



Liskeard 2030

A Place to Work and
Learn Report
October 2016

Liskeard Town Council
Liskeard Neighbourhood Plan
Steering Group



CONTENTS

INTRODUCTION	3
TASK.	3
PROCESS	4
SUMMARY OF EVIDENCE	4
KEY EVIDENCE – PEOPLE	4
KEY EVIDENCE – BUSINESSES	7
KEY EVIDENCE – LOCAL MARKET CONDITIONS	8
KEY EVIDENCE – STRATEGIC REQUIREMENTS	8
KEY EVIDENCE – PLYMOUTH AND SW PENINSULA CITY DEAL	11
KEY EVIDENCE – FUTURE OPPORTUNITIES	12
KEY EVIDENCE – LAND & BUILDINGS AVAILABILITY	12
KEY EVIDENCE – COMMUNICATIONS	14
KEY EVIDENCE – COMMUNITY AND STAKEHOLDER ENGAGEMENT FEEDBACK	16
KEY EVIDENCE – LAND REQUIREMENT	18
CONCLUSIONS FROM THE EVIDENCE	19
SUSTAINABLE DEVELOPMENT	20
STRATEGIC OVERVIEW – VISION/AIMS – OBJECTIVES.	21
ASSESSMENT OF POTENTIAL EMPLOYMENT SITES	23
POLICY, PROPOSAL AND PROJECT RECOMMENDATIONS	24
POLICY RECOMMENDATIONS	24
SUSTAINABILITY CHECKLIST	30
APPENDICES	33
APPENDIX A – EMPLOYMENT WORKING GROUP: EVIDENCE BASE BIBLIOGRAPHY	33
APPENDIX B – BRIEF FOR ‘A PLACE TO LEARN AND WORK’ (EMPLOYMENT) WORKING GROUP	34
APPENDIX C – THE WORKING GROUP MEMBERSHIP	35
APPENDIX D – LISKEARD BUSINESS BREAKFAST 7TH JULY 2014	36
APPENDIX E – STAKEHOLDER MEETINGS	36
APPENDIX F – ENGINEERING TRAINING INITIATIVE AT LISKEARD SCHOOL	37
APPENDIX G – INNOVATION HUBS	38
APPENDIX H – FOOD ENTERPRISE ZONE	38

'A PLACE TO WORK AND LEARN' REPORT

INTRODUCTION

Purpose. This report incorporates the findings of the Liskeard Neighbourhood Plan 'A Place to Work and Learn' Working Group, along with material from the evidence base and the most recent (April 2016) versions of the Cornwall Local Plan and other documents.

It analyses the Working Group's findings and the other data, and makes recommendations to the NP Steering groups as to appropriate objectives and outline policies for securing the prosperity of Liskeard. It aims to be the basis of a deliverable and well supported strategy to attract high quality employment to meet the needs of businesses and the working population, ensure the long-term sustainability of Liskeard as a thriving, prosperous community and modern market town, that serves the needs of the surrounding rural population.

Context. An ancient 'market town', Liskeard has a long history as the commercial and administrative Centre of south-east Cornwall. During the middle ages this importance was reinforced when Liskeard became a Stannary, or 'coinage' town at the centre of mining administration. By the 19th Century, when deep rock mining was at its peak on nearby Bodmin Moor, and the agricultural revolution was transforming farming, the town provided a wide range of commercial and other services for an extensive agricultural and industrial hinterland. This was reflected in the make-up of employment. Over 30% of the population made their living in 'crafts', making or mending things - houses, clothes, hats, horseshoes, carriages, furniture, agricultural equipment and so on - used by the people and businesses of the area, whilst another 10% were labourers of various sorts. Another 20% were in 'trade' – shopkeepers and their staff meeting the needs of the growing population. Some townfolk found their work in the mines on the nearby moor, whilst others were farmers and labourers on nearby farmsteads. This central role continued right up to the middle of the 20th century, reflecting the relative isolation of the area from urban markets and manufacturing centres, which necessitated a significant level of self-containment.

With the availability mass transportation emerging in the 1950's, and the opening of the Tamar Road Bridge in 1961, people could source goods, services and jobs more widely, and the town's central role began to decline. Many local people could find work in Plymouth, but equally Liskeard became far more attractive as a place to live, leading to rapid growth. Although the opportunities for manufacturing and selling to wider markets led to the first 'trading estate' developments, and more have followed, these have never matched the substantial population growth rates. Consequently, many young people have struggled to find work, cyclical unemployment problems have been more difficult, and wage rates are persistently low. More recent issues, such as poor educational attainment, new livestock movement and auction rules, shopping trends, administrative centralization of local government and national services to other locations, improved accessibility to larger centres, the disconnection of the surrounding rural population from the town, and the impact of internet communications, have seriously eroded Liskeard's traditional role, to the extent that its future prosperity is perceived as being at serious risk. The continued growth of housing without matching local jobs growth and new enterprise can only exacerbate this situation, and a strong local employment strategy to redress the balance is needed.

TASK

Each Working Group was given a brief by the Steering Group. The Brief for the 'Work and Learn' group was to: *'Develop options to support a sustainable development strategy for the growth of good quality and well-paid employment in Liskeard'* The full Brief for the work of this team is given as appendix A. In summary the areas for research were identified as being:

1. Identify the present and future needs of existing employers, and potential new ones with the aim of promoting and supporting employment and business opportunities in Liskeard (link to character of town and stated reasons why employers like to be in Liskeard)
2. Locate sites where new businesses could develop and existing ones expand and diversify.
3. Assess viability of a "new" business park/hub and propose two or more suitable sites.
4. Consider the sustainable infrastructure and transport/access links in all developments
5. Investigate ways to broaden the employment base, beyond service and retail, towards hi-tech, high-wage businesses, both small and large.
6. Look at how it may be possible to use land-use policy to:
 - a. Support young people/new employees through training schemes/apprenticeships
 - b. Establish stronger links between employers and Liskeard School and Community College (as well as other educational and training providers)

PROCESS

Creation of this report involved a period of evidence gathering and looking at a range of issues that might influence the employment and training strategy of the Neighbourhood Plan. A series of working group meetings was held to process the evidence and define the outline of a strategy, using various basic strategy building techniques such as SWOT. A 'Business Breakfast' stakeholder session with local employers, business leaders and others was held, aimed at discovering their present and future needs, and their views on the Town's strengths and weaknesses, and what opportunities might be taken to deliver growth and prosperity. Site tours were also made to identify the physical constraints affecting the town and the potential sites for further development. These sites were drawn from the Liskeard Town Framework employment assessments of 2010 and the employment study prepared by Cornwall Development Company in 2012, and were included in the 'Place to Live' working groups detailed site assessments.

