

## Section 5

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# Delivery

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This section of the document considers how projects that form the Vision can be implemented.

## Delivery - making change happen

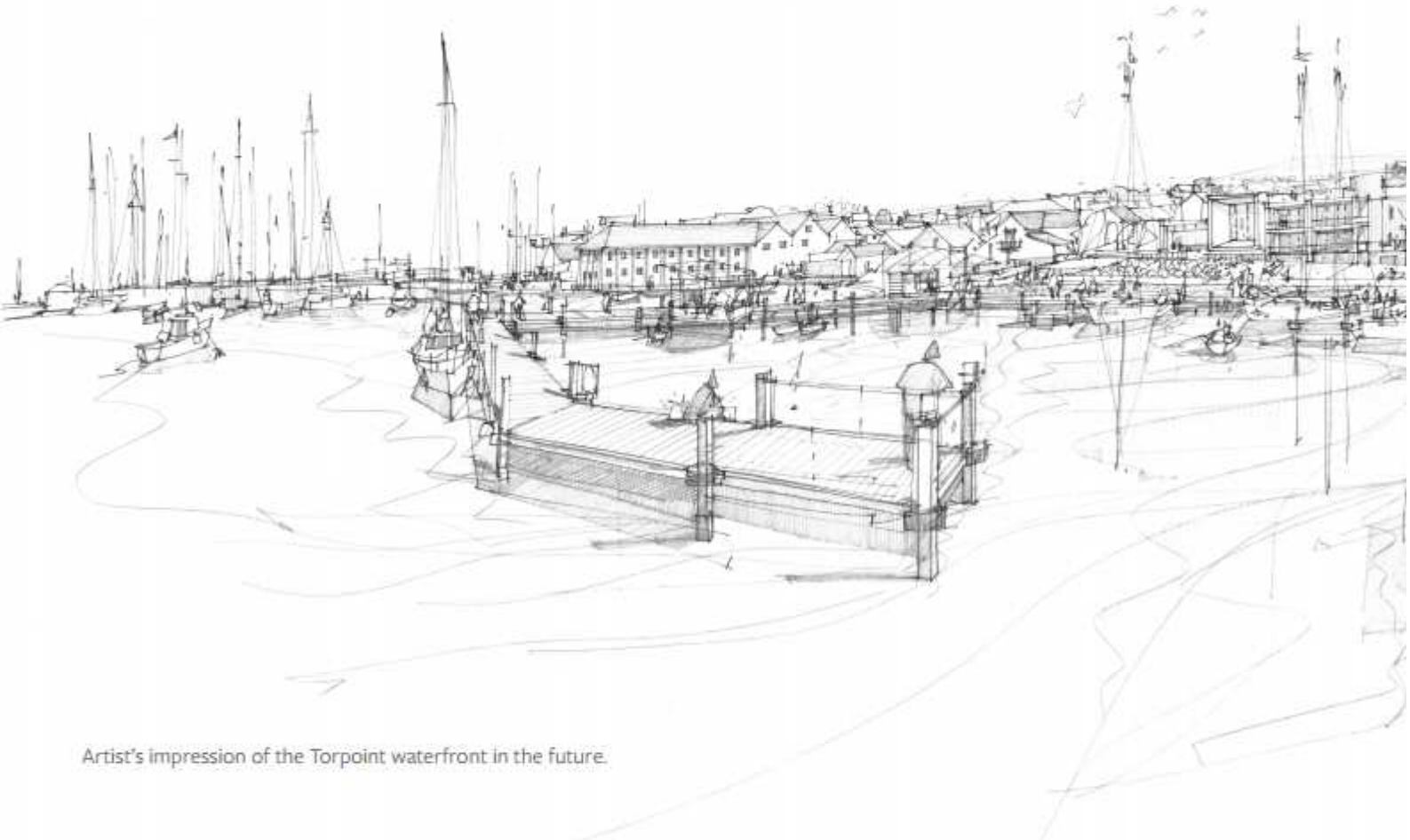
Making change happen – focuses on identifying how delivery can be made to happen.

It concerns getting things moving quickly, governance to ensure that the appetite for change is maintained into the future, implementation, project management, identifying funding sources, the importance of maintaining a strong momentum and an appropriate quality, and the need for monitoring and review.

