

Saltash Town Team Vision and Strategic Priorities

1 Vision

Saltash Town Team's vision is 'to improve the profile of Saltash, *the gateway to Cornwall* creating a more prosperous, welcoming, green and attractive Town Centre for local people and visitors to enjoy'.

2 Mission

The mission of Saltash Town Team is to improve the economic, social and environmental revitalisation of the Town Centre with the aim of making Saltash a better place to live, work, visit and enjoy.

Saltash Town Team (STT) works with businesses, community groups and statutory authorities to create a reinvigorated Town Centre through the strategic priorities set out in documents such as Saltash Town Council's Business Plan and the Saltash Neighbourhood Plan.

3 Scope of Saltash Town Team

The geographical focus for the work undertaken by Saltash Town Team is Fore Street (from the Railway Inn to Victoria Gardens); this is the same boundary applied through the S106 criteria.

4 The S106 Opportunity

Saltash Town Team have been offered the opportunity to access circa £100K of funding, primarily capital funding, ring-fenced for use by STT, to be committed by April 2028. The focus for the S106 grant is about enhancing Fore Street, increasing footfall, improving spend and encouraging people to stay in the town centre, entirely consistent with the vision for STT.

Some projects will be easier to implement than others, may be focused on economic, environmental or social impacts or all three and other project ideas may need additional funds to be matched with S106 to generate maximise impact. This will not necessarily be known until the project is developed further but all projects will be assessed against value for money/impact/business benefit.

The likely projects that STT intends to utilise S106 funds will fall under the aims and objectives listed in section 7 of this document. It is understood that when a draw-down from ring fenced funds is required, STT will need to provide the following specific details:

Title of project
Project lead
Amount £ required
Project overview
Timeframe for expenditure
Description of project and how the funds will be utilised
Breakdown of costs
Outcome
Details of how the project meets the S106 criteria
Details of any further consents required
Details of project risks/mitigations thereof

5 Town Centre SWOT (Strengths, Weaknesses, Opportunities and Threats)

Town's Strengths & Opportunities

Connectivity:

- Location at the 'Gateway to Cornwall'
- New seasonal ferry connections to Plymouth from the Waterside
- Well connected by rail and road
- Beryl Bikes with cycles on Fore Street and cycle/walking links

Heritage:

- Rich town and cultural heritage
- Iconic Brunel Bridge and Tamar Bridge with vistas from the Town giving a USP
- Strong creativity amongst local people

Economy:

- All year-round town not dependent on tourism
- Work underway to regenerate the Waterside bringing more visitors to Saltash
- Strong independent traders providing day to day shopping needs and places to eat and drink all year round
- Few empty shops compared to other town centres
- Plenty of parking
- Growing local population with new housing being developed – together with Plymouth catchment area, potential for more town centre visitors
- New accessible studios and co-working space being developed adding to Town's creative offer

Community:

- Potential community 'open space' to be created in Fore Street subject to further work and a trial
- Interest, enthusiasm and drive from traders to reinvigorate Fore Street and work collaboratively
- 'Community spirit and local pride' in Saltash amongst local people and traders to support their town and a shared ambition for improvement
- Supportive and trusted Town Council proactively delivering with available funds

Town's Weaknesses & Threats:

Connectivity:

- Topography (steep inclines) may provide challenges for residents/visitors with limited mobility
- Businesses are not accessible to all users
- Town Centre and Waterside is divided by steep hill with scarce public transport connecting the two

Heritage:

- Town's heritage currently underexploited
- Iconic location with Royal Albert Bridge (Brunel) not brought to the fore

Economy:

- Traders operate limited hours
- Lack of national traders to balance out Fore Street offer
- Plymouth City Centre drawing Saltash residents to visit there for shopping, leisure and entertainment
- Profile of Saltash – overlooked by Plymouth and USP not exploited
- Most parking is paid for and not free
- Low membership of Chamber of Commerce
- Lack of concerted business engagement
- No sustainable annual funding – S106 will support this need
- Some anti-social behaviour and vandalism

Community:

- Limited financial and human resources
- Poor public realm in places
- No community open space currently to increase dwell time or to host events such as markets

- Cluttered ‘High Street’ with a plethora of signs and benches – needs consolidating
- Lack of ‘greenery’ to counter the streetscape – Fore Street could be made more attractive

6 Town Team Aims

Building Upon Saltash Town Centre’s Strengths Whilst Realising New Opportunities

Working in partnership with other organisations including Saltash Town Council, STT want to build on the town’s strengths, address the weaknesses, realise new opportunities and mitigate any threats to the long-term prosperity of the Town Centre.