SUMMARY OF EVIDENCE

The main sources of factual evidence for this report's findings are drawn from:

- 'Liskeard Economic Profile July 2014, prepared by Cornwall Council Economic Development and Culture Service
- 'Rural Community Profile for Liskeard Parish 2013' prepared by CRCC as part of the ACRE Rural Evidence Project
- 'Local Insight profile for Liskeard Town Council area 2016' prepared by Cornwall Council using the OCSI Local Insight package.
- 'Employment Space Strategic Assessment 2007' by Amion for Cornwall County Council
- 'Liskeard Town Framework Plan (Background Evidence) Review of Employment Sites May 2010' prepared by Cornwall Council
- 'Cornwall Employment Sites Study Liskeard July 2012' prepared by Cornwall Development Company
- The Cornwall LEP 'Road Show' visit to Liskeard in 2012
- The draft Cornwall Local Plan (as per public consultation January 2016)
- The Cornwall LEP Strategy
- Economic Strategy briefing paper - Cornwall Council response to the Inspector's Preliminary Findings

KEY EVIDENCE – PEOPLE

The population of Liskeard in 2011 was estimated at 9,417. Of these 5,862 were of working age (16-64). The proportion of working age was just above the Cornish average.

Economic Activity - In 2011 there were 4,566 economically active; 4,085 employed and 2,190 economically inactive and 287 unemployed in the parish. Liskeard had similar percentages of economically active and employed compared to the Cornish average but also an above average percentage of unemployed.

Of the economically active, Liskeard had a slightly lower percentage in employment with higher levels of unemployment. Liskeard also had a much lower percentage of people who were self-employed. Part-time employees (1,097 PT) made up an above average share of the economically active.

Of the economically inactive, Liskeard had a lower share of retired people, and a higher share of long-term sick or disabled. In relation to the unemployed, Liskeard had a higher share who were aged 16-24, and who were long-term unemployed.

Economic Activity (QS601EW)	Liskeard			Cornwall			South West Region		England			
All Usual Residents Aged 16 to 74		6756		388858			3856715		38881374			
Economically Active; Part-Time EMPLOYEE	1097		16.2%	59778		15.4%	583936		5333268			13.7%
Economically Active; Full-Time EMPLOYEE	2368		35.1%	123195		31.7%	1442959		15016564			38.6%
Total Employed		3465	51.3%		182973	47.1%		2026895		20349832		52.3%
Economically Active; Self-Employed with Employees; Part-Time	12		0.2%	1967		0.5%	15404		148074			0.4%
Economically Active; Self-Employed with Employees; Full-Time	117		1.7%	10229		2.6%	79458		715271			1.8%
Economically Active; Self-Employed Without Employees; Part-Time	140		2.1%	14046		3.6%	116741		990573			2.5%
Economically Active; Self-Employed Without Employees; Full-Time	351		5.2%	26771		6.9%	221633		1939714			5.0%
Total self employed		620	9.2%		53013	13.6%		433236		3793632		9.8%
Economically Active; Unemployed		287	4.2%		12694	3.3%		126208		1702847		4.4%
Economically Active; Full-Time Student		194	2.9%		10804	2.8%		124448		1336823		3.4%
Economically Active; Total		4566	67.6%		259484	66.7%		2710787		27183134		69.9%
Economically Inactive; Retired	1065		15.8%	73605		18.9%	611204		5320691			13.7%
Economically Inactive; Student (including Full-Time Students)	304		4.5%	16726		4.3%	188809		2255831			5.8%
Economically Inactive; Looking After Home or Family	302		4.5%	15517		4.0%	143005		1695134			4.4%
Economically Inactive; Long-Term Sick or Disabled	379		5.6%	16980		4.4%	138532		1574134			4.0%
Economically Inactive; Other	140		2.1%	6546		1.7%	64378		852450			2.2%
Economically Inactive; Total		2190	32.4%		129374	33.3%		1145928		11698240		30.1%

Employment – residents - Data from the 2011 census gives total employment including employees and self-employed. There were 4,236 residents in employment, the main sectors of employment were: ‘Wholesale, retail and motors’ (22.2%), and ‘Human health and social work’ (14.3%) both of which were over-represented in relation to the average for Cornwall. Conversely, Manufacturing and Construction were under-represented.

Jobs in Liskeard – Unfortunately no data on the number of jobs existing within the NP area boundary is known, as the lowest level is the Parliamentary Constituency.

Workplace - Data from 2005 Cornwall Towns Study suggested that the percentage of working Liskeard residents that worked in the town was 46.5%, and that 53.5% worked elsewhere, whilst the percentage of people working in town that lived in Liskeard was 41.6%, and that 59.4% lived elsewhere. This was taken to imply a high level of out and in commuting to work, and a lack of ‘self-containment’, which in sustainable development terms suggests that more jobs should be planned for locally so that the town is less reliant on employment elsewhere. The average ‘commute’ was calculated to be 16.97 km

Unemployment - Regular unemployment data is only available at the Parliamentary Constituency level. Unemployment rates in the SE Cornwall constituency were below the Cornish average up until early 2008. From late 2008 until early 2010 they were higher before falling back from mid 2010 to 2011. Throughout the next year until the end of 2012 the rate rose above the Cornish average again but has since fallen back. Currently (March 2016) the rate is 1.2% with 640 people unemployed. Whilst this compare well with the England average of 1.8%, care should be taken with the figures at the Constituency level as the data is less robust than at higher geographical scales. One concern strongly expressed in community engagement is that the rate at which additional housing is provided creates a demand for jobs that outstrips the rate at which employment land becomes available, leading to ‘blips’ of higher than acceptable levels of unemployment.

Jobseekers Allowance, Incapacity Benefit & Employment Support Allowance- Analysis of the JSA claimant rate for Liskeard shows it has consistently had rates above the average for Cornwall and the CNA over time. However, figures have now dropped, possibly because of eligibility changes that mean that some previous claimants are now accounted differently. The most recent data Aug 2015), given below, indicates that unemployment amongst young people is an issue for the town.

	JSA	JSA OVER 12M	JSA 18-24
LISKEARD	1.6%	0.2%	3.6%
ENGLAND	1.6%	0.4%	1.8%

In June 2015 some 720 people received ‘workless benefit’ (IB and ESA), 12.1% compared to the England average of 8.1%.

