



PENZANCE COASTAL COMMUNITY TEAM

ECONOMIC PLAN

No.	Heading	Information
1	Name of CCT	Penzance Coastal Community Team
2	Single Point of Contact (SPOC)	James Hardy Community Link Officer – West Penwith Communities and Devolution Team Customers and Communities Service Cornwall Council, St Clare, Penzance TR18 3QW Tel: 01736 336650 Mob: 07794 059071 Email: jhardy@cornwall.gov.uk
3 (a)	CCT Membership	Cornwall Cllr Jim McKenna (Penzance Prom.) – Chair of the Penzance Place Making Board Cornwall Cllr Tim Dwelly (Penzance East) Cornwall Cllr Cornelius Olivier (Penzance Central) Cornwall Cllr Roger Harding (Newlyn & Moushole) Cornwall Cllr Mario Fonk (Gulval and Heamoor) Penzance TC Cllr John Moreland – Deputy Mayor Penzance TC Cllr Mike Lovegrove Susan Stuart – Chair Penzance Neighbourhood Plan & Friends of Jubilee Pool Sarah Shaw – Penzance Chamber of Commerce Emily Kavanaugh – Penzance Chamber of Commerce

		<p>Ian Harris – Penzance Business Improvement District (BID) Hester Hunt – Penzance Town Clerk Jess Golding – Penzance BID Manager Kevin Brownridge – Town Centre Regeneration Coordinator Keith Bell – Neighbourhood Plan Consultant James Hardy – Community Link Officer</p>
3 (b)	CCT Membership	<p>Cllr David Nebesnuick – Mayor of Penzance Nigel Blackler - Cornwall Council’s Head of Strategy - Economy Enterprise and Environment (EEE) Sandra Rothwell – CEO Cornwall & IOS LEP Peter Marsh – CC Head of Commissioning & Asset Management Jon James – CC Natural Environment Manager Glen Caplin – Economic Development and Culture Manager Len Smith – CC Senior Development Manager EEE Adam Birchall – CC Property Forward Planning Manager Andy Brigden – CC Maritime Manager Tamsin Daniel – CC Culture Programme Officer Dave Watkins – CC Flooding & Coastal Environment Lead Martin Tucker – Director of Penwith College - Truro & Penwith College Cornwall Rob Parsons – Newlyn Harbour Master Derek Thomas - MP for West Cornwall & Isles of Scilly Jonathan Burnett – Penzance Harbour Group Nick Ely – Environment Agency Marcus Wilkinson – Penzance BID</p>
4	Accountable Body	<p>Rob Andrew Assistant Head of Communities & Devolution Service Cornwall Council, Room 4S, New County Hall, Truro, TR1 3AY Tel: 07968892450 Email: randrew@cornwall.gov.uk</p> <p>Does the Accountable Body have a representative on the CCT membership? Y</p>

5	Local Area	<p>Penzance is located at the apex of Mounts Bay in the far west of Cornwall, it is the hub for the regional district of Penwith “the Land’s End peninsular” one of the best known and most scenic areas of the UK.</p>  <p>The area includes a plethora of natural, cultural and leisure/heritage/tourism assets including:</p> <ul style="list-style-type: none"> • St Michael’s Mount • Mounts Bay • Land’s End • SW Coast Path • A UNESCO Mining Heritage Site • Significant prehistoric remains • The Minack Theatre • The Jubilee Pool – the UK’s largest Art Deco seawater lido • Numerous AONB’s and SSI’s <p>As well as the port and town of Penzance, within the parish boundaries are:</p> <ul style="list-style-type: none"> • Newlyn, the UK’s 5th largest fishing port (Source MMO 2013) • Mousehole a small fishing village and major tourist attraction • An arc of landside satellite villages <p><u>Penzance town and port</u></p> <p>Penzance’s development was fundamentally shaped by significant mineral mining activities in the hinterland whilst the town also served as Penwith’s main market town. By the 17th C, Penzance had become an important port and commercial trading centre. The primary exports were tin and copper but Penzance was also the home of a large fleet of ‘merchantmen’ with global trading activities. Fishing was also an important activity but as Penzance became more of an industrial and commercial centre so Newlyn developed as the main fishing port in Mounts Bay.</p>
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		<p>The port and town of Penzance reached its zenith in the late 19th C after which, mining started to decline and as the 20th C progressed, road and rail transport took over and Penzance’s merchant fleet became redundant. In 1929 Penzance’s port took on a new role when The Isles of Scilly Steamship Company was established creating a still extant “lifeline” from Penzance to the Scillies. Today, it is the main user of Penzance’s port facilities running a daily passenger ferry during the summer months and a year round freight service.</p> <p>Throughout the 20th C Penzance remained the main town centre for Penwith with weekly cattle and produce markets in existence until the 1980’s. It was also an administrative centre as the seat of Penwith District Council and with a regional HMRC customer centre. The 21st C saw the District council replaced by a unitary authority Cornwall Council with much of the associated employment moved to Truro. The HMRC offices closed in 2011.</p> <p><u>Newlyn</u></p> <p>1 mile west of the town of Penzance, Newlyn is the UK’s 5th largest fishing fleet by value and tonnage landed and has the largest fishing fleet in terms of numbers of vessels.</p> <p>Newlyn also has significant cultural heritage:</p> <ul style="list-style-type: none"> • In the 1880’s it became home to one of the first of the Cornish “artist colonies” known as the Newlyn School. Newlyn remains a vibrant “creative cluster” and many working artists live and practice there and across the parish; • Newlyn also benefits from a largely unaltered townscape of a traditional Cornish fishing community – not only the scene which inspired Newlyn School Artists but a valuable piece of industrial heritage. <p><u>The Railway</u></p> <p>Penzance is the western terminus for GWR. The railway came to Penzance in 1859 and boosted the local economy enabling farm produce, flowers and fish to be transported to London overnight. The railway also brought tourism and Penzance developed as a resort with a sandy beach, promenade, winter gardens and band stand. Over time, much of this has been lost through storm damage but Penzance still has the only seafront promenade in Cornwall.</p> <p>The railway remains an important lifeline to Penzance and operates one of the only 2 sleeper services in the country.</p>								
6	Context – community (suggested maximum 300 words)	<table border="1" data-bbox="510 1161 824 1313"> <thead> <tr> <th>Area</th> <th>Population</th> </tr> </thead> <tbody> <tr> <td>Cornwall</td> <td>532,200</td> </tr> <tr> <td>Penwith</td> <td>63,021</td> </tr> <tr> <td>Penzance</td> <td>21,200</td> </tr> </tbody> </table> <p>Regional and local population data (Source: ONS/Cornwall Council 2011)</p>	Area	Population	Cornwall	532,200	Penwith	63,021	Penzance	21,200
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Deprivation: Cornwall is one of the poorest counties with income levels 3rd lowest in the UK and ~25% below the national average (Source: Cornwall Council 2009).

