

Public Document Pack

Saltash Town Team to be held on Monday 10 August 2026 and 5.30 pm at the Guildhall/ Virtually

Invitees: P Ryland (Chairman); C Bailey (CEPL12), S Baker (Chamber of Commerce Reserve), R Bickford (CEPL12), P Cador (Cornwall Council), H Frank (Cornwall Council), S Gillies (Saltash Town Council) (Vice-Chairman), K Johnson (Cornwall Council), S Miller (Chamber of Commerce), B Samuels (Saltash Town Council), B Stoyel (Saltash Town Council) and C Thomson (Cornwall Council Community Link Officer),
Julie Hughes (Administration Officer)

Agenda

1. Apologies.
2. Health and Safety Announcements.
3. Public Questions - A 15-minute period when members of the public may ask questions of the Saltash Town Team.

Members of the public may ask questions of the Town Team by submitting in writing via email to enquiries@saltash.gov.uk or the Guildhall **no later than 48 hours prior to the start of the meeting.**

Responses to public questions will be dealt with at the discretion of the Chairman.

4. To receive the notes of the Town Team meeting held on 8 June 2026 as a true and correct record. 3 - 8
5. To receive the latest Town Team funding statement and consider any actions. 9 - 11
6. To receive an update from Community Enterprises on the future of the Saltash Markets and consider any actions and associated expenditure.
7. To receive an update on the Discovery Day for the Saltash Augmented Reality Trail and consider any actions and associated expenditure. 12 - 21
8. To receive an update on training for businesses and consider any actions and associated expenditure. 22 - 35
9. To receive an update on the Saltash Card and consider any actions and associated expenditure. 36
10. To receive an update on parking at the Co-Op Culver Road car park and consider any actions and associated expenditure.

11. To receive an update on Banners for local pubs and restaurants and consider any actions and associated expenditure.
12. To receive an update on signage and consider any actions or associated expenditure.
13. To receive a report on works agreed during street audit with Cormac.
14. To receive an update on parking enforcement.
15. A.O.B
16. Date of Next Meeting: 12 October 2026

NOTES

Meeting:	Saltash Town Team - Guildhall
Date and Time:	Monday 8 June 2026 - 5.30 pm

Present:	Title/Representing:
C Bailey (CB)	CEPL12
R Bickford (RB)	CEPL12
H Frank (HF)	Cornwall Council
S Gillies (SG) Vice Chairman	Saltash Town Council
K Johnson (KJ)	Cornwall Council
S Miller (SM)	Chamber of Commerce
B Samuels (BS)	Saltash Town Council
B Stoyel (BAES)	Saltash Town Council
C Thomson (CT)	Cornwall Council Community Link Officer
P Ryland (PR) Chairman	Chamber of Commerce
J Hughes (JH)	Administration Officer

Apologies for absence: P Cador
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Item	Key / Action Points:	Action by:
1	<u>To elect a Chairman.</u> It was proposed by SM, seconded by BAES that Peter Ryland continue as Chairman for the forthcoming year. No further nominations were received. Following a unanimous vote it was resolved that Peter Ryland be elected Chairman.	
2	<u>To elect a Vice Chairman.</u> BS requested to stand down as Vice Chairman due to her role as Deputy Mayor this year. Councillor Gillies declared her interest in the role of Vice Chairman. It was proposed by PR, seconded by BAES to nominate Councillor Gillies. No further nominations were received. Following a unanimous vote it was resolved Councillor Gillies be elected Vice Chairman.	

3	<u>Apologies.</u> Apologies were received from Cornwall Councillor P Cador. Cornwall Councillor Frank gave apologies for her late arrival.	
4	<u>Health and Safety Announcements.</u> The Chairman informed those present of the actions required in the event of a fire or emergency.	
5	<u>Public Questions - A 15-minute period when members of the public may ask questions of the Saltash Town Team.</u> None received. CB joined the meeting.	
6	<u>To receive the notes of the Town Team meeting held on 20 April 2026 as a true and correct record.</u> It was proposed by PR, seconded by BS and following a unanimous vote it was resolved the notes of the last meeting are a true and accurate record. Councillor B. Samuels requested that her actions be recorded as "BS", and Councillor Stoyel's actions as "BAES" in future notes to avoid confusion.	JH
7	<u>To review the Terms of Reference and consider any actions.</u> PR provided an overview of the amendment to the Terms of Reference, following the disbandment of Town Vision. Following a unanimous vote it was resolved to approve the amended Terms of Reference as attached.	

8	<u>To receive the latest Town Team funding statement and consider any actions.</u> The funding statement and available 106 ringfenced funds were noted. The Chairman queried the 'Balance left to Spend' amount for the TRIP 037 fund as showing £277.81 to be returned to Cornwall Council. JH confirmed that the Town Clerk has this as an action from the last meeting and will report back once the query has been resolved. HF joined the meeting.	SB
9	<u>To receive an update from the working group on the future of the Saltash Markets and consider any actions and associated expenditure.</u> RB provided an overview of Community Enterprises' proposal to run the street markets, as outlined in the report circulated to members at the start of the meeting. RB apologised for not submitting the report earlier. Community Enterprises propose to run a small-scale street market on the third Saturday of each month, with the intention of commencing in July. Community Enterprises are requesting £2,000 from the Section 106 ring-fenced funds to cover initial set-up and operational costs. It is anticipated that the markets will become financially sustainable in the future through modest fees charged to stallholders. Two optional extras were also noted: the development of a Treasure Trail and the provision of live music. Members discussed the proposal, and following a unanimous vote resolved: 1. To approve Community Enterprises running the monthly street markets;	

	2. To allocate £2,000 from the Section 106 ring-fenced funds, subject to the application being successful, for initial set-up and operational costs noting that future costs will be met through stallholder fees; 3. To not proceed with the optional extra's at this stage, but to review this at a later date. RB will work with CT to complete and submit the necessary pro forma.	RB / CT
10	<u>To receive a report on a Discovery Day for Saltash Augmented Reality Trail and consider any actions and associated expenditure.</u> AF and SG provided an overview of the report circulated in the reports pack. Following a unanimous vote Members agreed to commission Carbon Pixel to carry out a feasibility review at a cost of £450.00 + VAT to be drawn from the S106 ring-fenced funds, and to hold an additional Town Team meeting subject to a report being received from Carbon Pixel.	HF / SG
11	<u>To receive an update on training for businesses and consider any actions and associated expenditure.</u> Due to the lack of reference in the 'Action By' column of the previous meeting's notes KJ was unable to give a report but will report back at the next meeting. Members agreed that initials in the 'Action By' column should be reinstated.	KJ JH
12	<u>To receive an update on the Saltash Card and consider any actions and associated expenditure.</u> The Chairman reported that there are no further updates at this time and will continue to investigate and report back at the next meeting.	PR