Qualifications and skills. In terms of qualifications some 1,825 (23.8%) were unqualified and the highest level qualification held by another 1,115 (14.6%) was Level 1, a slightly lower proportion in both cases than is common in Cornwall and England. The numbers holding Level 2 was 1,455 (19% compared to 15.2% in England), whilst Level 3 was 935 (12.2%) and Level 4 and above 1,665 (21.7% compared to 27.4% in England). This Data from the census shows that Liskeard’s working age population is relatively less well qualified than other areas. Proportionally more have qualifications associated with service jobs (GCSEs at A to C, NVQ2s) and proportionally less have qualifications associated with managerial and professional roles.

Job types. About 405 people held managerial occupations in 2011 (9.5% locally compared to 10.9% nationally). For professional occupations the figures were 920 (21.7% compared to 30.3% nationally) and for administrative occupations 415 (9.8%/11.5%). Skilled trades were 625 (14.8%/11.4%) and elementary occupations 565 (13.4%/11.1%).

Earnings - At £16,455, ‘All’ workplace employee annual earnings in the Liskeard TTWA in 2015, were well below the figure for Cornwall (£17,340), and only 72.4 % of the England figure of £22,720.

Full time earnings by place of work 2015			
Source: Annual Survey of Hours and Earnings Tables 7.7a and 11.7a, ONS, Provisional			
Area	Amount	Percentage lag	Change 2014 - 2015
England	£27,872	-	1.4%
Cornwall	£22,237	79.8%	1.2%
Liskeard TTWA	£18,525	66.5%	5.4%
Full time earnings by place of residence 2015			
Source: Annual Survey of Hours and Earnings Tables 8.7a and 12.7a, ONS, Provisional			
Area	Amount	Percentage lag	Change 2014 to 2015

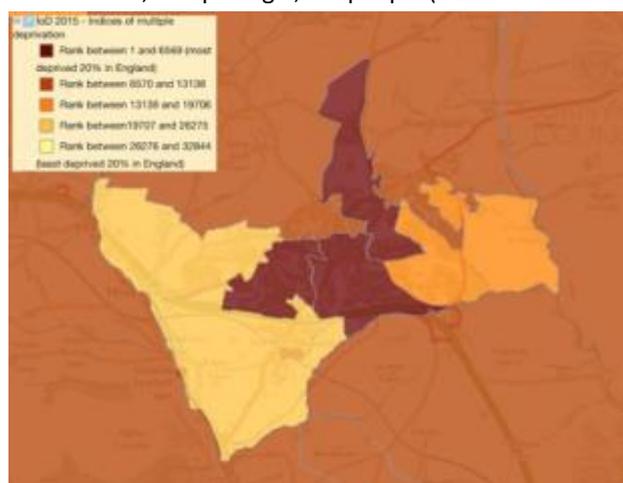
England	£27,869	-	1.3%%
Cornwall	£23,346	83.8%	0.2%
Liskeard TTWA	£26,275	94.3%	1%

(nb, for this wage data, the median wage is used i.e. the wage "in the middle." That is, half of the workers earned below this level and half above.

The latest earnings figure from the Annual Survey of Hours and Earnings show that the annual earnings of people *working full time in the TTWA* were very low in comparison with the rest of Cornwall and England. However the figure for people *resident in the TTWA* were significantly better. The latter implies that many residents work outside the TTWA in higher paid jobs than can be obtained inside the TTWA. By inference therefore, people living and working in the TTWA are likely to be in a poor economic position. Evidence of this can be found in the Index of Multiple Deprivation 2015.

Index of Multiple Deprivation

The IMD 2015 shows that Liskeard has three LSOA¹ that are in the worst 20% deprived LSOAs nationally, clustering around the town centre, comprising 4,036 people (42.4% of the total population) living in 1903 households (45.1% of all HH). The same



areas are in the worst 20% for employment, income deprivation and health deprivation & disability. Two of the LSOA are in the worst 20% for education skills and training.

Travel to work - The 2011 census includes an analysis of the mode of travel to work including the number working from home based on workplaces. This shows that two-thirds of those working in Liskeard drove a car or van to work (higher than the Cornish average), with a further 5.6% being a passenger in a car or van. A lower percentage worked at home 8.2% compared to 16.4%, while more walked to work – 15.7% compared to 12.1%.

UK Competitiveness index - Although local figures are only available to the Cornwall UA area, the UK Competitiveness Index (UKCI) provides a useful benchmarking of competitiveness based on an

integrated measure of competitiveness focusing on both the development and sustainability of businesses and the economic welfare of individuals. Cornwall is the third least competitive locality in the south west (apart from Portland and Torbay) and is placed 297 out of 379 local authorities in the UK.

ANALYSIS - Workplace earnings in SE Cornwall are low. The main reasons underlying the low figures are the structure of the workforce, which is under-represented in terms of higher value jobs whether by occupation or employment sector. This reflects the impact of commuting to Plymouth where higher-level occupations and sectors are over-represented. The outflow of higher paid residents to Plymouth is a common feature of areas adjacent to large urban centres. The area also has a lower percentage of employees in large units, where earnings tend to be higher.

Recent changes in earnings levels may reflect a combination of elements, which together have impacted on earnings levels. The proportion of those in full-time employment has decreased more than those working part-time. Full-time earnings are higher than part-time so any change in the proportions affects overall earnings. At the same time the number of hours worked by those working full-time has been stable while the hours worked by those working part-time has increased. SE Cornwall has the second lowest percentage of people working full-time than any of the other former districts at 66.8%. The Cornish average is 69.2%.

KEY EVIDENCE – BUSINESSES

Workplaces. There were 705 workplaces in Liskeard in 2013. The main sectors were Retail (95), Agriculture, forestry and fishing (85), and Construction (75).

Liskeard differs from Cornwall in that it has a lower percentage of micro-businesses at workplace level – 79% compared to 84%, but a higher percentage of small businesses – 18% compared to 14%.

Compared with 1991, the number of workplaces has increased from 400 to 705 in Liskeard (800 to 1,865 in the CNA, while the share of micro businesses has grown from 75% to 79%

¹ Lower Super Output Area

Home-based enterprises are also likely to be widespread in Liskeard, especially now that superfast broadband network is extensive. Nationally around 70% of business start-ups begin in the home. The 2011 Census indicated that 8.2% of the working population were based at home and according to DBIS figures (2014) 1 in 10 domestic properties are home to at least 1 business. Applied to Liskeard this implies around 400 home-based businesses.