Penzance is Cornwall's poorest town. Wages are > 30% below the national average and 42.7% of the population is economically inactive vs 32.5% for the SW region.

Penzance's Treneere estate ranks amongst the 2% most deprived areas in the UK and all 6 Penzance wards are amongst the 20% most deprived: 15.7% of work age adults receive out of work benefits; 22.9% of all people are income deprived; 26.8% of children are in no income households; 28.6% of housing lacks central heating; and 37.4% of all households have no access to a car or van (Source: OCSI 2009).

Age profile

Penzance has a slightly older population than the SW region as a whole with 25.4% over retirement age vs 22.1%. Penzance is an attractive "lifestyle" location for early retirees, which clearly influences the statistics for economic inactivity.

Households

Single person households are significantly above the regional average:

Household	Penzance	SW Region
Lone Parent	27.7%	19.9%
Lone Pensioner	20.3%	15.5%
1 person	17.9%	14.2%

Health

Health statistics reflect the town's age profile and levels of deprivation: 16.9% of the population have a life limiting illness vs 10.8% for SW region.

Ethnicity

Limited ethnic diversity – 95.4% of the population are white British

Skills and Education

A high percentage of the population lack skills - 31% of the workforce have no qualifications and a further 17% have level 1 skills, albeit that there is an express wish to attain higher skills levels (Sources: OCSI 2009 and Cornwall Council 2014).

7	Context – economy (suggested maximum 400 words)	<p>Penzance has an economy dominated by tourism and the retail/wholesale sectors. Tourism contributes ~ £44m pa to Penzance’s economy and supports around 1400 jobs.</p> <p>Employment</p> <table border="1" data-bbox="510 300 1021 711"> <thead> <tr> <th>Sector</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Retail/wholesale</td> <td>20.6</td> </tr> <tr> <td>Health & social care</td> <td>12.7</td> </tr> <tr> <td>Rental/real estate</td> <td>10.4</td> </tr> <tr> <td>Hotels & restaurants</td> <td>10.2</td> </tr> <tr> <td>Education</td> <td>8.0</td> </tr> <tr> <td>Manufacturing</td> <td>7.8</td> </tr> <tr> <td>Construction</td> <td>7.1</td> </tr> <tr> <td>Public administration</td> <td>7.0</td> </tr> <tr> <td>Transport and communication</td> <td>5.8</td> </tr> <tr> <td>Community & personal services</td> <td>5.7</td> </tr> </tbody> </table> <p>(Source: OCSI 2009)</p> <p>Tourism/Visitor Economy</p> <p>Cornwall is one of the most popular tourist destinations in the UK with ~ 4.5m visitors per year St Michael’s Mount and Land’s End are the county’s 2nd and 3rd most visited attractions.</p> <p>Penzance as a town fails to respond to its unique maritime location and thus to fully exploit the potential of the visitor economy:</p> <ul data-bbox="555 927 1998 1318" style="list-style-type: none"> • Its sole significant tourist attractions are the art deco lido “Jubilee Pool” and Cornwall’s only promenade.....“<i>The town as a whole lacks identity</i>” (Cornwall Development Company 2014). • The town’s principle harbour (“wet dock”) is predominantly given over to servicing the Isles of Scilly passenger and freight link. It is largely inaccessible which is significant given that 57% of tourists cite harbours and fishing villages as their primary visit interest (Source: Visit Cornwall 2012). Neither the wet dock nor tidal harbour area offer guest berths for visiting vessels • Penzance’s historic development as a commercial port resulted in the town centre being oriented with “with its back to the sea” and a lack of development/investment means that it remains this way • The town’s welcome zones – inwards road routes, bus and railway stations and port offer a poor visitor experience, lacking way-finding and facilities • The town centre and harbour area also lack public realm and “dwell spaces” 	Sector	%	Retail/wholesale	20.6	Health & social care	12.7	Rental/real estate	10.4	Hotels & restaurants	10.2	Education	8.0	Manufacturing	7.8	Construction	7.1	Public administration	7.0	Transport and communication	5.8	Community & personal services	5.7
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		<p>Retail The retail environment has changed radically in line with national trends – out of town provision has increased, the town centre has shrunk, further exacerbated by the recent recession which saw a major loss of national chains. Penzance town does have a strong independent retail presence albeit that these businesses are vulnerable in the event of a further loss of footfall. An economic impact assessment for potential retail park developments at Hayle (8 miles) east indicated that they would reduce footfall by an estimated 17%</p> <p>Business Mix</p> <ul style="list-style-type: none"> • > 80% of the businesses are “micro” – less than 10 employees • ~25% of the businesses are within the ‘creative industries’ sector • Penwith has nearly double the national average of self-employed: 17.2% vs the national average of 9.2% and a large proportion of home workers • Over 80% of business is conducted “in county”
8	Related initiatives	<p><u>Town Centre Regeneration Board</u> – a lead CCT member, the TCRB acts as a coordinating body for organisations engaged in regeneration activities:</p> <ul style="list-style-type: none"> • BID – Established for a 5 year period in June 2015. Penzance’s BID is also supported by the Business in the Community Health High Street’s initiative • Neighbourhood Plan- Launched in February 2015, Penzance Neighbourhood Plan has consulted on a regeneration led theme “Reconnect with the Sea” is currently consulting on housing and is planned to come for referendum at the end of 2016 • Chamber of Commerce • Penzance Town Council • Cornwall Council <p>The Town Centre Regeneration Board meets monthly and works to develop and monitor the delivery strategy for regeneration in Penzance town centre – the geographical remit being that of the BID</p> <p><u>Place-making Group</u> – a lead CCT member, the Place-making Group is chaired by Jim McKenna a Cornwall Councillor for Penzance and led by Nigel Blackler, Cornwall Council’s Head of Strategy Economy Enterprise and Environment. This is another coordinating body which works on a strategic level focused on Penzance (parish) and the Mounts Bay area which includes the neighbouring Marazion Town Council and Ludgvan Parish Council. The group membership includes all the organisations participating in the Town Centre Regeneration Board as well as representatives from: Ludgvan and Marazion; Newlyn and Penzance Harbour boards; Penwith College of FE; The Harbour Steering Group; Penzance & District Tourism Association; and Penzance’s Jubilee Pool Steering Group</p>

The Place-making Group is a forum in which the membership works together with Cornwall Council officers to discuss, prioritise and develop delivery and funding strategies for identified regeneration projects which fit Cornwall Council's strategic priorities included in (but not limited to):

- Local Transport Plan;
- Maritime Strategy; and
- Economic and Culture Strategy

Coastal Communities/Jubilee Pool – Coastal Communities Fund has committed £1.95 in grant funding towards a £2.95m renovation of Penzance's Jubilee Pool, the UK's largest art deco seawater lido. The project is being managed and delivered by the Jubilee Pool Steering Group a partnership between Cornwall Council, Penzance Town Council, The Friends of Jubilee Pool, Tempus Leisure (the current operator) and Cormac (the lead contractor). Project completion scheduled for spring/summer 2016.