### Delivery - Governance, monitoring and review

The Vision for Torpoint identifies immediate projects that will start a process of change quickly and in a way that will get things done on the ground. Quick wins and short-term projects have been selected intentionally so that they respond to issues and frustrations identified by local people in their everyday lives.

Delivery of these projects needs to be championed by the Town Council with support from the project partners. The Council is in the best position to make change happen with support from key funders, landowners and the local community.



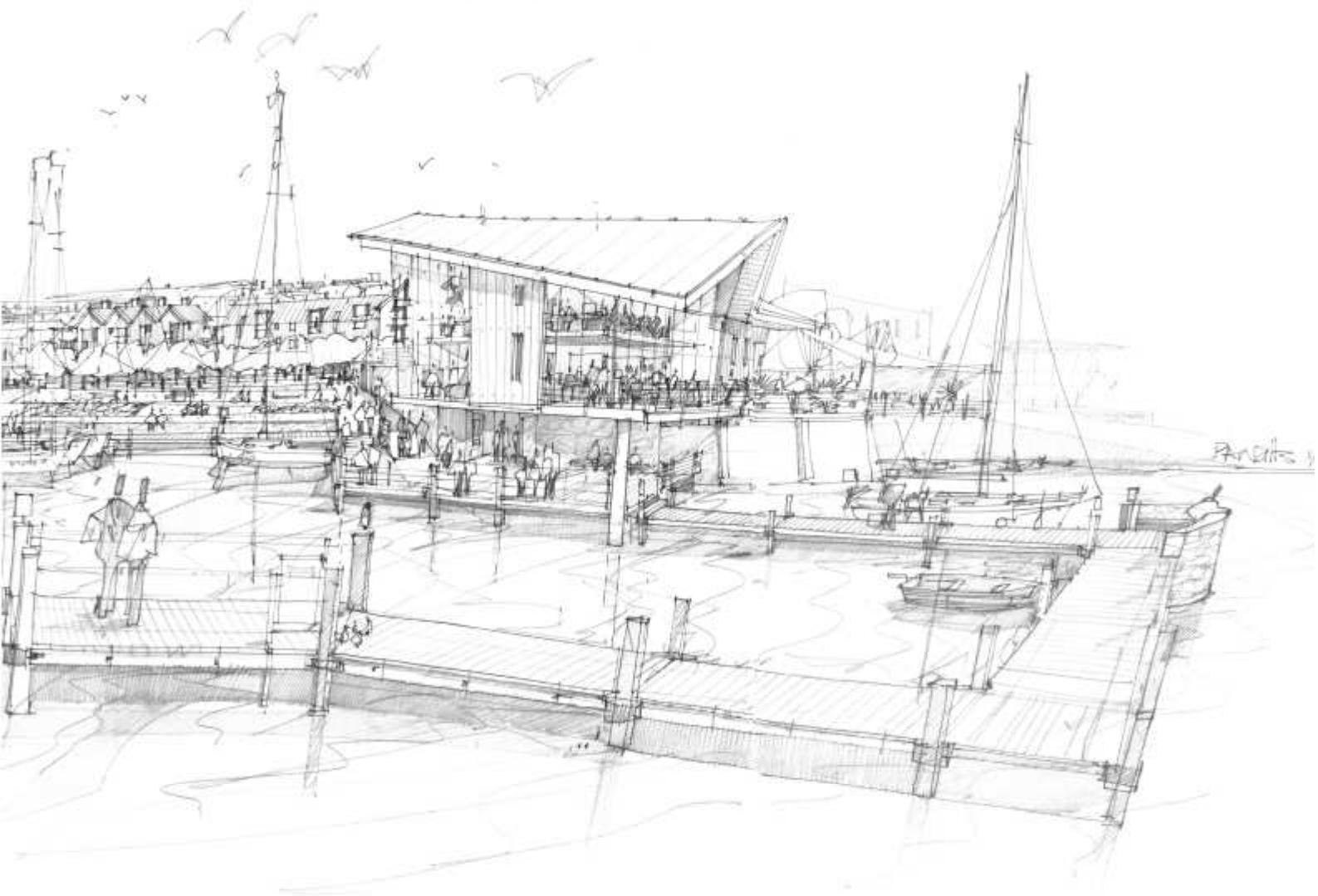
Artist's impression of the Torpoint waterfront in the future.