KEY EVIDENCE – LOCAL MARKET CONDITIONS

‘Cornwall Employment Sites Study Liskeard July 2012’ prepared by Cornwall Development Company used local and regional Commercial Property agents to assess local and national barriers to development and investment, means of unlocking the market, and local viability. Strong reference was made to the post 2008 recession, and national measures to restore favourable conditions, but also for the need for local action to increase the supply of high quality commercial space to kick start the market; Reduce the burden of planning gain requirements (e.g. Section 106, Community Infrastructure Levy) on applications providing employment; Individual towns building on their strengths, skill base and targeting a growth sector; Developers and investors offering more flexible lease terms to attract small businesses; Using Community Infrastructure Levy to enable development. The data provided by the agents suggested that Liskeard’s office market is weak. There was limited activity, with very little office space on the market and low levels of demand. Most demand in Liskeard is for industrial space rather than office, as supported by the number of enquiries the agents have received in the last six months. The availability of industrial space outweighed demand, with over 2000 sq m on the market and not being taken up.

However, in Liskeard, there was no new space available on either the office or the industrial market; both were dominated by second-hand accommodation. This lack of new-build space meant that, although there may be supply, it often did not meet modern business requirements and therefore was not taken up.

Liskeard is not as popular as the more strategic locations of Bodmin and Saltash and the lack of suitable stock on the market further suppresses demand, which is already low due to the economic climate.

Draft Liskeard Town Framework 2012 - The Draft TFP highlights that Liskeard has a ‘relatively narrow employment base in retail and service activities, but no significant representation in manufacturing sectors. The town has a reasonable degree of self containment (50% of resident employees have jobs within the town), although a proportion (12%) of workers out-commute to Plymouth.’

The Draft TFP confirms that Liskeard’s growth should be economically driven and that the proposed projections for employment provision, set out in the ELR, are met (if not exceeded). The ELR suggests that, during a 20 year period, the CNA could ‘stimulate the generation of approximately 400 office based jobs; 250 industrial based jobs; and a figure in the region of 2,500 jobs in connected industries such as retail, leisure, education, healthcare, financial services etc. This would cover an area of approximately 9 hectares for the CNA.

The Liskeard Draft TFP Steering Group was keen to promote employment space, and felt that the figures suggested within the ELR of 2010 are inadequate to meet future demand. The Steering Group therefore promoted the 11.5 hectares sited in the Caradon Local Plan as a minimum level of provision.

The Liskeard Community Plan also recognized in 2008 the need for further land to be set aside, indicating that the economy of the town had stagnated in past years and successful firms had been forced to relocate away from the town due to lack of employment space.

KEY EVIDENCE – STRATEGIC REQUIREMENTS

The Cornwall Local Economic Partnership Strategic Economic Plan (SEP) – The LEP role is to oversee how best to invest over £1 billion of public, private and European funds in the local economy by 2020. It aims to build on traditional strengths in bedrock industries such as tourism, agriculture, food and marine and pioneer new industries that make the most of Cornwall’s special environment. The guiding principle is making sure the culture, communities and environment of Cornwall and Isles of Scilly remain special and unique. The goal is to have laid the foundations for 20,000 new jobs and exceed projected growth by 5%, or almost £340 million.

Strategic aims of the LEP that are relevant to Liskeard are:

FUTURE ECONOMY	GROWTH FOR BUSINESS	CONDITIONS FOR GROWTH
Renewable energy – technology and generation on land and sea	Targeting businesses with the potential to grow	Housing: right homes, right place

Agri-food and agri-tech, food sustainability and innovation	Workspace, especially 'grow-on' space	Skills, talent and raising aspirations
E-health and smart homes	Increase export of products and services	Creating community capacity and resilience
Digital economy	Creating a business innovation culture	Growth in the economic contribution of the social enterprise, voluntary and community sectors

Measures to boost productivity and growth in the food and farming sector in Cornwall and the Isles of Scilly are enshrined in the LEP's Strategy.

Economy and Culture Strategy 2013-2020 - provides a framework for the Local Plan. It highlights six key issues;

- Business transformation – strengthening the dominant small and micro business element of the economy.
- Connectivity – focussing on the transport network, broadband technology and Newquay Airport.
- Creativity – to optimise the value of our distinctiveness.
- Employment & Skills – increasing qualifications in the workforce particularly higher level
- Leadership – promoting Cornwall and Cornish jobs
- Low Carbon Economy – as a specific growth sector.

Taken together, these strategies seek economic growth through improving productivity and structural change and better quality jobs rather than through increased levels of migration that would be inappropriate.

Strategy post 2020 - Cornwall Council and LEP intend to review the SEP early 2016 to provide the Strategy beyond 2020. It is likely that the key objectives will continue to be;

- Improve Cornwall's economic performance relative to UK/Europe.
- Explore renewables as opportunity
- Improve physical infrastructure

The implications for the Local Plan will continue to be much the same as set out.

The Cornwall Local Plan (CLP) – says that 'Neighbourhood Plans will help to drive solutions and provision for local infrastructure and economy requirements, and help to focus opportunities. Specific land allocations will be identified in DPDs and Neighbourhood Plans, as clarity about the needs of these locations and sectors emerge. Allocations should also be considered where less than two thirds of the employment land target for the area (as set out in policy 2a) is 'available' in terms of planning permission.'

Policy 1 of the CLP embodies the presumption in favour of sustainable development as required by the National Planning Policy Framework. It indicates that the local planning authority 'will work with applicants, infrastructure providers and the local community to find solutions which mean that proposals will be approved wherever possible, and to secure development that improves the economic, social and environmental conditions in the area.

This means that planning applications that accord with the policies in the Local Plan and supporting Development Plan and Supplementary Planning Documents (including, where relevant, with policies in Neighbourhood Plans) will be regarded as sustainable development and be approved, unless material considerations indicate otherwise.

When considering whether a development proposal is sustainable or not, account will be taken of its location, layout, design and use against the three pillars of economic development, social development and environmental protection and improvement.

Policy 2 sets out the 'spatial strategy' for Cornwall. It says that proposals will be welcome that improves conditions for business and investment in Cornwall. The elements of the policy of relevance to Liskeard are:

- Supporting key regeneration activities and the economic vision for Cornwall;
- Providing homes and jobs in a proportional manner, where they can best sustain the role and function of local communities and that of their catchment;
- Supporting the expansion of existing businesses and the indigenous businesses of agriculture, fishing and mining;
- Maximising the economic growth and benefits of education, skills development, research, and the colleges and Combined Universities in Cornwall;
- Supporting employment schemes in both towns and rural areas, giving particular emphasis to quality, permanent work opportunities that break seasonal labour cycles;
- Supporting smart specialisation sectors including; food; aerospace; marine; renewable energies (including geothermal); and cultural industries;
- Supporting the provision of work hubs and the ability to work from home through live/work units;

- Supporting economic development in South East Cornwall that meets the area's own needs and benefits from its relationship with Plymouth;

A notable aspect of the spatial strategy is the absence of specific reference to the Liskeard/Looe CNA other than in the context of south-east Cornwall.