13	<u>To receive an update on parking at the Co-Op Culver Road car park and consider any actions and associated expenditure.</u> The Chairman reported that he is awaiting a response from the Property Manager and will report back at the next meeting.	PR
14	<u>To receive an update on Banners for local pubs and restaurants and consider any actions and associated expenditure.</u> The Chairman reported that 'The Bookshelf' will be having a banner and he will provide feedback at the next meeting.	PR
15	<u>A.O.B</u> <u>Signage</u> RB provided an update on signage, he has contacted Coral (Tamar Bridge Manager) who has advised she will discuss this with their new Communications and Marketing Manager and he is awaiting a response. <u>On-street Parking</u> HF provided an update on the potential extension of the 30-minute on-street parking limit to one hour, following feedback from traders at the Traders' Meeting. HF confirmed that this would be possible; however, it would require a formal consultation, which is a legal requirement, as well as changes to signage at an estimated cost of £7,000. Members discussed the proposal and were of the view that the current 30-minute limit is preferable, as it encourages turnover ('churn') of parking spaces. It was also noted that customers requiring a longer stay have the option of using nearby car parks. Members further noted that the existing time limit is not always enforced. BAES will contact the parking enforcement team to clarify how parking restrictions are enforced and will report back at the next meeting.	BAES

	<u>Street Audit</u> RB and members of the Town Team undertook a town street audit with Will Glassup (Highways and Environment Manager for Cormac). The Town Team thanked him for the work carried out on the trees. Will advised that Cormac is committed to replacing the 'No Entry' signs on Wesley Road, which are currently on order, as well as the railings at the bottom of Fore Street, which are also on order. He reviewed a number of additional issues and will investigate whether these can be funded from this year's or next year's budget. Will also expressed that he was very impressed with the work undertaken by the Town Council, particularly the planters and benches around the town. RB confirmed he will circulate a list of actions discussed with Will Glassup.	RB
16	<u>Date of Next Meeting: 10 August 2026 at 5:30 p.m.</u> Meeting ended 6.30 p.m	

Saltash Town Council on behalf of Town Team

Date	PO No	Invoice No	Supplier	Description	TVF Total £84k	TAF - £21k TDF - £30k Total - £51k	S106 £100k	TRIP 037 (Saltash Markets)	TRIP 036 (BID)	Augmented Reality Trail Experience
				Deadline for all grant to be spent		31/03/2025	April 2027	31/01/2026	31/01/2026	
				Funding from Cornwall Council	£84,000.00					
28/05/2024				Funding from Cornwall Council (TAF/TDF)		£7,500.00				
16/01/2025				Funding from Cornwall Council (TAF/TDF)		£10,500.00				
27/03/2025				Funding from Cornwall Council (TAF/TDF)		£33,000.00				
10/07/2025				Funding from Cornwall Council S106 (CCTV)			£33,585.40			
04/09/2025				Cornwall Council - Funding from S106 (25% match funding for TRIP037)			£1,234.07			
11/12/2025				Cornwall Council - TRIP037 Claim 1				£1,830.51		
04/09/2025				Cornwall Council - Funding from S106 (25% match funding forTRIP036)			£2,500.00			
29/01/2026				Cornwall Council - TRIP036					£7,500.00	
19/02/2026				Cornwall Council - TRIP037 Claim 2				£1,038.28		
28/04/2022	N/A	Jnl No 34979	Internal STC	Admin Support 28.4.22	-£64.20					
07/10/2022	5385	INVOICE JANUARY 2023	Mel Richardson Consultancy	Consultancy Work	-£2,100.00					
30/06/2022	N/A	Journal No. 38981	Internal STC	Admin Support - June 2022	-£56.18					
31/07/2022	N/A	Journal No. 38984	Internal STC	Admin Support - July 2022	-£64.20					
30/09/2022	N/A	Journal No. 38985	Internal STC	Admin Support - Aug/Sept 2022	-£228.57					
31/10/2022	N/A	Journal No. 39313	Internal STC	Admin Support - October 2022	-£139.95					
30/11/2022	N/A	Journal No. 39314	Internal STC	Admin Support - November 2022	-£110.90					
31/03/2023	5726	3044 (3698-A)	Architecture by Studio Hive Ltd	Town Vitality Open Space Project Appointed Consultants March Payment - Architecture Studio Hive	-£11,478.33					
28/04/2023	5726	307 (3698-B)	Architecture by Studio Hive Ltd	Town Vitality Open Space Project Appointed Consultants April Payment - Architecture Studio Hive + Town Vitality Open Space Project Appointed Consultants - Additional charge for Hobs Reprographics printing of consultation posters for event key stake holder event held 27/04/2023	-£11,603.97					
28/05/2023	5726	3049 (3698-C)	Architecture by Studio Hive Ltd	Town Vitality Open Space Project Appointed Consultants May Payment - Architecture Studio Hive	-£11,478.33					
28/06/2023	5726	3053 (3698-D)	Architecture by Studio Hive Ltd	Town Vitality Open Space Project Appointed Consultants June Payment - Architecture Studio Hive. Hobs Reprographics printing for consultation event 16th/17th June 2023 invoice S2015INV23060450	-£11,668.65					
28-Jul	5726	3055 (3698-E)	Architecture by Studio Hive Ltd	Town Vitality Open Space Project Appointed Consultants July Payment - Architecture Studio Hive	-£11,478.33					
30-Aug	5726	3058 (3698-F)	Architecture by Studio Hive Ltd	Town Vitality Open Space Project Appointed Consultants August Payment - Architecture Studio Hive	-£11,619.45					
19/06/2023	5874	9RADYQT7T2 (4039-A), VKE4CQX7T2 (4039-B), NWC9RBT2 (4039-C)	Credit Card (Meta)	Facebook boost post for Town Vitality Public Consultation event on Friday 16th and 17th June	-£20.00					
13/07/2023	5914	6356622604454127- 12783088 (4172)	Credit Card (Meta)	Credit Card Purchases - Facebook boost post for Town Vitality Public Consultation closing 14/7/23	-£25.00					
29/07/2023	5951	6405641176218936- 12893337 (4183-A)	Credit Card (Meta)	Credit Card Purchases - Facebook boost post for Town Vitality Public Consultation closing 14/7/23	-£5.00					
16/07/2023	N/A	CN-4962	Internal STC	Photocopying Fees - Photocopying Fees for Town Vitality	-£120.00					
08/06/2023	5795	18831 (4143)	Saltash & District Observer	Saltash & District Observer - Town vitality Saltash District Observer notice advert. Approved by town team members Front page - 10 x 2 - £219 – (Carlton Plastics size).	-£219.00					
09/06/2023	5615	INVOICE OCTOBER 2023	Mel Richardson Consultancy	2000 Saltash Leaflet A5 4/4,	-£165.00					
05/05/2023	5615	INVOICE OCTOBER 2023	Mel Richardson Consultancy	2500 Saltash Leaflet A5 4/4	-£197.00					
12/10/2023	5615	INVOICE OCTOBER 2023	Mel Richardson Consultancy	Project Management Support for Vitality Funded Open Space Project	-£2,500.00					
13/10/2023	5726	3063	Architecture by Studio Hive Ltd	3 Hours Charged. & Neil Sansum's attendance at Council meeting 7th September 2023 - mileage	-£382.50					
20/12/2023	6314	TDF1	Mel Richardson Consultancy	Appointment of consultant to prepare the Town Vitality Delivery Fund Application.	-£1,800.00					
18/03/2024	6545	3077	Architecture by Studio Hive Ltd	Saltash Open Space Project: Next Steps	-£3,000.00					