STT’s aims are to:

1. Raise the profile of Saltash promoting the Town to residents and visitors
2. Create a vibrant Town Centre increasing footfall and visitor spend
3. Maximise the benefits of events to Town Centre traders
4. Create a more accessible and safer Town Centre
5. Improve the Town’s physical appearance and trading environment

7 How STT Will Deliver Their Priority Aims

The aims of STT can only be delivered through successful collaborations with statutory partners, the business community and other community organisations. The priorities are ambitious, some are solely dependent upon external funding, both capital and revenue alongside the need for increased human resources.

STT will deliver their aims through a series of objectives, timing to be determined by availability of resources. Some of the identified projects will be funded via S106, particularly those requiring capital funds.

- Aim 1: Raise the profile of Saltash promoting the Town to residents and visitors**
Aim 2: Create a vibrant Town Centre increasing footfall and visitor spend
Aim 3: Maximise the benefits of events to Town Centre traders

Objective 1

Create a focal point in the Town Centre with the capability to host events and in doing so drive footfall and visitor spend into Saltash Town Centre.

Objective 2

Work with businesses to maximise upon the trader benefits of existing events such as May Fair, Christmas Festival etc and where possible to facilitate new events that will drive footfall into Saltash Town Centre.

Objective 3

Raise the profile of Saltash as a place to work, visit, shop, eat and invest.

Work Undertaken to Date	
	Vitality Funding was secured to explore creating a community open space in the Town Centre. Consultants, Studio Hive undertook a feasibility study in 2023 considering various locations. The commission included community consultation – preferred location was Fore Street chosen from a range of options.

	<p>Traders on Fore Street, Lower Fore Street, Keast Mews, Wesley Lane, Wesley Road, Belle Vue Road and Culver Road had the opportunity to put forward their views on a community space parklets/markets trial to be held on Fore Street; leaflets were delivered to 165 traders during April 2024. The results were positive. Following a safety assessment undertaken by CORMAC/CC Highways, Saltash Town Team tweaked this project deferring the parklets element and focusing more on planting, wayfinding and events.</p> <p>Traders informed of events such as May Fair and Christmas Festival and encouraged to promote their businesses.</p>
What Needs to Happen Next?	<p>Communication regarding events to enable traders to maximise upon the benefits perhaps by having stalls when events are staged.</p> <p>Leaflet and banners to promote Saltash to visitors and potential investors.</p> <p>Consideration to advertising Saltash on other websites e.g. Tamar Valley Website</p> <p>Work collaboratively with landlords of empty shops to keep them looking tidy and attractive and supporting them to be relet as soon as possible.</p>
Partners	Saltash Town Council, traders on Fore Street, Cornwall Council, Event (market) companies, landlords, heritage organisations, Chamber of Commerce
Outputs and Outcomes from delivery of projects	<ul style="list-style-type: none"> ○ New street furniture ○ Community focal point ○ Increased dwell time, footfall and additional spend ○ Richer visitor experience through events such as markets taking place one day a week in Saltash. ○ New events bringing in new audiences for the town ○ New business occupancies ○ Raised town profile ○ Coordinated marketing
Funding Secured	£84K from Vitality Funding for Study, £21K from Accelerator Funding to work up the community open space trial. (TDF - £30K for signage and greening linked to open space project)
What Still Needs Funding	<p>Capital (S106) - Further furniture or infrastructure required to add long term value to the community open space proposition, works to empty shops.</p> <p>Revenue – Promotional material to promote Saltash, human resources to organise events, engage with traders regarding events or audit heritage assets.</p>
Funding Opportunities	S106, future Cornwall funding such as SPF, other grants sources or sponsorship.
Timescale	S106 likely to be needed from summer 2025.

Aim 4: Create a more accessible and safer Town Centre

Objective 1:

Improve the connectivity of Saltash Town Centre making it more accessible to and from the Waterside and from outlying areas.

Objective 2:

Improve the accessibility and safety of Saltash Town Centre for all users including those with mobility issues.

Objective 3:

Design and install way finding signage.

Objective 4:

Engage with traders and statutory agencies to share information and solutions regarding crime and anti-social behaviour working in partnership with PCC.