Policy 2a – sets out the key targets for employment floor-space.

Format of Requirement	Target to 2030 SqM	Net Completions to 2015 SqM	Commitments 2015 SqM	Residual SqM
Office	20,667	238	1,200	19,705
Industrial	23,667	2,293	6,082	15,292
Total	44,334	2,531	7,282	34,997

These figures incorporate a 40% over provision to take account of the non-delivery of some sites and flexibility of appropriate space. Note that all completions and commitments recorded in this table are from sites *outside* of the Liskeard NP area. Of the residual, 1,200 SqM of industrial floorspace might be found at the remaining land at Doublebois Industrial Estate, and 2,000 SqM at the Polean site in Looe, leaving a residual of 12,092 SqM industrial, or 31,797 SqM in total.

Policy 3 – says that the scale and mix of development and investment in services and facilities should be proportionate to the role and function of places, and indicates that the strategic scale of development will be managed in Liskeard in a Site Allocations DPD or the Neighbourhood Plan.

Therefore, in preparing the Liskeard Neighbourhood Plan, the supporting text to Policy 3 is very relevant and must guide its content. This says that in providing a positive policy framework to support the SEP and the Economy and Culture Strategy, there is a need to:

- support jobs, business and investment with a focus on sustaining a range of local businesses.
- encourage both large and small scale opportunities in appropriate locations.
- support and protect the sustainability and expansion of existing businesses and the growth of new sectors ...where this provides full time jobs and...leads to a rise in the average wage in Cornwall.

It says that flexibility is needed to ensure 'sufficient sites and premises of the right type are available in the right places at the right time'. To enable the approach of 'smart specialisation' promoted in Cornwall's economic strategies the plan is claimed 'not prescriptive of the location or nature of most employment space that will be developed, providing the flexibility required to adapt to changing markets'.

In relation to housing, the emphasis of the strategy is 'to ensure the right homes in the right places to help support skills mobility and access to employment'. Of particular relevance to Liskeard, The Plan says that its strategy intendeds to 'compliment Plymouth's significant role in relation to South East Cornwall, particularly in terms of employment and retail provision'.

The Local Plan gives emphasis to supporting certain forms of development. In relation to Liskeard, the most relevant are;

- Knowledge based industries, to exploit super-fast broadband;
- Infrastructure delivery/improvement;
 - to the rail and road network (particularly the trunk road network),
 - capacity of the electricity grid,
 - access to schools,
 - and continued improvement to higher education and industries developing from these improvements;
- Indigenous business including agriculture, fishing and mining;
- agri-tech and food/drink growth (and their supply chain) in the wider area of Cornwall's eastern Travel To Work Areas;
- Creative industries to utilise the graduate output from the Universities in Cornwall along with other higher education facilities;
- Low carbon energy production and related industries to exploit the opportunity in Cornwall of marine, wind, hydro, solar and geo thermal assets opportunity;
- More industrial workspace and homes to support the workforce;
- The quality of Cornwall's environment, through protection and enhancement, as an economic driver;
- The expansion of existing businesses;
- The provision of work hubs, working from home and live / work units; and
- Skills development.

The Local Plan adds that supporting the continued growth of the agricultural sector and supporting diversification of the industry will be critical to the Cornwall's future, long term prosperity.

Policy 5 – on Jobs and Skills gives further guidance on how employment development should be planned, emphasising:

- The development of tourism facilities through the enhancement of existing, and the provision of new, high quality sustainable tourism facilities, attractions and accommodation, that is of an appropriate scale to their location.
- Provision of education facilities that improve the training and skills base.
- Safeguarding *existing strategic* employment land and buildings
- Safeguarding *other existing* employment land and buildings where they remain viable for an employment use.
- Considering alternative uses for *other existing* employment where this does not result in the loss of economic performance of the site or location, i.e. through the redevelopment for a mix of uses.
- Employment proposals should be located either:
 - within or well integrated to our city, towns and villages; or
 - as extensions to on existing employment (uses B1, B2 and B8) locations sites where re-location would be impractical or not viable; or
 - within areas that are well served by public transport and communications infrastructure;

The Cornwall Local Plan also includes specific guidance for the Liskeard/Looe Community Network area, although these do not have formal policy status and therefore are open to interpretation through the Neighborhood Plan. The Local Plan sets the following objectives:

Objective 1 – Economy and Jobs - Deliver economic growth / employment, providing much needed jobs to counterbalance current and future housing development in and on the edge of Liskeard.

Objective 2 – Sustainable Development - Improve connectivity within and on the edge of Liskeard to ensure the town functions effectively as a major hub and service centre for the network area; including enhanced public transport provision.

Objective 3 – Liskeard as a Service Centre - Strengthen Liskeard’s role as a service centre and improve town centre viability through regeneration schemes, including the redevelopment of the cattle market and relocation of the post sorting office to provide a pannier market and improved traffic flow in the town and access from the A38 Moorswater junction.

The Local Plan says that ‘a comprehensive and coordinated approach will be pursued to the planning and development of Liskeard’.

It says that ‘A classic market town, Liskeard now needs to improve its viability and make the most of redeveloping key town centre sites to strengthen its role as a service centre. As the main settlement in the CNA, Liskeard will be a focus for growth’ and that ‘There is a local aspiration to support higher value business uses in Liskeard.’

Plymouth’s Economic Strategy In view of the Local Plan comment that its policy aims to ‘compliment Plymouth’s significant role in relation to South East Cornwall, particularly in terms of employment’ the Local Economic Strategy (LES) of that city is relevant. In brief the LES has 6 key themes: Ocean City Infrastructure, Digital Economy, Business Growth and Investment, Learning and Talent Development; People, Communities and Institutions; and Visitor Economy and Culture.

The section on Digital Economy focuses on:

- Supporting the development and retention of digital skills and entrepreneurs
- Exploiting new digital technologies and innovations
- Creating a Digital Skills Academy
- Digital/creative business start-ups
- Expansion of Tamar Science Park Phase 5 – now renamed Plymouth Science Park.
- An Innovation Centre in the city centre, bringing in investment to support high-value, knowledge-based growth.

KEY EVIDENCE – PLYMOUTH AND SW PENINSULA CITY DEAL

The Plymouth and South West Peninsula City Deal is a new programme covering Cornwall, Devon, Plymouth, Torbay and Somerset with a target of creating over 9,000 jobs over the next fifteen years.

The City Deal has three distinct elements - the Marine Industries Production Campus, the Growth Hub and the Youth Deal.