The wider project involves a comprehensive framework for change that seeks to fundamentally alter the fortunes of Torpoint through the delivery of a number of initiatives of different scales over many years. In order for this strategy to succeed governance and ownership of the project is required so that a momentum for change can be properly established and so that on-going responsibility exists to organise the projects that will effect change.

Whilst governance of the overall project could be led by Torpoint Town Council as the commissioning organisation, a multi agency approach to co-ordination and

delivery may well be more likely to succeed - including the possibility of private - public sector partnership. Investigation of the potential for a multi-sector governing organisation would be sensible.

For change to be instigated will require sustained attention and a dogged determination over many years. This will be made easier if early successes can be established on the ground that begin the process of change - making a real difference to the quality of peoples lives and to the perception of the image of Torpoint.



## Delivery - making change happen

A multi agency responsibility, authority, a project champion and establishment of a project manager/ project management through the life of the projects are crucial to success. Proper governance and administration will underpin the ability to attract funding, deliver projects, build momentum and therefore exercise transformation in the fortunes of the town.

In order to provide a suitable planning backdrop to assist delivery of the Vision it should be embodied in planning policy. This will be achieved in part by embedding its objectives within the emerging Torpoint Neighbourhood Plan – refer to section 6 concerning Recommendations for the Neighbourhood Plan.

Giving material planning weight to the strategy will assist in enabling and supporting delivery and provide a stronger foundation for attracting funding from different sources over time. In addition, it would also make sense to include the strategy and delivery of key projects within future versions of Cornwall's Transport Plan.

Governance needs to be the subject of particular attention at the beginning of the process so that suitable steps are made to establish an organisational structure that can deliver change over time. This might be through an existing body with suitable credentials from within the community – or a new organisation. The lead on establishing governance for the project might be directed initially by Torpoint Town Council with support from Cornwall Council.

Monitoring and review will need to underpin the project as it moves forward. This is particularly important because the project provides a framework for change - this should be inherently flexible and not a fixed blueprint. Monitoring and review will be important to gauge the success of early projects and to identify subsequent phases. It is possible that new projects that currently have not been identified

in the Vision may come forward as the Vision progresses and change is instigated. Funding and investment will of course be critical to success.

### Delivery - Implementation, investment and funding

Establishing suitable governance and an organisational structure to deliver change will also be important in identifying and securing funding options and opportunities. A proper and accountable mechanism for delivery will ensure that the project is better placed to attract funds. Whilst funding opportunities will come and go, and new funds will become available as time goes by, at the time of developing the framework for change the following opportunities have been identified by the project team and project partners:

Match Funding / Capital receipts from landowners / New homes bonus / European Funding link to socio-economic issues – Growth Programme / Community Infrastructure Levy (CIL) / Big Lottery Community Fund / Sustrans Funding / Cornwall and Isles of Scilly LEP funding / Local Transport Plan / Cornwall Council Annual Programme (Transport) / Re-thinking Parks / Stepping Stones to Nature / other European Funds / Sports Development Funds / Sports England / Ping Plymouth / Sports Activation Fund / England Athletics / Access Funds/ Historic England funds/ SITA/ Torpoint Town Council/ Cornwall Council/ Cornwall Community Chest/ Plymouth City Deal/ Football Foundation/ DCLG Awards for All/ Arts funds/ Homes and Communities Agency funding/ Coastal Community Team/ Visit England.

### Delivery - A commercial perspective

There is little point engaging in a Vision exercise and raising expectations without a realistic view about the state of the commercial market and likelihood of delivery. There are many Vision documents and regrettably too few lead to the quality

interventions on the ground that can transform Vision into a reality.

From a commercial perspective the Vision falls neatly into two parts:

- Aspiration to revitalise a town centre that is decaying and in need of regeneration;
- Edge of town proposals including opportunities for retail and housing development - this is generally more easily deliverable as well as being necessary for socio-economic reasons.

#### The Town Centre

From a commercial point of view all of the projects identified in the Vision for the town centre area would make a positive difference to the town, help to develop a new momentum for change and build confidence for potential investors.

Most of the public realm projects are not profitable and therefore would require grant funding, Section 106, CIL or capital receipt re-investment to be delivered.

Commercial development in the town centre has historically been extremely marginal - a step change in this position is an important part of what the Vision is looking to achieve. There have been very few developments of note in recent years and commercial buildings have generally not sold at strong prices. In contrast, the Trot Inn office and recent investment in the Jetty restaurant at the waterfront represent notable improvements brought about as a result of a courageous investment by individuals.