Penzance Harbour Steering Group – Established after the 2014 winter storms to undertake a study into the provision of sea defences for Penzance. Participants: Cornwall Harbourmaster, Penzance Harbourmaster, Cornwall Harbours Board, Neighbourhood Plan, Penzance Harbour User's Association, The Environment Agency and Penzance Town Council. The Environment Agency is working with the Harbour Steering Group to identify appropriate expertise and solutions to co-ordinate with the on-going Shoreline Management Plan for Mounts Bay (by Royal Haskoning). The group has also appointed an independent consultant to carry out an Economic Impact Assessment for the emerging solutions from the initial technical study into Sea Defences/ Harbour Extension.

Public Sector

- **Newlyn Pier and Harbour Commissioners** – this is the governing body for the trust port of Newlyn and has developed a strategic plan to invest in facilities and infrastructure to improve efficiency and capacity utilisation and to develop value added services and production through the creation of an engineering hub and specialist food processing and retail
- **Cornwall Harbour Board** – responsible for the management and operation of Penzance harbour. It is working together with a stakeholder group to develop a Harbour Master plan including investment proposals to improve facilities for the Scilly link and to facilitate development of marine leisure facilities and fit for purpose marine services facilities
- **St John's Hall** - a major landmark building in Penzance. It was for some time the location of Penwith District Council and then Penzance Town Council. The building is nearing the end of a major renovation to create a civic hub for Penzance. It will provide space for the town's local authority employees bringing footfall into the town centre and community facilities including the public library and events/conference space.
- **Penzance "Super surgery"** – plans exist for three local GP practices to merge and create a "state of the art" health facility at St Clares a site currently occupied by local authority services and which will be developed when activities are transferred to St John's Hall (see above)

	<p>Private Sector</p> <ul style="list-style-type: none"> • Coinagehall - Coinagehall is a significant brownfield site which sits in a prominent position on the headland between Penzance harbour and the Jubilee Pool and Promenade. The site is to be sold by its current owner Cornwall Council and a recent tender exercise and selection process has resulted in a short list of two potential developers. • Neighbourhood Plan Corporate Stakeholder Group – Penzance Neighbourhood Plan has established a Corporate Stakeholder Group bringing together key private sector stakeholders: <ul style="list-style-type: none"> • Existing significant investors in the town; • Major employers; • Companies whose estate includes an asset of strategic importance to the parish; • Organisations representing business <p>The rationale for this group is that whilst private sector organisations do not play a direct role in developing a Neighbourhood Plan they will benefit from an informed knowledge the emerging Neighbourhood Plan and the community benefits from a private sector which understands its needs and aspirations and is able to reflect this accordingly in its strategy and business plans for the area. This group is independently chaired and meets bi-monthly. Members include: Network Rail; Isles of Scilly Steamship Company; GWR; Coop (lead partner in the Healthy High Streets initiative); BID; Chamber of Commerce and Penzance District Tourism Association.</p> • Network Rail/GWR - £146m upgrade to Cornwall’s railways including: <ul style="list-style-type: none"> • Upgrade of the “Night Riviera” sleeper service from Paddington to Penzance • Modernisation of the GW Long Rock maintenance depot in Penzance increasing capacity and creating new jobs • Physical improvements at Penzance railway station • Isles of Scilly Steamship Company – The company has recently made significant investments in improvements to Land’s End airport, Isles of Scilly port facilities and Penzance Dry Dock. It has expressed an intention to invest in Penzance harbour to improve passenger experience and freight services. <p>Community Initiatives</p> <p>Penwith Rural Landscape Partnership - £2.7m in grant funding from Heritage Lottery Funding which will support a range of heritage activities across Penwith, supporting conservation work, reconnecting local communities and creating new jobs, training and volunteering opportunities.</p> <p>Humphry Davy Project – A community organisation which is working to secure funding from the Heritage Enterprise Fund to renovate the derelict (significant) portion of Penzance’s Market House. The project is being developed in partnership with the current tenant (Lloyds Bank) and the freeholder. Once renovated the Market House would become a community asset operating as a social enterprise to reinstate the building’s use as: a venue for markets, fairs and exhibitions; and the location for the town council and council chambers. The remaining part of the building would operate a digital business exchange enabling local businesses to market high quality produce and services to major markets outside the county</p>
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		<p>Morrab Gardens – A project to renovate Morrab Gardens (a world class sub-tropical garden), its stable block and to extend the Pengarth day centre in the gardens to create: a centre for horticultural excellence and education offering vocational training for disadvantaged/disabled adults and horticultural therapy for Pengarth service users; 2x social enterprises – garden services in Morrab gardens and in Penzance’s public spaces and the Pengarth Café; volunteering opportunities for local people.</p>
9	Ambition	<p><u>Aims & Objectives</u></p> <p>The plan aims to achieve significant improvements in the social and economic fabric of Penzance:</p> <ul style="list-style-type: none"> • Penzance will capitalise on its unique maritime location as well as its natural and built assets and cultural heritage to create a value added visitor/leisure economy in which marine leisure, tourism and the creative arts play an important part; • Penzance will address competitive pressures in existing key business sectors and build on its competitive advantages in the digital, creative and food industries to create a more robust and diversified economy • Penzance will offer skills development and training opportunities to create a skilled workforce and reduce the pay gap with the rest of the UK • As a more diverse economy with higher wages and opportunities for skills development and training, Penzance will become a place where young people have a future • Penzance will provide people with housing which meets their needs to improve wellbeing and foster community cohesion • By improving employment prospects, reducing poverty and improving housing provision Penzance will become a less deprived and healthier town • Penzance will use its natural and built assets to provide the widest possible range of opportunities for healthy living through exercise and activity • Penzance will be an inclusive place where people who are disabled, disadvantaged, living with ill health or socially isolated are given the opportunities and support they need for a fulfilled life
10	Needs of the community and intentions of the team to meet them.	<p><u>Needs</u></p> <ul style="list-style-type: none"> • Sustainable exploitation of maritime assets • Development of a value added visitor economy • Business support and infrastructure development to foster economic diversification and a robust micro business sector • A sustainable town centre • A value added economy which will lift people out of poverty, reduce under and unemployment and reduce the pay gap with the rest of the country • Training and skills development