Work Undertaken to Date	<p>Shared Prosperity Funding secured to undertake a connectivity study including a transport trial day in March 2024 exploring the viability of two ferry services, bus, tuk-tuk and land train. New seasonal ferry now operating from Saltash to Royal William Yard in Plymouth daily run by Plymouth Boat Trips using the Jubilee Pontoon.</p> <p>Identification of access issues within business premises presented to STT.</p> <p>Discussions with operators of Red Bus.</p> <p>Identification of issues associated with town clutter – photos taken and presented to STT.</p> <p>TDF secured to fund new signage which the community supported during the open space consultation - likelihood is that more funds will be required than secured through TDF. CORMAC being consulted on locations of signs.</p> <p>STC working with PCC regarding anti-social behaviour with the installation of one CCTV camera in Fore Street, free of charge - the impact has been very positive)</p>
What Needs to Happen Next?	<p>An audit of access needs across Saltash Town Centre with identification of the remedies required.</p> <p>Discussions with bus providers regarding increased connectivity, circular route around the Town Centre and possible park and ride option.</p> <p>Agreement with CORMAC on the most suitable sites for the installation of signs. Design, manufacture and installation to follow.</p> <p>Discussions with traders on crime and anti-social behaviour issues, use of CCTV etc with intel shared and an agreement on potential solutions.</p>
Partners	<p>Saltash Town Council, Cornwall Council, Devon and Cornwall Police, Safer Organisations, Plymouth City Boat Trips, Other transport providers including bus, traders, disability groups such as Disability Cornwall or Access Cornwall, CORMAC, Beryl Bikes</p>
Outputs and Outcomes from delivery of projects	<ul style="list-style-type: none"> ○ New wayfinding and information signage. ○ More visitors exploring Saltash Town Centre from Plymouth and residents living near Waterside. ○ Easier access for all users making Saltash a welcoming and inclusive town. ○ New modes of public transport to access Saltash Town Centre including improved bus routes. ○ Engagement with traders on ASB and crime issues leading to reduced crime/ASB
Funding Secured	<p>£74,500 from SPF for connectivity study. £30K from TDF for new signage/greening on Fore Street.</p>
What Still Needs Funding	<p>Capital (S106) – Capital items to improve access for all e.g. ramps, handrails etc. Removal of old signage, consolidating existing signage, new wayfinding signage (complementing TDF funds), security measures such as shop-watch radios.</p>

	Revenue – Promotional material to promote Saltash as an accessible town, human resources to organise audits, engagement with traders, security measures
Funding Opportunities	S106, future Cornwall funding such as SPF, other grants sources or sponsorship.
Timescale	S106 likely to be needed from Spring 2025.

Aim 5: Improve the Town’s physical appearance and trading environment

Objective 1:

Create a green Town Centre through additional planting, greening and landscaping.

Objective 2:

Install flags and banners to provide a colourful welcome to Saltash.

Objective 3

Enhance and promote the heritage and cultural assets of Saltash.

Work Undertaken to Date	TDF secured to fund planters, trees in planters and living pillars along Fore Street – consultation during the Vitality Funded Project said that 80% of respondents supported more greenery.
What Needs to Happen Next?	Awaiting information from CORMAC on siting of planters and living pillars before suppliers are found and contracted. Explore design, manufacture and installation of welcome flags/banners. Audit of heritage assets and consideration to regenerating/enhancing/relocating these and promoting them to visitors via trail.
Partners	Saltash Town Council, traders, CORMAC, Cornwall Council
Outputs and Outcomes from delivery of projects	<ul style="list-style-type: none"> ○ New planters and living pillars ○ More attractive built environment ○ Feel good factor and welcome to the Town through flags/banners ○ Increased trader pride and involvement in Town improvements ○ Improved heritage assets
Funding Secured	£30K from TDF for new signage/greening on Fore Street.
What Still Needs Funding	Capital (S106) – Flags and banners, works to heritage assets, additional greening (complementing TDF funds). Revenue – Human resources to coordinate town improvement activity and engagement with traders.
Funding Opportunities	S106, future Cornwall funding such as SPF, other grants sources or sponsorship.
Timescale	S106 likely to be needed from Spring 2025.

8 Working with Partners and Monitoring Progress

Underpinning all project delivery is the need to foster strong public/private/voluntary sector partnerships.

Saltash Town Team recognises that resources are finite and are reliant on voluntary efforts or the resources deployed by partners such as Saltash Town Council. Whilst in kind support is offered via Saltash Town Council, there is no dedicated resource for STT.

STT are committed to doing the following:

- Exploring opportunities to secure funding – S106 is one such opportunity, developing a Business Improvement District could be another option
- Engaging with traders on Fore Street with respect to the aims, objectives and project delivery as per this document – consideration to be given to the role of Saltash Chamber of Trade in this regard
- Representing the interests of traders on the issues/opportunities that could support or hinder their trading potential and where possible, signposting to sources of business support
- Monitoring the outputs and outcomes of projects delivered – through trader surveys, key performance indicators, national data or if resources allow in the future, through footfall readers

STT will review this document on an annual basis.

September 2024