The town struggles to generate good values for property and as a result it can be difficult to achieve high quality development without grant funding. Mixed-use residential schemes promoted in the Vision are likely to be commercially marginal in the early years - this in itself may compromise the ability to deliver high quality buildings

that make a positive contribution to the town. Some of the proposed residential developments with direct views over the water will attract slightly higher values - if they are designed as part of a new place (around a market square for example) their value potential maybe further enhanced.

Torpoint town centre as a retail area is not necessarily representative of the retail market place. The impact of internet shopping has contributed towards undermining the strength of many town centres across the UK. The challenge is to focus the future 'high street' on a core area providing choice, independent trading, quality, outstanding service and value for money - a bespoke, unique experience in a good quality environment.

The proposals for the town centre aim to establish a new focus - around a more compact commercial centre that has a broader mix of uses including residential and leisure uses of an appropriate scale. The aim is to add positively to the colour, vibrancy and vitality of the town centre. This would be to its benefit in regeneration terms.

In order to give mixed-use residential developments greater potential to succeed it would be sensible to limit the extent of planning gain requirements in the early years of implementation - this includes affordable housing contributions. Consequently greater attention could be placed on the quality of architecture and public realm design. This should be dealt with through viability assessment where the costs of higher quality design can be considered in the round.

Whilst not in tune with conventional planning policy application and in the short term there would be an implication for the supply of affordable housing in the town centre - the result should be more robust and better quality regeneration for the wider benefit of Torpoint. As a result the delivery of affordable housing and other

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community infrastructure would be made easier to deliver in the future.

Proposals for the waterfront would make a big difference to the overall offer in the town and if some of these can be delivered by the Town Council and partners the resulting change will help to make investment more possible – making the most of grant funding will be important.

In order to give regeneration the best chance of success it is also critical that public sector capital receipts are reinvested in regeneration initiatives in the town rather than being spent elsewhere – a particular challenge for Cornwall Council. A specific commitment should be sought from all the public sector landowners that some of the capital receipts gained from value uplift through planning would be invested back into Torpoint.

Some aspects of the Vision would benefit from a delivery plan and a willing investor working with the Town Council to lead the way. Ideally property investment in association with Visioning work should be led from the front. Good investors can generally be found if it can be demonstrated that schemes are profitable. Some form of public private partnership (either formal or informal – more common) can and does work - such a relationship would certainly help attract grant funding.

The key to delivering the improvements in the town centre is generating investment that can be directed towards it. This might come from public sources of funding where they are appropriate and available to particular projects or from commercial funding. In the case of the later this can only really come from higher value projects – the main value generators are the housing and food store proposals on the fringe of town. These can generate funds that could be directed at the regeneration of the town centre.

### Edge of town development

Retail development generally has led value generation in the UK for some time. As a result of general over growth over many years, many of the bigger food retailers have stopped expansion as the market has reached saturation point. As a result of falling profits property demand has lessened and retail values have generally decreased – nevertheless there does appear to be a need and interest for retailers to provide new facilities in Torpoint.

Residential values are generally strong on the outskirts of town. As with the expansion of Liskeard, housing development sites are very likely to be of interest to major housebuilders.

Housing development and a food store are supported on the northern fringe of town in order to secure much needed housing and community facilities – including improvements to shopping.

As these are relatively high value development types it is crucial to the regeneration of the town that significant funding is reinvested into town centre enhancement projects for the benefit of Torpoint as a whole.

Investment into town centre projects as a direct result of development on the edge of town could be achieved in a number of different ways. For example:

- a) Where viable landowners could agree to a unilateral undertaking that a % of the uplift in value on the land is paid to the Town Council to be spent on town centre Vision projects.
- b) CIL and Section 106 monies could be directed from the developments towards town centre Vision projects.

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The Vision for Torpoint like many others in other parts of the UK can only be made viable through hard work and creativity in delivery - making the conditions that are right for this is essential. The inclusion of edge of town development is vital to its success but only if funding is cross subsidised towards the implementation of town centre projects as a result.

Delivery should be considered in greater depth in a detailed delivery plan and through negotiation with the out of town landowners.

The Vision will only be deliverable with new investment in Torpoint. Attracting public funds, generating best value from commercial projects, reinvesting in the town centre, and establishing sound private-public sector partnering will be important keys to success.