		<ul style="list-style-type: none"> ○ To support economic diversification ○ To reduce the pay gap ○ To create a place with a future ● Improved health prospects ● Improvement in existing housing provision ● A future housing provision which is planned to support a growing economy ● Economic regeneration initiatives which are fully inclusive of and benefit all sectors of the community and at the same time meet rigorous sustainability criteria <p><u>Opportunities to Deliver</u></p> <ul style="list-style-type: none"> ● To invest in Penzance Harbour to improve its functionality and upgrade facilities so that becomes a visitor and community leisure asset as well as a commercial port supporting the link to the Scillies and enhancing Penzance’s marine engineering/services offer ● To explore the development of additional berths (marina facilities) in Penzance and Newlyn to support value added maritime tourism and employment opportunities ● To invest in Newlyn Harbour to improve facilities and capacity utilisation as well as to support the development of value added services, and engineering and food processing hubs ● To secure a development at Coinagehall offering high quality workspace and visitor accommodation and making a significant contribution to the creation of a “Headland” destination site ● To complete the renovation of the Jubilee Pool to create a world class visitor attraction as well as a high quality leisure and fitness facility for the community ● To improve public realm and calm traffic through shared space improvements to achieve pedestrian and cycle friendly streets with “dwell spaces” in key locations: <ul style="list-style-type: none"> ○ Headland/Harbour ○ Promenade ○ Railway station “Welcome Zone” ○ Town Centre (Humphry Davy Quarter) ● To develop and promote a differentiated Penzance “town centre” brand to address the impact of the changing retail environment ● To re-shape Market Jew Street (the high street) through redevelopment of key sites to: <ul style="list-style-type: none"> ○ “Reconnect with the Sea” - linking the town centre and harbour-side making the town more permeable and navigable; and ○ Contribute to the need for additional work space and homes
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		<ul style="list-style-type: none"> • To provide quality work space and business support for the development of the digital, creative and food sectors and to attract inward investment • To work with local and regional colleges and universities as well as existing and inward investing employers to support training and skills development initiatives which align with the Penzance’s economic development priorities and which support a higher wage economy • To understand the housing needs of the community and to work with the public, private and third sector to develop delivery mechanisms • To deliver opportunities for activity and exercise: <ul style="list-style-type: none"> ○ Bay to Bay cycle scheme ○ Jubilee Pool ○ Promenade – outdoor gym, running markers, skate park, tennis, bowls, wild swimming ○ The sea • To ensure that inclusivity is a mandatory criterion in the delivery of all delivery opportunities 				
11	Analysis	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="506 708 1117 1038" style="width: 50%; vertical-align: top;"> <p>Strengths</p> <ul style="list-style-type: none"> • Unique maritime location • Strong artistic and cultural heritage • High quality building stock • Digital connectivity: super-fast broadband • A strong collaborative working partnership between CCT members • Community consensus in support of the plan </td> <td data-bbox="1117 708 1727 1038" style="width: 50%; vertical-align: top;"> <p>Weaknesses</p> <ul style="list-style-type: none"> • Geographically remote from major markets • Low skills base • Historic lack of investment in infrastructure and amenities – poor quality physical fabric and public realm • High rate of business failures due to dominance of “micro” segment </td> </tr> <tr> <td data-bbox="506 1038 1117 1366" style="vertical-align: top;"> <p>Opportunities</p> <ul style="list-style-type: none"> • Development of strong town brand • Development of a skilled workforce • Creation of a value added economy <ul style="list-style-type: none"> ○ Creative and digital centre of excellence ○ High quality food and produce offer ○ Sustainable maritime leisure • A healthier more prosperous community </td> <td data-bbox="1117 1038 1727 1366" style="vertical-align: top;"> <p>Threats</p> <ul style="list-style-type: none"> • Potential retail park developments in Hayle • Lack of funds for investing in the plan • Changes in central government/European strategies for Cornwall/economically deprived areas • Poor investment prospects in the absence of coastal defences </td> </tr> </table>	<p>Strengths</p> <ul style="list-style-type: none"> • Unique maritime location • Strong artistic and cultural heritage • High quality building stock • Digital connectivity: super-fast broadband • A strong collaborative working partnership between CCT members • Community consensus in support of the plan 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Geographically remote from major markets • Low skills base • Historic lack of investment in infrastructure and amenities – poor quality physical fabric and public realm • High rate of business failures due to dominance of “micro” segment 	<p>Opportunities</p> <ul style="list-style-type: none"> • Development of strong town brand • Development of a skilled workforce • Creation of a value added economy <ul style="list-style-type: none"> ○ Creative and digital centre of excellence ○ High quality food and produce offer ○ Sustainable maritime leisure • A healthier more prosperous community 	<p>Threats</p> <ul style="list-style-type: none"> • Potential retail park developments in Hayle • Lack of funds for investing in the plan • Changes in central government/European strategies for Cornwall/economically deprived areas • Poor investment prospects in the absence of coastal defences
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12	Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i>	<p>The intentions included in the plan are supported by evidence drawn from regional and local strategic data which in turn are informed by national and European evidence bases. Where appropriate this is supported by public consultation and surveys. They include but are not limited to:</p> <p>European Structural and Investment Fund Strategy – Cornwall and Isles of Scilly LEP 2014 Cornwall Council Economic and Culture Strategy Cornwall Council Maritime Strategy Cornwall Council Local Transport Plan Creative & Digital Skills in Cornwall Cornwall Towns 2012 – Visit Cornwall Rural Deprivation in Cornwall and the Isles of Scilly – CRCC 2009 West Penwith business survey – Penwith District Council 2006 MCTI (Market and coastal Towns Initiative) – 2004 to 2007 Penzance Neighbourhood Plan</p> <ul style="list-style-type: none"> • “Reconnect with the Sea” - A scenario based on 16 potential regeneration projects around the coastal fringe of Mounts Bay. Reconnect with the Sea was exhibited to ~ 3500 people during a 10 week community roadshow in 2015 and supported by hard copy and digital questionnaires. 400 completed questionnaires. Responses in support: <ul style="list-style-type: none"> ○ Reconnect with the Sea 93% ○ Regeneration projects 87% ○ Mounts Bay Maritime Park (the basis of Cornwall Council’s Bay to Bay cycle scheme) 84% • Housing questionnaire – A questionnaire on existing and future housing provision was delivered to all households in the parish (~9,000) in December 2015. To date ~ 500 responses have been received and the data is undergoing analysis. This will inform the development if a local housing strategy and the data will be shared with Penzance Town Council and Cornwall Council <p>Penzance BID</p> <ul style="list-style-type: none"> • Business survey and consultation (2014/15) • Business plan (2015)
13	Key projects and/or bodies of work.	<p>Penzance’s economic plan is still being developed and not all projects in the plan are yet fully scoped. The CCT is working collaboratively as the primary driver, carrying out/commissioning feasibility studies, costing the projects, creating delivery plans and identifying funding streams and potential investors. The table below shows the key initiatives with timescales and partners where these have been identified and also indicates to which key aims the projects are expected to make a contribution</p>