[illegible]

TVF = Town Vitality Fund (All funds fully spent)	
TAF = Town Accelorator Fund (For markets) £21k (All funds fully spent)	
<u>Payable Schedule</u> £10,500 - Within a reasonable timeframe of signing the Grant Offer Letter (22-05-24) £10,500 - Within a reasonable timeframe of delivery of all Grant outcomes <u>Grant Outcomes</u> 1) Send to CC any relevant docs for project 2) Evidence of consultation with businesses and residents of Fore Street 3) Evidence of delivery of trial markets and CC to be notified of these dates 4) Provision of evidence of expenditure and updates if requested by CC	
TDF = Town Delivory Fund (Greening - Plants & Improved signage) (All funds fully spent)	
<u>Payable Schedule</u> £7,500 - Within a reasonable timeframe upon signing the agreement dated 11th April 2024 £7,500 - Further payment in accordance with schedule 3 £15,000 - Within reasonable timeframe of provision of evidence of targets reached per schedule 3 <u>Scedule 3</u> 1) Provision of more detailed plans for intended public realm improvememts to Fore Street, discussed and approved by Highways Team and agreed by CC. Second £7,500 to be paid within reasonable timeframe of agreement of detailed plans and endorsed by Highways Team 2) Further targets will be agreed between CC and STC once more detailed plans become available	
S106 (Funds held by CC) £100k	
Deadline April 2027. Ring fenced criteria in accordance with Mel Richardson S106 appliation	
TRIP 036 (BID) £10,000 (Grant awarded £7,500 Matched funded by S106 25% £2,500) (All funds fully spent)	
<u>Payable Schedule</u> Final claim submission 31/01/2026 <u>Outputs and reporting requirements</u> 31/01/2026 Please provide a report with your final claim which explains how the grant investment has impacted on your organisation as outlined in your original application and how it has contributed to the Good Growth Principles, Outputs & Outcomes and explain how it will enable the business to grow in the future 31/07/2026 Please provide a Post Project Update Report on your project <u>and its impact on the organisation, your contribution to the Good Growth Principles</u>	
TRIP 037 Saltash Markets <u>Planned</u> Expenditure £4,936.29 (TRIP Grant awarded £3,702.22 Match funded by S106 25% £1,234.07)	
Due to cancellation of 2 market events <u>ACTUAL SPEND reduced to £3,825.05 (TRIP037 Funding received £2,868.79. S106 Funding Received in advance £1,234.07 -overpaid by £277.81. CC have been contacted for confirmation of return - TBC)</u>	
<u>Payable Schedule</u> Final claim submission 31/01/2026 Not all funding claimed due to 2 markets being cancelled due to bad weather S106 money received based on 25% of original project spend of £4,936.29. Actual project spend reduced due to cancelled markets therefore we believe we need to refund partial S106 funding of £277.81. DEM is checking with CC <u>Outputs and reporting requirements</u> 31/01/2026 Please provide a report with your final claim which explains how the grant investment has impacted on your organisation as outlined in your original application and how it has contributed to the Good Growth Principles, Outputs & Outcomes and explain how it will enable the business to grow in the future 31/07/2026 Please provide a Post Project Update Report on your project and its impact on the organisation, your contribution to the Good Growth Principles	
Augmented Reality Trail (S106 funds drawdown requested £450)	
Estimate received from Carbon Pixel for £450 + VAT for carrying out one day discovery and feasibility review	

Saltash AR Trails

Cover Report on the Discovery and Feasibility Report

To: Saltash Town Team

From: Cllr. Hilary Frank

Date: 30th July 2026

Purpose of this report

To present Carbon Pixel's discovery report and invite the Town Team to consider whether the AR trails concept should be developed further.

Background

Saltash Town Team has been exploring whether seasonal augmented-reality (AR) trails could help attract visitors and encourage greater footfall in and around Fore Street. It commissioned Carbon Pixel to undertake a discovery and feasibility exercise.

As the Town Team's liaison with Carbon Pixel, Cllr. Gillies and I met with Carbon Pixel to provide an outline brief and explain the outcomes we were seeking. Carbon Pixel then completed a one-day discovery, reviewed a range of existing approaches and developed a small-scale, browser-based demonstration. Their findings are summarised in the 'Saltash AR Trails: Discovery and Feasibility Report'.

What the Report says

The report identifies several viable approaches, each with different strengths, limitations and costs. Ready-made products offer a proven and comparatively inexpensive way to run seasonal trails, while other platforms provide greater scope for bespoke content and ongoing development.

Carbon Pixel's conclusion is that a bespoke browser-based platform is worth exploring further because it appears to align most closely with the Town Team's preferences for simple access, Saltash-specific content, seasonal reuse and long-term control of the platform and its content. It may also offer opportunities to generate income through sponsorship of individual stops by local businesses or, subject to the ownership and licensing arrangements, by supplying trails to other towns.

Carbon Pixel's early working estimate for delivering a bespoke browser-based platform over five years is £50,000 excluding VAT:

- £20,000 for a reusable browser-based platform, including the first trail
- £10,000 for five years of hosting and maintenance
- £20,000 as a flexible drawdown budget to develop future trails and content

These figures are not a formal quote. The prototype demonstrates the core interaction on the devices tested, but has not yet been subjected to wider device testing or full production testing.

Initial Comparison of Approaches

Approach	Indicative Cost	Principal Advantages	Limitations and Questions
Ready-made seasonal Web AR trail	£999 + VAT for a standard trail. Approx. £7,000 + VAT for a bespoke ten-stop trail	No app download. Proven format. Quick to introduce. Comparatively inexpensive. Sponsorship-ready.	Standard version uses existing characters and content. Bespoke content costs more. Less ownership and control, and further trails may require additional purchases.
Established app-based trail platform	Price on enquiry, usually through a subscription	Proven engagement features. Analytics. Bespoke characters possible. Self-service content management	Users must download an app. Platform remains under the supplier's control. Continued use may depend on an ongoing subscription.
Self-service AR platform	From £2,100 a year + VAT, plus the cost of creating and maintaining the trail	Provides tools for producing bespoke AR experiences. Greater scope for Town Team or an appointed partner to create content directly.	Not a finished trail product. Design, development, testing and maintenance would still be required. Usage and project-size limits apply. Content may become unavailable if subscription ends.
Bespoke browser-based AR platform	Working estimate of £50,000 excluding VAT over five years, including the first trail, hosting and a content-development budget	No app download. Saltash-specific content. Reusable for seasonal and sponsored trails. Greater long-term control. Potential to appoint another supplier. May offer opportunities for sponsorship or supplying trails elsewhere.	Largest financial commitment. The prototype has not yet undergone wider device, outdoor or production testing. Scope, ownership, support and any commercial arrangements would need to be defined carefully.
Simpler non-AR digital trail	Not examined or priced in the report. Likely to cost less than a bespoke AR platform, depending on its scope	QR codes could open maps, stories, archive images, quizzes, rewards and digital passport stamps without an app. Likely to be simpler to build, maintain and make accessible.	Would not offer the novelty or visual impact of AR. Costs, ownership arrangements and likely levels of participation have not yet been explored.