The Marine Industries Production Campus will be centres on South Yard, Devonport, but will also include the Marine Business Park and Wave Hub at Hayle, Babcock International shipyard at Appledore, FAB Test in Falmouth, Torbay's high-tech cluster of businesses. As such it will create opportunities for off-site research and supply firms to support the new production facilities, and bring highly skilled and better paid residents into the area. The Growth Hub will provide advice and support to such firms, whilst the Youth deal will offer a ‘wage progression’ support to young people developing their careers.

Liskeard is well positioned to take advantage of this initiative providing local steps to support skills development and availability of appropriate land and buildings are taken.

KEY EVIDENCE – FUTURE OPPORTUNITIES

Although the Cornwall Local Plan responds most strongly to the LEP and Economy & Culture Strategy through specific provisions for areas in mid and west Cornwall, this does not mean there is a vacuum of policy and lack of attention for south-east Cornwall and Liskeard, as can be seen in the preceding section. The strategy provisions of the LEP and CLP point to opportunities to take advantage of the Town's proximity to Plymouth, the reduced journey times to other major centres, the mobility of modern industry, the availability of broadband and the area's superb environment. There are also traditional industries – agriculture - undergoing massive change that advantage might be taken from.

So, in addition to supporting the continuation and growth of existing businesses, Liskeard could seek to access enterprises working in or through information technology ('Tech') and advanced manufacturing ('AM'). Tech may include for example 'digital businesses' providing remote support for other businesses, information and communications technology development and 'digital content' creators such as software writers and the creative industries. AM might involve firms working on the 'digitalisation of manufacturing' developing new technological processes such as 3-D print products, or changing processes of production and management and the way they are systematically connected, informed and controlled - the 'Internet of Things'

Such businesses have grown around the major urban areas and like to cluster together, often around universities, and Plymouth's economic strategy in part seeks to create the conditions in which the sector will flourish. That in itself is something that Liskeard can benefit from. Tech and AM businesses are increasingly footloose and south-east Cornwall could offer an attractive package of lifestyle and business opportunities to entice such businesses to locate here.

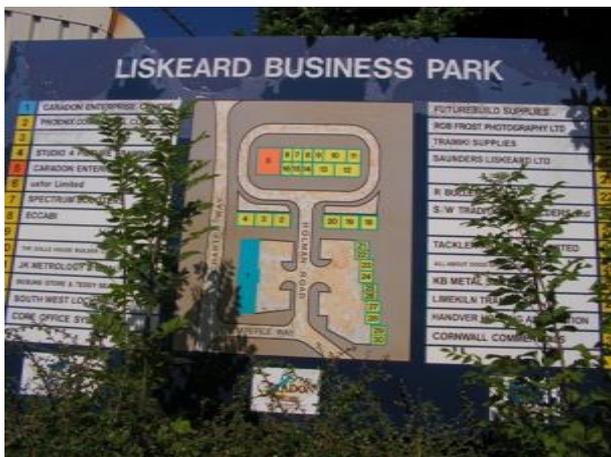
Agriculture once the mainstay of Liskeard's economy, continues to evolve as a result of globalization impacts, tighter hygiene and husbandry controls, the need to respond to climate change, and movements in consumer preferences. As a result, the future of the Cattle Market, once a principal economic driver of the town's prosperity, is extremely doubtful. However, opportunities may exist to support initiatives to add value to agricultural production, through support for diversification, small workshops, food processing, farm-gate sales, and attracting new 'footloose' business etc. Appropriate policies to support sustainable growth and expansion of all types of business and enterprise in rural areas, both through conversion of existing buildings and well-designed new buildings, should be included the Neighbourhood Plan. This should aid diversification and encourage new small firms, specializing in everything from traditional crafts to advanced 'digital businesses' both within and outside the town boundary. However, in doing so the beautiful and varied character of our countryside, and the heritage buildings within it, must be conserved.

In April 2015 at a Stakeholder meeting sponsored by the Neighbourhood Plan WG the concept of a Liskeard Food and Farming Centre was mooted as an application to the Food Enterprise Zone initiative and an application for funding was subsequently made. The aims were to

- To make better use of the space at the cattle market in supporting existing business and providing new opportunities and create an Agri/Food hub.
- Objective 1 – To support the existing businesses at the site and adjacent streets.
- Objective 2 – Create the opportunity for new Food and Farming related business by using unused buildings to create an umbrella covered space to rent out stalls to small business on a daily basis for markets etc.

The bid was not successful but is included as appendix H for completeness.

KEY EVIDENCE – LAND & BUILDINGS AVAILABILITY



The 2010 Employment Land Review (ELR) showed that there were 8 employment areas within Liskeard; covering a total area of approximately 35 hectares. This land was rated in the ELR as being of 'average' in terms of building and environment condition, strategic access to the main road network, and public transport. The ELR information was updated by the working party to take into account recent permissions.

Industrial estates with poor building and environment tend not to attract inward investment and higher technology development, and can cause negative customer impressions which can restrict competitiveness, but can be an important location for more basic activity.

TABLE 1: SUMMARY OF EMPLOYMENT LAND IN LISKEARD (UPDATED TO 1/3/2016)

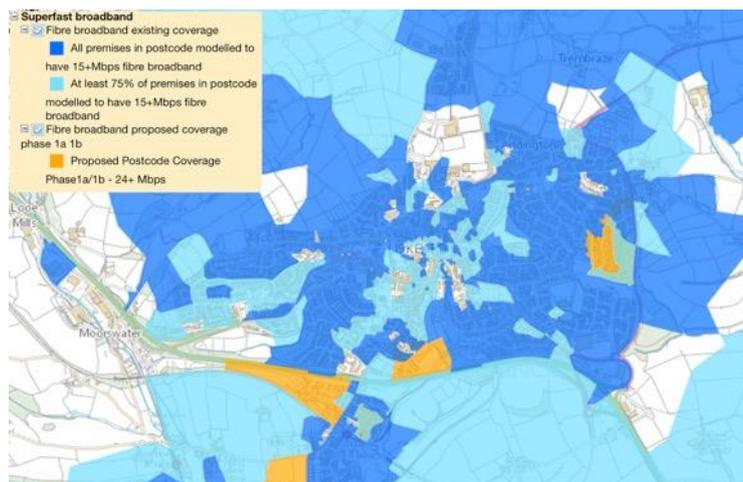
Site	Total Area (Ha)	Developed Vacant Area	Un-developed Vacant Area	ELR 'Quality' score	Comments
Liskeard Business Park, Charter Way	2.74	0	0	44.5	Fully developed with relatively modern buildings
Liskeard Enterprise Centre, Barn Street	0.35	0.35	0	41	Largely unused, average to poor condition and environment. Recent PreApps for residential use.
Miller Business Park, Station Road	2.82	0	0	40	Fully developed, mixed quality, some non-employment uses introduced.
Trevecca, Nr. Hooper Court	0.84	0	0	25	Fully developed, poor quality buildings and environment, at low rentals, hosts some uses that may not easily relocate
Clemo Road	4.65	0	0.42	43	Good quality site. In addition to manufacturing, employment includes work in food store, hospital, Pre-School and GP surgery. Remaining area impacted by nearby Wain Homes planning application.
East of Charter Way	11.5	0	11.5	44	ALT 9 allocation in Caradon Local Plan. The site has not come forward due to various factors including the existence of a ransom strip across the only feasible access route and a lack of enabling funding.
Heathlands	1.45	0	0.44	41.5	Partially developed with good quality buildings and environment. Undeveloped part subject to perpetuated Planning Permission.
Moorswater	10.58	0	0	38.5	Fully developed but with mixed quality buildings and environment and awkward layout.
Former Magistrates Courts site	0.83	0	0.83	-	Outline PP PA15/02646 approved 29/9/15
TOTALS	35.76	0.35	13.19		