Project	Overview and outcomes	Timescale	Partners
Penzance arrival/traffic management plan	Creating a sense of arrival on the approach to Mounts Bay, guiding visitors with a series of gateways with appropriate signage and environmental/landscape improvements	Design scoping workshops 2016	Highways England
	An environment which will attract more people into Penzance and encourage longer visits Supporting value added tourism and civic pride		
Mounts Bay Maritime Park	An accessible and unbroken coastal link from St Michael's Mount to Mousehole with improvements to public realm and amenities along the route	Project scoped and costed 2015 Design July 2016 Consultation Oct 2016 Land negotiations Nov 2016 Construction 2017 - 2019	St Aubyn Estates Environment Agency Private sector
	Capitalising on the maritime and natural environment Value added sustainable tourism Employment Leisure, sports and health		
Shared Space/Public Realm	Improve public realm and calm traffic through shared space improvements to achieve pedestrian and cycle friendly streets and dwell spaces	Design scoping workshops 2016	Highways England Academy of Urbanism
	Supporting the visitor economy Increasing footfall and connectivity between the harbour and town centre – supporting town centre regeneration		
Penzance and Newlyn Harbours	Investment in harbour infrastructure and facilities	Newlyn: Feasibility/design 2016 Engineering hub 2017 Value added food hub 2018 Penzance: Harbour master plan 2016	Newlyn Pier & Harbour Commissioners Cornwall Harbour Board Cornwall Marine Network Isles of Scilly Steamship Co
	Economic diversification and higher value added economic activity High value added maritime tourism Training and skills development Employment		
Coinagehall	Development of a key regeneration site to create high quality work space, visitor and residential accommodation	Tender completed Preferred developer Q1 2016 Consultation Q2/3 2016 Build 2017/18	Private sector
	Supporting creative and digital businesses High wage employment Value added tourism		
Market Jew Street	Reshaping the high street through redevelopment and alternative uses to meet	Agree investment package for redevelopment – 2017	Private sector

			work space and housing needs	Digital hub opens – 2017 Redevelopment works – 2018/19 Digital training scheme – 2018/20	
			Supporting a digital business hub through quality work space Training and skills development Higher wage skilled employment Contributing to housing needs		
	Humphry Davy Quarter	Bring the Market House back into use as a social enterprise and civic hub and to create a focal point/zone for the town centre	Revitalising the town centre Supporting local business to reach new markets Providing a market venue for local high quality products	Partnership agreements Q1 2016 Development brief Q1 2016 Project design 2016 Refurbishment 2017	Lloyds Bank Heritage Enterprise Fund Humphry Davy Project
	Jubilee Pool	Restore and revitalize this iconic feature of Penzance	Value added tourism Training and skills development Employment Leisure, sports and health	Restoration completed Q2 2016	Tempus Leisure Coastal Communities Fund Penzance Town Council Friends of Jubilee Pool
	Mounts Bay Shoreline Management Plan	Maintain and increase where necessary Penzance's sea defences	Protecting existing assets Improving prospects for investment	Environment Agency study and Economic Impact Assessment Q2 2016	Environment Agency Cornwall Harbours Board Royal Haskoning
	Heritage – Arts, Culture, Built Environment	Capitalise on the artistic and built heritage and thriving creative industries in the area	Supporting local business Creation of creative industry centre of excellence Supporting a high wage economy	Town/parish strategy Q1 2016	Private sector
	Training and skills development	Partner with local and regional colleges, universities and employers to support training and skills development initiatives which align with the Penzance's economic development priorities and which support a higher wage economy	Skilled workforce Closing the pay gap Reducing levels of poverty and deprivation	Skills development and training strategy – end of 2016	Penwith College Falmouth, Exeter and Plymouth Universities Corporate Stakeholder Group

			Improving health and well being			
14	Short term goals/actions	<ol style="list-style-type: none"> 1. Neighbourhood Plan: <ol style="list-style-type: none"> a. Analysis of housing needs completed and data shared with Penzance Town Council and Cornwall Council b. Plan in final draft from ready for community consultation c. Corporate stakeholder group actively working to develop plan initiatives 2. Harbour Steering Group - completed Economic Impact Assessment of sea defences 3. Restored Jubilee Pool launch event - opened to the public and business plan being delivered 4. St John's Hall open for business bringing footfall and providing community amenities 5. Parish and Town centre strategy in place developed by the members of the Place-making group and Town Centre Regeneration Board: <ol style="list-style-type: none"> a. Economic and social regeneration opportunities prioritised under key strands b. Developing strategies to support delivery 6. BID <ol style="list-style-type: none"> a. Events strategy in place and being implemented b. Town centre brand developed and defined 7. Coinagehall: <ol style="list-style-type: none"> a. Preferred developer in place b. Public consultation on proposals underway 8. Market Hall <ol style="list-style-type: none"> a. Development brief completed b. Community/Private sector partnership c. Indicative funding response from Heritage Enterprise 9. Health: Development of "super surgery" confirmed 				
15	Performance measures	<ol style="list-style-type: none"> 1. Neighbourhood Plan: <ol style="list-style-type: none"> a. Housing needs data produced – Feb 2016 b. Data made public and shared with Penzance and Cornwall Councils – March 2016 c. Community roadshow to share housing survey data – Feb/March 2016 d. Monthly Neighbourhood Board meetings to develop the plan – Feb to June 2016 e. Publish 2nd draft plan and hold community consultation – June to Aug 2016 f. Bi monthly Corporate Stakeholder Group meetings – Feb, April and June 2016 g. Corporate Stakeholder Group report on collaborative project working submitted to Place-making Group and Town Centre Regeneration Board – July 2016 				