These approaches are not just better or worse versions of the same product: they represent different levels of ambition, cost and long-term control. The Town Team will therefore need to decide what type and scale of experience we wish to have.

Questions for discussion

In considering whether the concept should be developed further, Town Team will need to discuss:

- **Purpose and audience:** Would the trails support the Town Team’s objectives for increasing footfall, supporting businesses and promoting the heritage of Saltash? Who would be most likely to use them?
- **Scale and value for money:** Is the Town Team seeking a relatively inexpensive seasonal campaign or a reusable platform supporting a longer-term programme?
- **Funding and governance:** What funding or sponsorship might be available, and which organisation could act as the accountable body, enter into contracts and hold the assets?
- **Practical delivery:** What further assurance would be needed about accessibility, safety, privacy, permissions, device compatibility, maintenance and ownership?
- **Measuring success:** The proposed platform could provide basic analytics on trail starts, visits to individual stops and completions. Do we want other evidence to assess the trail’s impact? e.g. repeat use, reward redemptions or feedback from participating businesses.

Proposed next steps

The Town Team is invited to consider whether the concept is sufficiently promising to justify further investigation, including seeking views from local traders and other potential participants.

If the Town Team supports further development, I recommend we set up a working group to:

1. review the principal purpose, intended audiences and desired outcomes of a Saltash trail
2. get feedback from local traders, residents and other potential users
3. compare the available approaches against agreed criteria (e.g. visitor experience, accessibility, flexibility, ownership, likely cost and maintenance requirements)
4. make proposals about whether the trail should use AR and what kind of approach would be most appropriate
5. identify a suitable accountable body and potential sources of funding
6. develop an appropriate brief or specification for the preferred approach
7. agree the commissioning process and go out to tender for detailed, capped proposals against the brief

Saltash AR Trails: Discovery and Feasibility Report

Flexible augmented-reality trail experiences for Saltash

Prepared by Shane Manaton · Carbon Pixel

July 2026

Try it before you read it

This report includes a working demonstration developed during the one-day discovery. It shows a possible visitor experience using QR codes and image targets.

1. Scan the QR code on the demonstration card below with a supported modern smartphone and open the link. No app download is required.
2. Tap 'Start' and allow camera access when asked.
3. Point your phone at one of the two image targets and the pisky will pop out of the page, wave and tell you a secret.

SALTASH PISKY TRAIL

STOP 01

The Green Dragon

FORE STREET · SALTASH



1 SCAN ME

Opens the trail · no app

- Open your camera, hold it here.
- Tap the link that pops up.
- Allow the camera when asked.

saltash-ar.cp-staging.com

Look up. High above the Co-op's main door a green dragon still guards Fore Street, the sign of the Green Dragon Hotel, the town's coaching inn.

BEST VIEWED FROM ACROSS THE STREET

2 POINT AT A CARD

Fill the frame and hold steady



KIDS · PISKY

OR



GROWN-UPS · BRUNEL

One card or the other. These are not QR codes.
Your camera app will ignore them. Use the page from step 1.



TOWN CENTRE · SALTASH

Map: Saltash Town Council visitor guide.
Demo board: siting, artwork and image permissions subject to field verification.

Executive summary

We spent one day reviewing available options and building a small browser-based AR demonstration. It worked on the devices tested, but wider device and outdoor testing is still needed.

The discovery indicates that a reusable browser-based platform is sufficiently credible to explore through a more detailed brief and an appropriate proposal process. The current five-year working estimate is £50,000 excluding VAT, including the platform, hosting and a flexible content budget. No build should be approved until the scope, ownership, testing and capped price are agreed.

1. What we were asked to do

We were asked to explore options, likely costs and technical feasibility for seasonal AR trails that could attract visitors and increase footfall around Fore Street. We also considered content updates and ongoing support.

2. Preferred outcomes

The initial meeting identified the following preferences. They should guide the options appraisal rather than operate as fixed requirements:

- No app download preferred. The strongest route would work in a supported mobile browser across an agreed range of iPhone and Android devices.
- Simple access preferred. A family should be able to start within seconds of scanning a QR code, without accounts or lengthy instructions.
- Low-cost expansion preferred. Adding a trail, season or sponsored variant should be a content task rather than a rebuild.
- Sponsorship capabilities. Businesses could fund stops, appear on plaques and offer rewards.
- Seasonal flexibility. Christmas, Easter, Halloween and Regatta variants could reuse the same infrastructure with different content.
- Transferable. The accountable body should be able to appoint another supplier without avoidable technical or intellectual-property barriers.
- Accessible. Every stop should provide an equivalent non-AR way to access the content, and both the digital experience and physical route should be tested against agreed accessibility requirements.
- Easy to maintain. A team designated by the accountable body should be able to make routine content changes through a documented workflow, while technical changes and platform maintenance would remain specialist support tasks.

3. Research

The discovery began with a review of available supplier platforms, self-service tools and relevant local precedent. The assessment considered app-download friction, scope for Saltash-specific content, ownership, seasonal reuse, sponsorship, accessibility, support and indicative cost. The supplier evidence and limitations are set out in Section 4.

None of the reviewed options matched all of the preferred outcomes without material trade-offs. Some provided fast, proven seasonal campaigns but limited ownership or bespoke control; others supported bespoke work at substantially higher indicative cost or required an app or per-scan licence fees. To test whether a transferable browser-based route was technically credible, we built a small prototype during the discovery day.

Three findings shape everything that follows:

1. **Browser-based AR offers the lowest-friction launch route because it avoids an app download.** The prototype worked on the selected devices tested, but this does not establish universal compatibility, outdoor performance or production readiness. Licences, dependencies and production hosting would also need to be confirmed before build.
2. **Trigger artwork is a major reliability factor.** During prototype testing, detailed, high-contrast artwork on a matte surface tracked more reliably than glossy, sparse or repetitive subjects. Further testing would be required under different lighting and outdoor conditions.
3. **Characters can be reused and adapted.** The pisky was created through an AI-assisted pipeline covering concept art, image generation, 3D modelling, texturing, rigging, voice generation, character animation, lip-sync, optimisation and export for mobile AR. This allows the base model to support lower-cost seasonal variations.

4. Market review evidence

The research considered four broad routes: a ready-made seasonal web trail, an established app-based trail platform, a bespoke browser-based platform and a self-service AR tool. The direct supplier findings are summarised below.