The 'Cornwall Employment Sites Study Liskeard July 2012' included a further site analysis, went on to stress the importance of bringing sites forward within the timescale of European funding streams so that intervention funding can assist, and then carried out a matrix assessment of sites around Liskeard for suitability. The Study did not prioritise sites, but suggested that Li9 (Land south of Liskeard Business Park) and Li13 (Heathlands Business Park Infill) and Li11 (Tencreek Farm) had the potential to come forward quickly without public sector intervention. Of these only Li9 (Land south of Liskeard Business Park) has come forward by 2016.



KEY EVIDENCE – COMMUNICATIONS

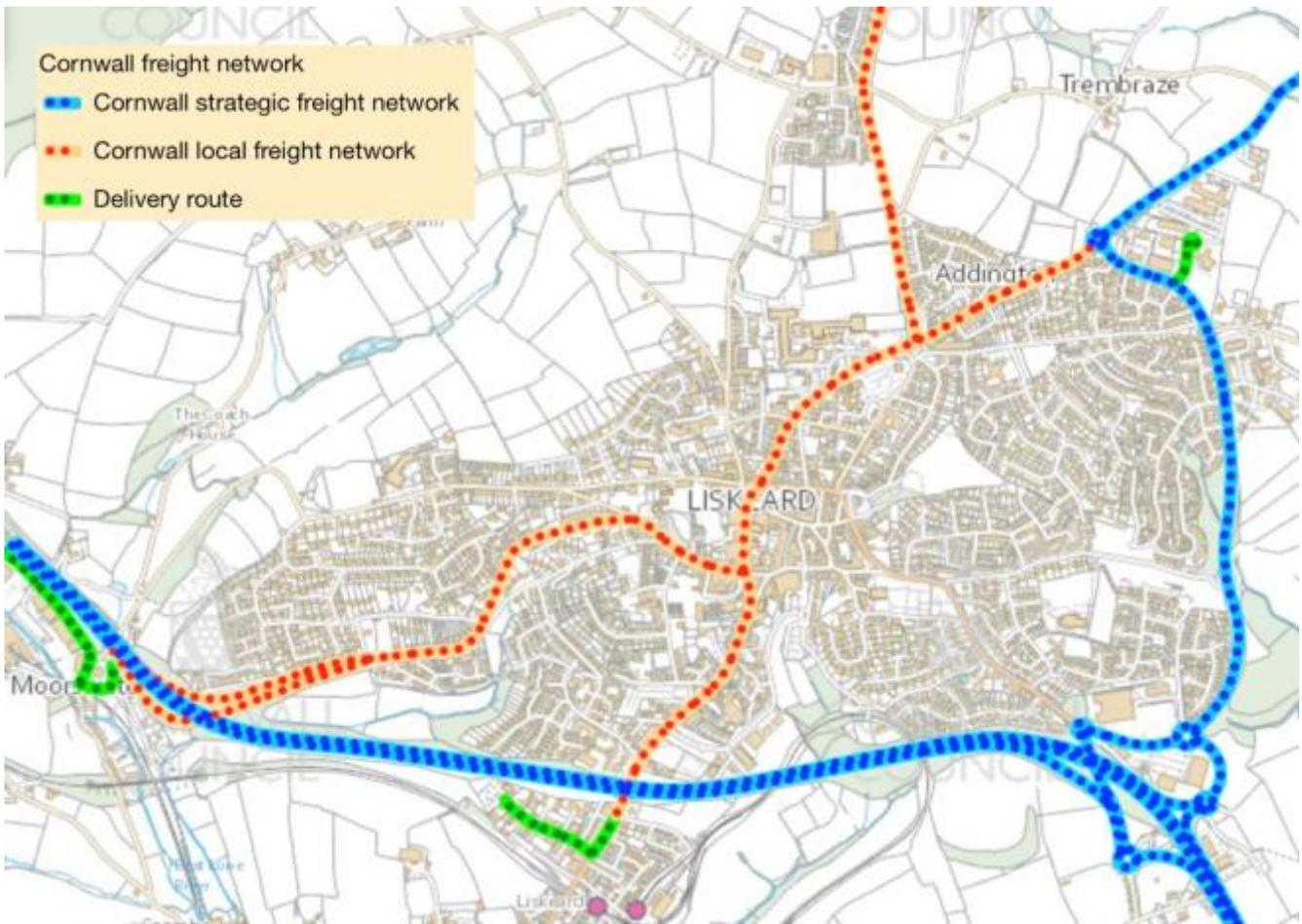
Broadband Availability - Liskeard was one of the first tranche of places in Cornwall to get a fibre broadband system and much of the town is now covered (see figure XX) with many properties enjoying fibre-to-the-premises (FTTP) access to download speeds of up to 330 Mbps and upload of 30 Mbps. However, there is a significant scatter of small areas around the town where only 75% of premises have been reached, and some smaller areas with no SF broadband access at all. Some of these will be upgraded in the 'new' Superfast Cornwall programme, but several small pockets will remain. Whilst the general availability of SF Broadband will assist many local firms and home businesses, to take best advantage of foot-loose knowledge based and creative industries higher speeds are desirable. An initiative to bring ultrafast or 'gigabyte' broadband to Liskeard may be appropriate. Free general WiFi availability, along with local 'what to do and where to shop' smartphone app, is now seen as an important part of the shopping and leisure experience that would support town centre businesses. However, street access to broadband WiFi in Liskeard is very patchy and related to individual shops and hotspots (See map above).