		<ol style="list-style-type: none"> 2. Harbour Steering Group <ol style="list-style-type: none"> a. Monthly meetings to further development of the Coastal Defence/Shoreline management strategy with the Environment Agency – Jan to June 2016 b. Economic Impact Assessment report on sea defences – June 2016 3. Jubilee Pool <ol style="list-style-type: none"> a. Public launch event - May/June 2016 b. Opened to the public – May 2016 c. Business Plan being delivered – Reporting/Monitoring and evaluation as established with Coastal Communities Fund 4. St John’s Hall <ol style="list-style-type: none"> a. Public launch – Easter 2016 b. Weekly Penzance Farmers’ Market re-established - Easter 2016 5. Parish and Town centre strategy in place developed by the members of the Place-making group and Town Centre Regeneration Board/Place-making Group: <ol style="list-style-type: none"> a. Economic and social regeneration opportunities prioritised under key strands b. Developing strategies to support delivery 6. BID <ol style="list-style-type: none"> a. Events strategy developed– March 2016 b. Delivery evidence in monthly report to BID and Town Centre Regeneration Board – March to June 2016 c. Town centre brand developed and defined - 7. Coinagehall: <ol style="list-style-type: none"> a. Preferred developer in place – Feb 2016 b. Public consultation on proposals underway – June 2016 8. Market Hall <ol style="list-style-type: none"> a. Development brief complete – Feb 2016 b. Outline partnership agreement in place between Lloyds Bank, the freeholder and the Humphry Davy Project – April 2016 c. Expression of Interest submitted to Heritage Enterprise Fund – April 2016 d. Indicative funding response from Heritage Enterprise – June 2016 9. Health: Development of “super surgery” confirmed – May 2016
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16	Medium term goals/actions	<ol style="list-style-type: none"> 1. Neighbourhood Plan <ol style="list-style-type: none"> a. Plan approved b. Projects scoped and delivery mechanisms identified 2. Penzance Harbour – Creation and implementation of investment plan 3. Newlyn Harbour – Creation of engineering and value added food processing hubs 4. Market Jew Street <ol style="list-style-type: none"> a. Digital Business hub created and operating b. Redevelopment completed 5. Market House restored and operating as a social enterprise 6. Coinagehall development completed 7. Town centre movement framework in place 8. Mounts Bay Maritime Park created 9. Fully scoped plan in place for sea defences 10. % wage gap falls by >2.5% 11. Morrab gardens project completed
17	Performance measures	<ol style="list-style-type: none"> 1. Neighbourhood Plan <ol style="list-style-type: none"> a. Town referendum – December 2016 b. Place-making group develop completes project scoping/costings – July 2017 2. Penzance Harbour <ol style="list-style-type: none"> a. Harbour Master Plan Mar 2016 b. Consultation June – June 2016 c. Detailed project plan and costings – Dec 2016 d. Delivery partners identified – Dec 2016 e. Investment/funding secured - Dec 2016 f. Delivery 2017 - 2019 3. Newlyn Harbour <ol style="list-style-type: none"> a. Complete engineering hub options study May 2016 b. Quay and fleet capacity studies completed Oct 2016 c. Design and consultation completed for food hub Jan 2017 4. Market Jew Street <ol style="list-style-type: none"> a. Secure funding July 2016 b. Create redevelopment package for the private sector Sept 2016 c. Commence refurbishment for digital hub Oct 2016

		<ul style="list-style-type: none"> d. Digital hub opens Nov 2017 e. High street redevelopment commences July 2018 f. Commence digital training programmes April 2018 <p>5. Market House restored:</p> <ul style="list-style-type: none"> a. Secure funding Sept 2016 b. Finalise detailed project design and costings Oct 2016 c. Secure consents Oct 2016 d. Finalise partnership agreement and tenancy arrangements Nov 2016 e. Secure link tenant Nov 2016 f. Tender process – Nov/Dec 2016 g. Secure delivery partners for digital business exchange Jan – Mar 2017 h. Create marketing and support strategy for digital business exchange Jan – Mar 2017 i. Construction contract in place Jan 2017 <p>6. Coinagehall development completed</p> <ul style="list-style-type: none"> a. Consultation completed Oct 2016 b. Development plans finalised Mar 2017 c. Planning decision Sept 2017 d. Build commences Mar 2018 <p>7. Town centre movement framework in place</p> <ul style="list-style-type: none"> a. Engage professional(s) Mar 2016 b. Design scoping workshops with CCT July 2016 c. Initial design proposals Oct 2016 d. Delivery and funding strategy Jan 2017 <p>8. Mounts Bay Maritime Park created:</p> <ul style="list-style-type: none"> a. Secure funding – July 2016 b. Consultation – Oct 2016 c. Secure land usage rights Nov 2016 d. Construction tender Dec 2016 e. Finalise Bay Bikes business plan and tender the franchise Mar 2017 f. Develop brief for the way finding app and put out to tender Mar 2017 g. Appoint Bay Bikes franchisee and App developer June 2017 <p>9. Sea defences</p> <ul style="list-style-type: none"> a. Develop draft sea defence proposal Dec 2016
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		<ul style="list-style-type: none"> b. Consultation Mar – June 2017 c. Deliver funding and feasibility report Sept 2017 <p>10. % wage gap falls by >2.5% (performance measures to achieve this goal are throughout the plan – this performance measure looks solely at training and skills development)</p> <ul style="list-style-type: none"> a. Establish a working party to develop skills development and training opportunities - July 2016 b. Produce a skills and training provision audit based on the Plan - Dec 2016 c. Produce a skills development and training strategy – Mar 2017 <p>11. Morrab gardens project completed</p> <ul style="list-style-type: none"> a. Complete project scoping – Mar 2016 b. Apply for funding – April 2016 c. Secure consents – April 2016 d. Secure Funding - Sept 2016 e. Tender for works Dec 2016 f. Commence work – April 2017
19	Barriers	<p>GDP in Cornwall is ~ 64% of the national average and despite strong growth rates and a pre-recession improvement peaking at 78%, there still exist significant structural weaknesses within the economy:</p> <ul style="list-style-type: none"> • A low value added economy: GVQ per person is £13.8k - some 34% below the national average • A low skills base: 31% of the population of Penzance has no qualifications and 17% have L1 skills • Low levels of investment in Research, Development and Innovation spend: 0.19% (Cornwall and the Isles of Scilly) vs the national average of 1.85% • High levels of deprivation and poverty – Penzance includes some of the UK’s most deprived areas and all wards within the parish rank as amongst the UK’s 30% most deprived. 26% of the working population not claiming benefits are at risk of poverty. This has a knock on effect on health and wellbeing with some 17% of the population living with a life limiting health problem vs 11% for the SW region • High levels of economic inactivity - 42.7% of the population is economically inactive vs 32.5% for the SW region • An historic lack of public and private sector investment in Penzance which dates back for several decades • Geographically peripheral – distance to major markets <p>The plan is largely focused on initiatives aimed at dealing with these structural weaknesses. CT partners are working together to identify funding streams and financial investment opportunities to underpin the proposed economic and infrastructure development opportunities</p>