Prices and product information were gathered in July 2026 from supplier responses and published information. They cover different scopes and should be reconfirmed against the same brief before any purchasing decision.

Supplier	What they quoted	Fit for Saltash
High Street Safari	Standard seasonal trail: £999 + VAT (20% early-bird discount if booked 30+ days ahead). Bespoke AR trail: ~£500 per AR stop + £2,000 project management (e.g. 10-stop bespoke = £7,000 + VAT). Free 2D selfie alternative. Web-app, no download. 7-stop compact format, 25-minute routes. Sponsorship-ready.	Ran Saltash's 2022 Jubilee trail. Proven locally. Good for seasonal campaigns. Standard trails use existing characters; Saltash-specific characters and content are available through a higher-cost bespoke service.
Love Exploring	Subscription model, price on enquiry. Confirmed they can build bespoke Saltash characters. App-based (download required). Council clients include Manchester, Sandwell, Mid Suffolk. 120,000+ players in 2023, as reported by the supplier. Self-service control panel.	Strong engagement mechanics and analytics. App download is a friction point. Bespoke characters are possible but the platform belongs to them.
Zubr	~£50,000 + VAT for custom software and five years' support. Content creation costed separately (too speculative to ballpark without a detailed brief).	Premium bespoke platform. The £50k covers the platform only; content is additional. Strong portfolio but total cost

Supplier	What they quoted	Fit for Saltash
	WebAR, no app, QR-code, built-in map. White-labelling quoted as 'significantly more'. Bristol-based; portfolio includes Bath, Bristol Old Vic, Ashfield, Gravesham.	with content would substantially exceed £50k.
AT Creative	Only works within their own self-guided trails app platform.	Supplier-controlled app platform, offering less ownership and portability.

Other services reviewed

The desk review also considered Geocaching Adventure Lab, ZapWorks, Situate and Calvium AppTrails. Vicinity (formerly LoyalFree) does not provide AR trail functionality.

Geocaching Adventure Lab is free but does not offer true AR.

ZapWorks is a self-service platform, not a ready-made trail. The Pro plan costs £2,100 a year plus VAT, includes 12,000 launches, then charges £25 per additional 1,000. Designer projects are limited to 50MB and 10 image targets, while self-hosting and full white-labelling require an Enterprise plan. The experience would still need to be designed, built, tested and maintained. If the subscription ends, the projects become inactive.

No suitable AR trail offer was identified from Situate or Calvium AppTrails during this limited review.

5. Proposed approach

Based on the information available, none of the reviewed options appeared to meet all of Saltash's priorities without a significant trade-off. The prototype suggests that a bespoke browser-based platform is worth pricing and testing further, but it is not yet a commitment to build.

The next option to explore is a bespoke browser-based platform developed from the prototype. Visitors would scan a QR code and start the experience without downloading an app or creating an account. Authorised delivery partners would manage the content through a secure admin area.

The platform would include:

- Tools to create, duplicate, edit and archive trails and seasonal versions.
- Editable stops containing locations, trigger images, stories, characters, dialogue, sponsor details, rewards and optional passport stamps.
- A reusable library of artwork, 3D models, voices, animations, audio and plaque designs.
- Guided workflows for creating AI-assisted images, character variations and voices.
- Controls to preview, test, publish and unpublish content.
- Basic reporting on trail starts, stop visits and completions, subject to the agreed privacy approach.
- Backups and exportable content.

Example first trail

An initial trail could use 8–10 stops around Fore Street, combining local stories, animated characters, quizzes and a digital passport. The route and content would be agreed with the Saltash Town Team and community, then checked for permissions, accessibility, safety and historical accuracy.

The same platform could later support seasonal, sponsored and venue trails without rebuilding the system.

6. Support and ownership

Routine content could be managed by a trained team or appointed agency, while technical changes and platform maintenance would require specialist support.

The accountable body would receive the agreed source code, assets, credentials, licences and documentation needed to appoint another supplier in future.

7. Working budget

These are early estimates, not a formal quotation, and exclude VAT. The final proposal would confirm exactly what is included and the maximum cost.

Element	Estimated cost
Reusable browser-based AR platform, first digital trail, handover and basic training	£20,000
Five-year hosting and maintenance	£10,000
Future trail-development drawdown	£20,000
Total	£50,000 excluding VAT

For planning purposes, the £20,000 platform estimate includes the design and development of the reusable browser-based platform, creation and configuration of the first digital trail, the supplier time required to produce the agreed digital content and assets, technical documentation, handover and one basic training session for the nominated team.

It excludes the manufacture or installation of signs and plaques, printing, VAT and separately charged third-party usage, licensing or subscription costs, including AI generation, synthetic voice, licensed media or proprietary software services. Any such costs would be identified, agreed and costed separately in the final proposal.

For planning purposes, the £10,000 hosting and maintenance allowance covers five years from service commencement and includes managed hosting, SSL certificates, routine monitoring, backups and restoration support, security and dependency updates, periodic testing on agreed mainstream mobile browsers, minor defect fixes and reasonable business-hours technical support. It excludes new features, new trail content, major redesigns, on-site support, obsolete-device compatibility and third-party services other than the hosting infrastructure expressly included in this allowance. Service limits, response times, backup retention and availability targets would be confirmed in the final proposal.

The drawdown is based on a working allowance of £4,000 a year, but it could be used when needed across the five-year period. It does not guarantee a fixed number of trails each year. Each piece of work would be scoped, costed and approved before it begins.

Indicative drawdown costs are:

- Small trail or content pack using the existing platform: from £750
- Trail or seasonal update using existing assets: from £400
- Corporate or sponsored trail: from £750

The final cost of each trail would depend on the number of stops and the amount of new storytelling, artwork, character work, audio and printed material required.

Any commercial resale or revenue-sharing arrangement would be discussed and agreed separately.

8. Next step

If the Saltash Town Team wishes to explore the concept further, the next step would be to agree a more detailed brief and determine an appropriate process for seeking and assessing proposals.

Before approval, the Saltash Town Team should confirm the scope, route, permissions, accessibility, ownership, testing, support, timetable and full cost including VAT.

Before build, agree what success looks like and how it will be measured, including trail starts, completions, repeat use and participating-business feedback.

The first trail should be tested and evaluated before further trails are commissioned.

Carbon Pixel prepared this review and may participate in any future procurement process. Any appointment would be made by the accountable body through its normal approval and procurement process, with all submissions assessed against the same agreed brief and criteria.

Appendix: Early Fore Street ideas

These are illustrative ideas, not an agreed route. Locations, stories and technology would require community input, permissions, historical review and field testing.

