:

MCTi - initially = Influence others
MCTi = MCTi Project Manage
Others = MCTi Endorse

STC = Saltash Town Council
CDC = Caradon District Council
CCC = Cornwall County Council

Saltash Town Council
CA = Civic Amenities
ICTT = Industry, Commerce & Tourism
P&R = Policy & Planning

No	Lead Body	Other Stakeholders	Description
PROJECT 17 - OTHER SUSTAINABLE TRANSPORT			
TR 7	MCTi	CCC, Saltash Chamber of Commerce	Purpose: Provide additional opportunities to develop in the Saltash and PL12 area Develop strategy for business transport
TR 6	MCTi	CCC, CDC, STC, North & East Cornwall Primary Care Trust, Health Care Providers, Train Operators	Reduce the need to travel by providing on line services two way reaction with Local Government, Local Health Authorities and the pre- booking and self printing of Tickets vending machines at railway stations and park and ride points
TR 20	MCTi	CDC, STC, Ferry Operators, Plymouth City Council, Torpoint MCTi	Ferry links with Plymouth. Endorse pilot operation
TR 22	MCTi	STC, CDC, South West Tourism	Inclined railway from Waterside to Lower Fore Street
TR 24	MCTi	STC, CDC, South West Tourism	Seasonal Eco-bus / small bus linking the Saltash via Culver Rd, rail station and key points on the H
CC15(TR)	MCTi	CCC Transportation & Estates, CDC, STC, Tamar Bridge & Torpoint Ferry Joint Committee	Identify strategy for traffic loading on A38 including

AONB

Area of Outstanding Natural Beauty

CCC

Cornwall County Council

CDC

Caradon District Council

CIC

Community Interest Company

D/C

Devon and Cornwall

FE

Further Education

MCTA

Market and Coastal Town Association.

MCTi

Market and Coastal Towns Initiative

PFI

Private Finance Initiative

PL12 PCs

PL12 Parish Councils, Botus Fleming, Landrake with St Erney, Landulph, Pillaton, St Germans, and St, Mellion.

RNLI

Royal National Lifeboat Institution

Saltash IDAP

Saltash Integrated Development Area Plan

SE

South East

STC

Saltash Town Council

STC, CA

Saltash Town Council Civic Amenities Committee

STC, ICTT

Saltash Town Council Industry, Commerce, Tourism and Transport Committee.

STC, P & R

Saltash Town Council Policy and Resources Committee

SWRA

Saltash Waterside Residents Association

SWRDA

South West of England Regional Development Agency

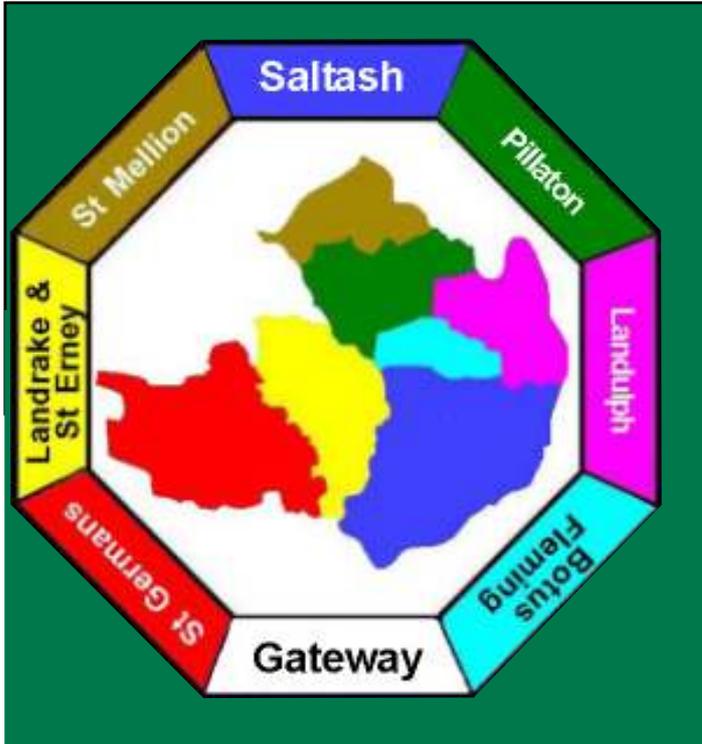
TVECF

Tamar Valley Estuaries Consultative Forum

1. Healthchecks & Strengths, Weaknesses, Opportunities & Threats Analysis
2. Strategic Review.
3. Communications scrapbook.
4. Scored version of Project Matrix.
5. Broadmoor Farm stakeholder compliance matrix.
6. Broadmoor Farm presentation leaflet.
7. Local surveys.
8. Parish Plans and other parish consultations.
9. Other reference documents.

**If there is no CD containing
Appendices
here the information is on
[www,saltash.gov.uk](http://www.saltash.gov.uk) follow links to MCTi,
or if you would like a disc to be forwarded to
you Please contact**

**Saltash Gateway MCTi
C/O The Guildhall Lower Fore St.
Saltash, Cornwall,
PL12 6JX.
O1752 844846
e.mail - townclerk@saltash.gov.uk**



Saltash Gateway Area Community Strategic Action Plan April 2006



Saltash Gateway MCTi Contacts
C/O The Guildhall Lower Fore St.
Saltash, Cornwall,
PL12 6JX.
01752 844846
e.mail - townclerk@saltash.gov.uk
www.saltash.gov.uk