20	Resources	<p>The plan will continue to be developed and scoped under the auspices of the CCT – the Place-making Group and Town Centre regeneration Board. The CCT comprises a mix of paid officers (BID manager, Town Centre Regeneration officer, Neighbourhood Plan Project Coordinator, Cornwall Council’s Community Link Officer for West Penwith and senior officers from the council’s Strategy, Economy, Enterprise and Environment team) and voluntary members, councillors and board representatives from BID, Neighbourhood Plan, Chamber of Commerce, Penzance & District Tourist Association, Friends of Jubilee Pool and the respective Harbour Boards. Each project will have a range of delivery partners and where appropriate Paid expertise will be commissioned to secure high quality delivery.</p>
21	Costs	<p>The plan is still in its development phase. The Neighbourhood Plan has only recently completed the consultation on proposed regeneration initiatives and the feasibility, scoping and project development work is being carried out as part of the collaborative working structure of the CCT with a high level of support from Cornwall Council.</p> <p>To date costings have been identified as follows:</p> <ul style="list-style-type: none"> • Jubilee Pool £2.95m • Mounts Bay Maritime Park and associated public realm improvements to Penzance harbour and promenade: £11.75m • Market Jew Street digital hub and redevelopment works £9.5m • Newlyn Harbour £5.9m and up to £41m if a second phase investment takes place • Morrab Gardens £1m
22	Value	<p>The plan is still in its development phase and specific values have not yet been assessed for individual projects or the plan as a whole. However, indicators of value have been identified:</p> <ul style="list-style-type: none"> • Higher GVA per capita through <ul style="list-style-type: none"> ○ The creation of a centre of excellence for creative and digital industries ○ Investments in infrastructure and facilities at Penzance and Newlyn Harbours to support <ul style="list-style-type: none"> ▪ A high quality visitor/community leisure assets whilst enabling the development of; <ul style="list-style-type: none"> • Value added Marine leisure facilities a coordinated “dual port” marine engineering service provision • Value added/high quality food production • The multiplier effect of enhanced local delivery and increased local spending power through the development of initiatives which engage local businesses in the delivery of the plan and a “town centre” strategy which reduces “leakage” of local consumers to Hayle and Truro and attracts the visitor spend • Increased footfall and spend in Penzance town centre reducing the incidence of small business churn/failures through the creation of a differentiated town centre strategy • Increased footfall and spend through a shared spaces initiative to create a more pedestrian and cyclist friendly environment

		<ul style="list-style-type: none"> • A reduction in the pay gap through <ul style="list-style-type: none"> ○ Skills development and training opportunities ○ A value added economy • Reduced social and health costs through improved health and wellbeing <ul style="list-style-type: none"> ○ Reduced numbers of people in or at risk of poverty ○ Increased opportunity for engagement in sport and activity • Reduced benefit dependency and risk of poverty through <ul style="list-style-type: none"> ○ Skills development and employability initiatives ○ A higher wage economy and reduction in under-employment
23	Funding	<p>Funding streams/initiatives</p> <p>ERDF/European Social Fund - informed by Cornwall’s Strategic Investment Framework administered by the LEP</p> <p>West Cornwall LAG – LAG works to achieve DEFRA’s LEADER priorities which broadly match the regeneration priorities identified for Penzance, including: boosting rural tourism opportunities; initiatives to support micro and small businesses; and to support creation of cultural heritage activities</p> <p>Heritage Lottery and Heritage Enterprise Funds – Morrab Gardens and Humphry Davy respectively</p> <p>Reaching Communities and European Social Fund – revenue funding for social enterprise/vocational training schemes supporting inclusivity, skills development and community engagement across all areas of the plan</p> <p>Growth Deal – Expressions of interest have been submitted as follows:</p> <ul style="list-style-type: none"> • BID: funding to support a £9.4m initiative to create a town centre digital work space housing 60 businesses and creating 200 high wage jobs • Place-making Group (submission by Cornwall Council): funding to support a £11.75m project the “Bay to Bay” cycle scheme and associated investments providing route continuity around Mounts Bay for local community and visitors, upgrading public realm and creating shared spaces and providing connectivity with Penzance town centre • Newlyn Pier and Harbour Commission: Funding to support a £5.7m investment in facilities and infrastructure to improve efficiency and capacity utilisation and to enable diversification into value added services and production <p>Environment Agency – funding for feasibility and economic impact assessments of shoreline management and coastal defence initiatives</p> <p>Department of Transport/Sustrans – funding contributions for plan initiatives including</p> <ul style="list-style-type: none"> • Arrival/Traffic Management strategy • Development and implementation of sustainable movement strategies • Town centre traffic calming through the development of shared spaces <p>Coastal Communities Fund</p> <ul style="list-style-type: none"> • Restoration and sustainable future for the Jubilee Pool

		<ul style="list-style-type: none"> Potential future support for key elements of the plan which support economic regeneration and employment/training opportunities in key maritime assets <p>Cornwall Council Capital Investment Fund – contribution to economic development/infrastructure projects of regional significance</p> <p>Private sector – key potential/existing investors via the Neighbourhood Plan Corporate Stakeholder Group and initiatives to encourage inwards investment</p>
24	Maximising resources and costs	Partnership delivery through the established CC Team which is fully resourced to deliver the plan
25	Consultation	<p>Historic: West Penwith business survey – <i>Penwith District Council 2006</i> MCTI (Market and coastal Towns Initiative) – 2004 to 2007</p> <p>Extant: Penzance Neighbourhood Plan</p> <ul style="list-style-type: none"> “Reconnect with the Sea” - A scenario based on 16 potential regeneration projects around the coastal fringe of Mounts Bay. Reconnect with the Sea was exhibited to ~ 3500 people during a 10 week community roadshow in 2015 and supported by hard copy and digital questionnaires. 400 completed questionnaires. Responses in support: <ul style="list-style-type: none"> Reconnect with the Sea 93% Regeneration projects 87% Mounts Bay Maritime Park (the basis of Cornwall Council’s Bay to Bay cycle scheme) 84% Housing questionnaire – A questionnaire on existing and future housing provision was delivered to all households in the parish (~9,000) in December 2015. To date ~ 500 responses have been received and the data is undergoing analysis. This will inform the development of a local housing strategy and the data will be shared with Penzance Town Council and Cornwall Council <p>Penzance BID</p> <ul style="list-style-type: none"> Business survey and consultation (2014/15) Business plan (2015) <p>Planned: Penzance Neighbourhood Plan</p> <ul style="list-style-type: none"> 4 week consultation via community roadshow, public meetings, online and hard copy questionnaires on the 1st draft Neighbourhood plan – June 2016 6 week consultation on the final draft Neighbourhood Plan – August 2016 Town referendum on the Neighbourhood Plan Nov/December 2016