No.	Stop	Illustrative AR moment
1	The Green Dragon, Fore Street	A 'time window' showing the old Green Dragon Hotel from a century ago. Field verification required.
2	The Brunel Bench, Fore Street	A miniature steam train puffs across the span of the bench.
3	The Guildhall	The 1381 charter unrolls and reads itself, with a mayoral pisky commenting.
4	Saltash Heritage Museum, Lower Fore Street	Archive photographs colourise and animate in the window.
5	Union Inn (Union Flag house)	The flag drains to grey and a pisky splashes the colours back.
6	St Nicholas & St Faith Church	A stained-glass pisky and a bell-ringing mini-game.
7	Wesley Methodist Church, Callington Road	A pisky on a preaching stone, Wesley's ferry-crossing story and a quiz.
8-10	Additional stops	Up to three locations and stories to be agreed with the Saltash Town Team, subject to route, access and permission checks.

Heritage content would be developed with local historians and approved before publication. The Green Dragon concept would require field testing; if the sculpture is not a reliable trigger, an illustrated plaque could be used instead.

SALTASH TOWN TEAMS

Business Training and Skills Support Programme

A Committee Report and Delivery Framework

Prepared for the Saltash Town Teams Committee

Prepared by Cllr Keith Johnson, Cornwall Council (Saltash Tamar)

July 2026

Status: For Committee Consideration and Decision

Contents

1. Executive Summary

Saltash's local economy rests on a broad base of independent retailers, hospitality businesses, professional and trade services, community enterprises, and a growing number of home-based and micro-businesses. This diversity is a civic strength, but it also means that support needs are varied, and that many businesses lack the scale, time, or budget to access training that is otherwise available across Cornwall.

This report sets out a considered, evidence-led and financially disciplined proposal for Saltash Town Teams to establish a Saltash Business Skills Programme: a 12-month pilot of demand-led, low-cost, locally delivered training, coordinated by Town Teams and delivered in partnership with Cornwall Council, the Cornwall Growth and Skills Hub, further education providers, business representative bodies and private specialists.

The report recommends that a Business Skills Working Group be formed under Town Teams to govern the pilot, that a short business needs survey and provider mapping exercise precede any expenditure, and that a maximum indicative budget of £3,500 be earmarked, with a clear expectation that at least 50% of costs will be met through external funding, sponsorship or in-kind partner contributions.

The proposed programme addresses ten priority themes ranging from digital skills and artificial intelligence through to business resilience and emergency preparedness, and is designed explicitly to complement — not duplicate — existing provision. A governance structure, risk register, communications plan, equalities considerations and a monitoring and evaluation framework are included so that the Committee can take a single, fully informed decision covering both the principle and the practical delivery of the programme.

Key recommendations at a glance

- Approve the establishment of a Saltash Business Skills Working Group, reporting to Town Teams.
- Commission a business training needs survey and a provider mapping exercise before committing further funds.
- Approve an indicative maximum pilot budget of £3,500, contingent on securing at least 50% external contribution.
- Deliver a minimum of four training sessions within 12 months, subject to evidenced demand.
- Receive a full evaluation report, including outcomes and a recommendation on continuation, at the end of the pilot.

2. Background and Strategic Context

Saltash businesses make a significant contribution to local employment, town centre vitality and the wider Tamar Valley economy. As a gateway town between Devon and Cornwall, Saltash occupies a distinctive position: it benefits from passing trade and visitor footfall, while also serving as a genuine local high street for residents.

Smaller businesses in the town face a recognisable set of structural barriers to training and development:

- Cost: many courses are priced for larger organisations or corporate training budgets.
- Time: owner-operators and small teams cannot easily step away from day-to-day trading.
- Location: relevant training is frequently delivered in Plymouth, Truro or online only, at times that do not suit shift and trading patterns.
- Awareness: businesses are often unaware of existing free or subsidised support already available to them.
- Capacity: micro-businesses, sole traders and family-run firms often operate with no spare staffing capacity to release someone for training.

These are not unique to Saltash, but a locally coordinated response — rooted in the town and delivered by an organisation businesses already know and trust — can meaningfully lower the barriers described above without creating additional bureaucracy.

Alignment with wider policy and provision

The programme is designed to sit alongside, and draw down from, existing provision rather than compete with it. Relevant context includes:

- Cornwall Council's economic growth and regeneration priorities, including town centre vitality and high street support.
- The Cornwall Growth and Skills Hub, which brokers free and subsidised business support and training across the county.
- Cornwall College and other further education and university provision, including apprenticeship and adult skills programmes.
- National business support schemes delivered through the Federation of Small Businesses, Chambers of Commerce and sector bodies.
- Cornwall's Net Zero and energy efficiency support schemes, relevant to the proposed cost-reduction strand of the programme.

This report recommends that, before any Town Teams expenditure is committed, a formal mapping exercise establishes exactly what is already funded and available, so that Town Teams resource is targeted only at genuine gaps.

3. Governance and Committee Structure

To ensure the programme is delivered with proper oversight, transparency and accountability to Town Teams, it is recommended that a dedicated Business Skills Working Group be established as a sub-group of Saltash Town Teams.

Proposed Working Group structure

Role	Responsibility
Working Group Chair	Overall coordination, liaison with Town Teams and Cornwall Council, chairing quarterly reviews.
Town Teams Officer / Coordinator	Day-to-day administration, survey delivery, provider liaison, venue booking.
Business Representative(s)	Two to three local business owners co-opted to ensure the programme remains demand-led.
Finance Lead	Budget monitoring, tracking of external funding and sponsorship secured against target.
Cornwall Council Liaison	Ensures alignment with Council and Growth and Skills Hub provision; avoids duplication.

The Working Group should report to full Town Teams at each of its regular meetings during the pilot, with a formal written update at the three, six and twelve-month points, culminating in the final evaluation report described in Section 10.

Decision points reserved to Town Teams

1. Approval of the programme in principle and the indicative budget envelope.

2. Approval to proceed to Stage 3 (delivery) following the survey and provider mapping in Stages 1 and 2.
3. Any decision to commit Town Teams funds where external contribution falls below the 50% target.
4. Approval of continuation, extension or closure of the programme following the pilot evaluation.

4. Objectives

The programme is built around five core objectives, each with a defined rationale and success measure.

Objective	Description	Rationale
1. Identify local training needs	Undertake a short business survey and direct engagement to establish the skills gaps businesses themselves consider most important.	Ensures the programme is demand-led rather than assumption-led, and avoids commissioning training nobody attends.
2. Improve access to training	Create a simple local directory of existing training and support already available to Saltash businesses.	Addresses the awareness barrier at negligible cost, and is of value even if no new training is commissioned.
3. Deliver targeted training	Where a clear gap is identified, organise affordable workshops or training sessions in Saltash.	Converts identified need into practical, local, low-cost provision.
4. Support business growth	Help businesses develop skills to increase productivity, improve customer service and attract new custom.	Links training directly to commercial outcomes for participating businesses.
5. Strengthen the local economy	Support the resilience and competitiveness of Saltash businesses and a vibrant town centre.	Connects the programme to Town Teams' wider town centre and economic remit.

5. Stakeholder Mapping

Successful delivery depends on engaging the right partners from the outset, both to maximise free or subsidised provision and to ensure the programme reaches the businesses who need it most.

Stakeholder	Potential Role
Saltash Town Teams	Programme owner, coordination, venue, promotion, and residual funding of gaps.
Cornwall Council	Policy alignment, potential funding, economic development support, promotion via Council channels.
Cornwall Growth and Skills Hub	Free business advice, potential co-funded or fully-funded training delivery.
Cornwall College / universities	Accredited and non-accredited training, apprenticeship and adult skills provision.
Federation of Small Businesses / Chambers of Commerce	Member expertise, sponsorship, promotional reach, speaker access.
Local banks and financial institutions	Business finance, fraud and cybersecurity expertise, possible sponsorship.

Stakeholder	Potential Role
Local businesses and sole traders	Programme beneficiaries; survey respondents; co-opted Working Group members.
Cybersecurity and digital marketing specialists	Delivery partners for specialist sessions, potentially pro bono or subsidised.
Saltash-based community and voluntary organisations	Venue support, promotion to home-based and micro-businesses.

6. Proposed Training Programme

Ten priority themes have been identified through informal engagement with the business community and comparison with training gaps reported elsewhere in Cornwall. Final prioritisation should be confirmed by the Stage 1 survey (Section 8).

A. Digital Skills and Artificial Intelligence

Target audience: micro-businesses, retailers, hospitality, sole traders and professional services.

- Introduction to AI for small businesses
- Using AI tools to save time and improve productivity
- Creating social media content efficiently
- Digital marketing fundamentals
- Online booking and payment systems
- Website improvement and basic maintenance
- Email marketing
- Using Google Business Profile effectively

B. Social Media and Marketing

- Facebook and Instagram for business
- Creating effective posts
- Taking better product and venue photographs on a smartphone
- Building a local following
- Understanding and responding to online reviews
- Promoting events and special offers
- Converting social media engagement into sales

C. Cybersecurity and Fraud Prevention

Recommended for delivery in partnership with a specialist organisation or local bank.

- Protecting business email accounts
- Recognising phishing and scams
- Password security and multi-factor authentication
- Protecting customer information
- Payment fraud awareness
- Social engineering risks

- Basic cyber incident response

D. Finance and Business Management

- Understanding cash flow
- Managing rising operating costs
- Pricing products and services
- Budgeting and forecasting basics
- Basic bookkeeping
- Tax awareness
- Accessing grants and finance
- Planning for unexpected costs

E. Customer Service and Retail Skills

- Improving customer experience
- Dealing with difficult customers
- Encouraging repeat business
- Selling without being intrusive
- Supporting vulnerable customers
- Accessibility and inclusive customer service

F. Recruitment and Staff Development

- Recruiting staff effectively
- Writing clear, effective job descriptions
- Interview techniques
- Staff retention
- Staff training and development
- Apprenticeships
- Supporting young people into employment

G. Hospitality and Tourism

Reflecting Saltash's role as a gateway to Cornwall.

- Hospitality service skills
- Customer experience for visitors
- Food and service standards
- Promoting Saltash as a destination
- Cross-promotion between local businesses
- Encouraging visitors to stay longer and spend locally

H. Energy Efficiency and Cost Reduction

- Reducing energy bills
- Energy-efficient equipment
- Building energy efficiency
- Available grants and schemes

- Renewable energy options for small premises
- Waste reduction

I. Access to Grants, Funding and Business Support

- Navigating Cornwall Council and Growth and Skills Hub support
- Understanding eligibility for national and regional grant schemes
- Writing a simple funding application
- Avoiding common funding-application pitfalls

J. Business Resilience and Emergency Preparedness

- Business continuity planning for small firms
- Responding to flooding, power outages and severe weather
- Insurance essentials
- Supply chain and single-supplier risk

7. Proposed Delivery Model

A three-stage pilot is recommended, sequencing evidence-gathering ahead of any spending commitment.

Stage 1 — Business Skills Survey (Months 1–2)

A short survey of Saltash businesses, distributed via Town Teams channels, Cornwall Council business networks, local business groups and direct outreach. Proposed questions:

5. What type of business do you operate?
6. What are your biggest current challenges?
7. What training would be most useful to you?
8. What time of day is most convenient for you to attend?
9. Would you attend evening or weekend sessions?
10. Would you prefer online or face-to-face training?
11. Would you be willing to pay towards training?
12. What would prevent you from attending?

Stage 2 — Training Provider Engagement (Months 2–3)

Identify existing providers and negotiate free provision, subsidised training, group discounts, partnership delivery or sponsorship. The objective is to maximise external funding before Town Teams commits its own resources. Potential partners are set out in Section 5.

Stage 3 — Pilot Delivery (Months 3–12)

Deliver a minimum of four pilot workshops over the remaining life of the 12-month pilot. Further sessions should be commissioned only where there is demonstrated demand from Stage 1 and attendance at earlier sessions.

Session	Topic	Target Audience	Indicative Month
1	AI and Digital Productivity	All businesses	Month 4
2	Social Media and Digital Marketing	Retail & hospitality	Month 6
3	Cybersecurity and Fraud Prevention	All businesses	Month 8
4	Finance, Cash Flow and Funding	Micro-businesses	Month 10

Indicative programme timeline

Phase	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Survey & engagement	✓	✓										
Provider mapping & negotiation		✓	✓									
Session delivery				✓		✓		✓		✓		
Follow-up surveys (per session, +3 months)							✓		✓		✓	✓
Evaluation & report to Town Teams												✓

8. Risk Register

Risk	Likelihood	Impact	Mitigation
Low business engagement with survey or sessions	Medium	High	Multi-channel promotion; direct in-person outreach by Working Group members; keep sessions short and practically framed.
External funding target (50%) not achieved	Medium	Medium	Approach multiple funding sources in parallel; phase commitments; report to Town Teams before committing full budget.
Duplication with existing free provision	Low	Medium	Mandatory provider mapping in Stage 2 before any session is commissioned.
Venue or provider cancellation	Low	Low	Build contingency into budget; confirm bookings in writing; maintain a reserve list of providers.
Programme perceived as favouring certain business sectors	Low	Medium	Ensure survey and programme design cover retail, hospitality, trades, professional and home-based businesses equally.
Working Group capacity / volunteer burnout	Medium	Medium	Keep the Group small and clearly scoped; share administrative load with a paid or supported coordinator role where possible.

9. Proposed Expenditure

An indicative pilot budget is set out below. Figures are provisional and should be refined following discussions with potential partners in Stage 2.

Item	Estimated Cost
Business survey and engagement	£250
Venue hire (four sessions)	£400
Four training sessions (delivery / trainer costs)	£1,600
Promotional materials	£250
Digital promotion	£250
Refreshments	£250
Contingency	£500
Total potential budget	£3,500

The preferred approach is to reduce the Town Teams contribution through sponsorship, grants and partnership delivery. A target should be set to secure at least 50% external contribution before the full budget is committed, with spend released in stages against that target.