		<p>Coinagehall</p> <ul style="list-style-type: none"> • Neighbourhood Plan and statutory planning process – Spring/summer 2016
26		<p>The core CCT membership works under the auspice of the 2 key members – the Place-making Group and the Town Centre Regeneration Board. These 2 groups work collaboratively. The Town Centre Regeneration Board acting to coordinate and develop local strategies and delivery plans and the Place-making Group working at a strategic level to engage Cornwall Council (the local authority) and its senior officers and to utilise their skills and knowledge of regional, national and European frameworks and strategies to scope and test plan/project feasibility and to advise on funding and finance. Their membership involves all local and regional key stakeholders including the relevant accountable/qualifying bodies. As the local plan evolves, wider national and regional stakeholders will be informed via communication of strategic plans and delivery targets. For example – the plan was communicated to the Department of Transport and DCLG as well as Visit Cornwall and Visit Britain at a Cornwall Expo – a joint initiative by Cornwall Council and the Cornwall and Isles of Scilly LEP in September 2015.</p>
27	Communication with community	<p>The 2 key CCT organisations represent all key local stakeholders and through this mechanism and their own underlying communication strategies will be informed of strategies, outcome targets and developments Wider communication uses “The Cornishman” a local newspaper with a circulation of some 15,400 across West Penwith (population ~60,000) and which is committed to support community regeneration initiatives See 28 below re community engagement</p>
28	Management of team	<p>The core team membership works under the auspice of the 2 key members – the Place-making Group and the Town Centre Regeneration Board. These 2 groups work collaboratively. The Town Centre Regeneration Board acting to coordinate and develop local strategies and delivery plans and the Place-making Group working at a strategic level to engage Cornwall Council (the local authority) and its senior officers and to utilise their skills and knowledge of regional, national and European frameworks and strategies to scope and test plan/project feasibility and to advise on funding and finance.</p> <p><u>Meeting frequency:</u> Place-making Group – bi monthly meetings Town Centre Regeneration Board – monthly meetings</p> <p><u>Underlying membership of the above:</u></p> <ul style="list-style-type: none"> • Neighbourhood Plan – monthly meetings <ul style="list-style-type: none"> ○ Corporate Stakeholder Group – bi monthly meetings ○ Underlying Community groups – minimum of monthly meetings • BID – monthly meetings • Penzance Chamber of Commerce – monthly meetings and weekly “co-chair’s” meeting • Penzance Town Council and Cornwall Council – monthly meetings of full council + underlying sub-committees

		<ul style="list-style-type: none"> • Penzance & District Tourism Association – monthly meetings • Harbour Steering Group – monthly meetings • Humphry Davy Project – bi weekly meetings <p><u>Community Engagement/representation:</u></p> <ul style="list-style-type: none"> • The 2 key CCT partners engage all major local stakeholders • The town and county councils are representative of their communities through the electoral process and the activities of the elected representatives who are encouraged to communicate the activities of the CCT through their constituency engagement • Neighbourhood Plan <ul style="list-style-type: none"> ○ The Neighbourhood Plan Board (and Penzance Town Council as the “qualifying body”) has a statutory duty to maximise community engagement in the Neighbourhood Plan throughout its duration. This is achieved through regular updates in the local media, on the Neighbourhood Plan and Town Council websites, ongoing community consultation and community representatives on the Neighbourhood Plan Board. These people are elected from community organisations across the parish. The Board also includes “youth representation” through an initiative with local colleges, schools, youth organisations and outreach groups to reach disaffected young people. This is to ensure that although under 18’s are unable to vote in a town referendum to approve the Neighbourhood Plan, their views and aspirations are included in the plan which goes to public referendum ○ The Neighbourhood Plan Corporate Stakeholder Group ensures that the private sector is informed of and contributes to the Neighbourhood Plan ○ The Neighbourhood Plan works in partnership with the Penzance Community Development Trust which has a specific remit to foster community engagement and is important in its ability to engage hard to reach communities – a critical issue in deprived/socially isolated communities • BID – the BID business plan was informed by a survey to understand the needs of the local business community and the ensuing business plan was subject to a referendum • The Penzance and District Tourism association and Chamber of Commerce are both membership organisations and reflect the views of their members • Penzance Harbour Board and Newlyn Harbour Commissioners engage all parties – commercial, leisure and community in the strategic development and operation of Penzance and Newlyn Harbours • Community Groups <ul style="list-style-type: none"> ○ Friends of Jubilee Pool are represented on the Place-making Group and a member of the Jubilee Pool Steering Group ○ Humphry Davy Project’s proposals are embedded in the Neighbourhood Plan
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		<ul style="list-style-type: none"> ○ Friends of Morrab Gardens/Hypatia trust proposals are embedded in the CCT plan
29	Support structure	The underlying membership of the Place-Making Group and Town Centre Regeneration Board ensures that all relevant key stakeholders are engaged, have established a structured working partnership to deliver the plan and are committed to their respective roles
30	Costs	Each of the partners are committed to resource the partnership working involved in the plan and have set aside the necessary funds to do so. There are no foreseeable additional/unfunded costs for the operation of the CCT over the life of the plan.
31	Sustainability	It is envisaged that as the plan moves from the development of strategies and delivery plans that the CCT partners: The Place-making Group and Penzance Town Centre Regeneration Board together with the underlying members will coalesce to form a Regeneration company which will oversee implementation and delivery and have the ability to commission and contract
32	Areas of Specific Interest	<p>Tourism – developing a value added, sustainable visitor economy</p> <p>Arts/creative industry</p> <p>Marine Leisure</p> <p>Housing</p> <p>Heritage</p> <p>Marketing/branding</p>