10. Recommended Funding Approach

A clear funding hierarchy is recommended to ensure Town Teams resource is used only to fill genuine gaps, and that public and partner funding is exhausted first:

13. Priority 1 — Use existing publicly funded training wherever available.
14. Priority 2 — Seek free delivery from partner organisations.
15. Priority 3 — Seek local business sponsorship.
16. Priority 4 — Apply for relevant grants and economic development funding.
17. Priority 5 — Use Town Teams funding to fill genuine gaps in provision.

This approach ensures that Town Teams funding adds value rather than duplicating existing public services, and protects Town Teams' limited resources for the areas where no alternative funding exists.

11. Monitoring, Evaluation and Measures of Success

The programme should be evaluated against clear, comparable indicators, tracked from the outset and reported to Town Teams at each milestone.

Indicator	Target / Measure
Businesses engaged (survey respondents)	Baseline to be set following Stage 1
Businesses attending training	Tracked per session and cumulatively
Training sessions delivered	Minimum of four within 12 months
Cost per participant	Calculated after each session
Business satisfaction	Post-session feedback form, target 80%+ positive
Increased confidence reported	Post-session and 3-month follow-up survey
Improved digital capability reported	3-month follow-up survey, where relevant
Businesses accessing further support	Tracked via follow-up survey
External funding secured	Target: at least 50% of total programme cost
Evidence of increased business activity or productivity	Qualitative feedback and, where available, business-reported data

A short follow-up survey should be issued to attendees three months after each session to capture longer-term impact rather than immediate satisfaction alone.

12. Equalities and Accessibility Considerations

The Working Group should ensure the programme is genuinely accessible to the full diversity of the Saltash business community:

- Offer a mix of daytime, evening and, where demand supports it, weekend sessions to accommodate different trading patterns.
- Offer both face-to-face and online/hybrid options where practical, to support home-based businesses and those with caring or mobility constraints.
- Select venues that are step-free and accessible, with accessible parking or public transport links.
- Keep any participant cost low or free, so that price is not a barrier to smaller or newer businesses.

- Promote the programme through a range of channels, not solely digital, to reach businesses less active online.
- Actively invite sole traders, home-based businesses and under-represented sectors identified through the Stage 1 survey.

13. Communications and Promotion Plan

Channel	Purpose
Town Teams newsletter and website	Primary channel for survey launch, session promotion and outcomes.
Saltash business networks and business groups	Direct reach to engaged business owners.
Cornwall Council business communications	Wider reach and added credibility.
Social media (Facebook, Instagram)	Event promotion, visual content, reminders.
Direct in-person outreach	Door-to-door or market-day engagement with businesses less likely to respond online.
Local press / community noticeboards	Reach residents and home-based businesses outside digital networks.

14. Proposed Actions for Committee Decision

It is recommended that Saltash Town Teams:

18. Approves the principle of developing a Saltash Business Skills Programme.
19. Approves the establishment of a Business Skills Working Group, as set out in Section 3.
20. Commissions a business training needs survey within the Saltash business community.
21. Engages with Cornwall Council and existing training providers to identify current provision.
22. Requests that existing training and business support programmes are mapped before any new expenditure is committed.
23. Develops a pilot programme of up to four training events, subject to evidence of demand.
24. Seeks external funding and sponsorship to minimise the financial contribution required from Town Teams.
25. Sets an indicative maximum budget of £3,500, subject to further approval and confirmation of external contributions.
26. Requests a written update from the Working Group at three, six and twelve months.
27. Receives a final report following the pilot, covering attendance, feedback, costs, external funding secured, outcomes achieved and a recommendation on continuation.

15. Recommendation

Saltash Town Teams is recommended to approve the development of a 12-month Saltash Business Skills Pilot Programme, beginning with a business training needs survey and mapping of existing provision, and governed by a dedicated Business Skills Working Group reporting back to full Town Teams.

The programme should be demand-led, partnership-based and financially responsible. Town Teams should not commit significant expenditure until it has established what businesses actually need, what support already exists, what can be delivered free of charge, and what external funding is available.

An indicative budget of up to £3,500 could be considered for the pilot, with the clear expectation that the Working Group will secure external funding, sponsorship and in-kind support wherever possible, and report transparently to Town Teams throughout.

The overall aim remains simple: to help Saltash businesses access the practical skills and support they need to grow, become more resilient, and contribute to a stronger and more vibrant local economy.

16. Appendix A — Draft Business Skills Survey

The following draft questions are proposed for the Stage 1 survey and may be adapted following Working Group review:

28. What type of business do you operate? (e.g. retail, hospitality, trade, professional services, home-based)
29. How many people work in your business, including yourself?
30. What are your biggest current challenges?
31. Which of the following training topics would be most useful to you? (list from Section 6)
32. What time of day is most convenient for you to attend training?
33. Would you attend evening or weekend sessions?
34. Would you prefer online, face-to-face, or hybrid training?
35. Would you be willing to pay a small fee towards training, and if so, how much?
36. What would prevent you from attending training in Saltash?
37. Are you aware of any existing free or subsidised training already available to you?

17. Appendix B — Potential Delivery Partners

- Cornwall Council (Economic Development)
- Cornwall Growth and Skills Hub
- Cornwall College
- Federation of Small Businesses
- Local Chambers of Commerce
- Local banks and financial institutions
- Independent cybersecurity and digital marketing specialists
- Saltash-based community and voluntary organisations

RE. ITEM 9 10/8/2026 – TOWN TEAM

RESIDENTS CARD

The Saltash Card was a great success in its day with over 3,000 cards in use. However, few records were kept of the details of cardholders and, as a result, and the onset of Covid 19 it failed in its long- term sustainability.

CEPL12 diverted itself of responsibility for the card when in the early 2020s there was the possibility of it becoming a charity. The Chamber took over the card and was considering relaunch when asked, by a previous Chairman of CEPL12, to hold fire as they were considering a membership card and perhaps the two could run together. This to date has not happened and Chamber members would like to see something happen to move this forward. Since the inception of the Saltash Card there have been many other ideas tried throughout the country and indeed there is Pard Card in Cornwall but I believe that we need a card which is purely Saltash/PL12 based to draw the community into the town centre.

The previous card was purely a card which offered discount but it is envisaged this time the Residents Card will be in addition a digital marketing tool so that businesses in the town can promote themselves/offers.

In order to put the proposal together I need to have some specialist help to ascertain: -

1. The format of the offer.
2. The support from retailers.
3. The big ticket item – N.B. with the Saltash Card the petrol retailers at Carkeel gave a 2p per litre discount and the inception of this resulted in a vastly improved take up of the card.
4. The alternatives for management of the card.
5. How to make the card self-funding once up and running.

I would propose using Mel Richardson, as she already has a lot of the background work through the research she has carried out on our behalf and have agreed a fee of £350 per day plus expenses and would envisage 4/5 days' work.

Would Town Team please approve the use of a portion of the ring-fenced S.106 monies to facilitate this work with a view to reporting back to the next Town Team meeting.