3G and 4G Mobile Signal – a good mobile phone signal capable of rapid data download is also important for business and retailing. The somewhat hilly topography of Liskeard and the surrounding area is a disadvantage here, and despite recent improvements there are many zones where gprs only or no signal is available, particularly to the east of the town. Open Signal suggest that coverage in the area shown in the map below is 41% below the UK average (see map below).



Road Network – Location alongside the A38 trunk route and the Cornwall Strategic Freight Network has obvious advantages for local firms wishing to access wider markets, and journey times to east and west are now much reduced. Conversely, this location does render the town accessible to larger regionally based firms able to compete for local customers, who therefore choose to deliver goods from places further away, such as Bodmin, which are perceived to have more direct access to the rest of the country via the A30. Furthermore, the supply of employment land at Bodmin, on the confluence of the A38 and A30, provides that town with a competitive advantage over Liskeard in terms of attracting new investment.



Above: Cornwall Freight Network. Below: Traffic Sensitivity



Traffic Sensitivity – Liskeard is a relatively un-congested town suffering from slight commuter-related traffic problems at peak hours. Due to the layout of the town East/West and North/South traffic passes through the Parade, but it flows freely at most times, with minor delays at peaks, but significant changes to the road infrastructure are not justified, neither is there a need to restrict development on traffic grounds

KEY EVIDENCE – COMMUNITY AND STAKEHOLDER ENGAGEMENT FEEDBACK

Community engagement - Seventy-two percent of those who ranked their top four themes included ‘a place to work and learn’. Its rank in third position probably reflects the fact that whilst people may live in Liskeard and its environs and use the town centre shops to a greater or lesser extent, not everyone works in Liskeard, nor are all the Liskeard children educated here. However, this was a very widely supported theme, perhaps with more confidently expressed views about its importance than any other category. It was tied to the ‘place to live’ by a significant majority. The point was made repeatedly, ‘jobs first, then houses’. Many respondents considered ways to bring more employment into the town. Accessibility and attractiveness were considered critical. The availability of suitable industrial units of different sizes, business rates and rents, poor access to the A38 from Moorswater and similarly poor links from the A38 to the south of town, were all identified as critical issues.

The limited post-school education and training facilities and a shrinking adult education provision in town was criticised. Two respondents said that basic literacy and numeracy skills training were required, in addition to the higher-level skills and entrepreneurial/business training suggested by others. Respondents argued that specific sectors should be encouraged to set up in town, perhaps in the small incubator-style units in converted Victorian villas, currently surplus to Cornwall Council’s requirements. The ICT sector, arts and craft businesses were suggested as suitable for small clusters. The expertise of local professional business advisers should be made more widely known and available. The high speed broadband should be publicised. Financial support should be sought from the EU. (See Table 2 below)

Cornwall LEP Road Show - held in Liskeard on the 10 January 2012, raised the following key concerns voiced by the local private sector:

- Employment land for future developments
- Problems of being a dormitory town to Plymouth
- Problems of being in the St Austell TTWA
- Schools and Education – sixth form students going out of the area to get their education
- Low aspirations amongst parents
- Revitalising town centres in towns too small for a BID
- Keeping profits in the county
- Car Parking
- The need for employment led growth rather than housing led growth
- Transport and Communications – The need to focus on this as the means to drive growth in the LEP Strategy
- Superfast Broadband – grants for upgrading computers
- Fear of growth amongst small forms
- Environment and ‘Clean Cornwall’ is very important driver

Business Breakfast - A meeting of the leaders of the business community on the morning of 7th July 2014 drew out more specific details relating to the concerns of doing business in the town. One critical issue repeatedly raised was the availability, cost and accessibility of good quality industrial units with good transport links, through proximity to junctions onto the A38. It was suggested that the town needed small starter units and larger units for successful firms to move to as they grew. Better road links, particularly from the southern end of town to the A38 was identified as important. Business leaders also suggested that the town was not promoted well; Liskeard does not get a mention until 22 miles east of Liskeard on the A38. The signs on the M5 just have ‘Plymouth and the West’. The good rail links and high speed broadband should attract businesses to the town. Although the town population is less than 10,000, as a market town Liskeard serves a rural hinterland of up to 33,000 people. Respondents thought that all these things should make Liskeard attractive to businesses.

Further details are given as Appendix D.

Cornwall Estates Management – On 18th November 2015 a meeting was held with Sarah Steed of Cornwall Estates Management about the stock and current health of the Liskeard workshop market. It was noted that Cornwall Council manage the Enterprise Centre off Holman Rd, the older buildings at Trevecca, the Cattle Market and depot premises at Moorswater.

The Holman Rd units were built early 2000’s, some 30 units ranging from 600 to 800 sq ft under the guidance of the former Caradon District Council’s far-sighted and innovative economic development officer. These were all full of small businesses engaged in a variety of activity.

The 10 units at Trevecca on Culverwood Road were in buildings of low physical quality and appearance, and consequently had low rents. The buildings were in full occupancy by firms needing a lower rental basis.

The Cattle Market premises consist of 15 small units used mainly for niche retail activity. These are also in full occupancy.

The Estates Management experience was that enquiries were up since the emergence from recession, and indeed there has been no need to advertise. Recent enquiries indicate demand for units from 100 – 1500 sq ft, and 1500 – 2000 sq ft, as well as for serviced plots. Existing small businesses have begun to demand expansion spaces their businesses have recovered and grown.

National Farmers Union – On 18th November a lunchtime meeting as held with the NFU including 7 local farmers. The main points arising from this were

- Agricultural land should be protected with housing on brownfield as much as possible with recognition that some greenfield sites will be needed
- Measures to support employment in the countryside though rural enterprises and value added activity were key issue
- The future of Liskeard Cattle Market was a growing concern
 - Farmers want to continue having a local market, but it should be more effective or larger – maybe once a month.
 - There were potential Health & Safety, animal husbandry and hygiene issues looming with the dilapidated buildings that would require significant investment to overcome
 - The current use of the site was seen as being inefficient; perhaps a smaller part of the site could be used, leaving land free for other uses.
 - The capital costs of developing a new market on the edge of town would probably be prohibitive.
 - The current auctioneers were unclear about their intentions with regard to their lease on the site and relocation to a centralised agricultural market site near Bodmin
 - Loss of the market could drive banks and other services to leave Liskeard
 - Mole Valley Farmers Ltd at Moorswater was now becoming the real focus for agriculture in Liskeard
- Food-based development is a good future option, but no specific ideas emerged
- Potential for sheep/cattle sorting for distribution/wool marketing board shed?

Table 2 (1): General concerns expressed about Employment and Training

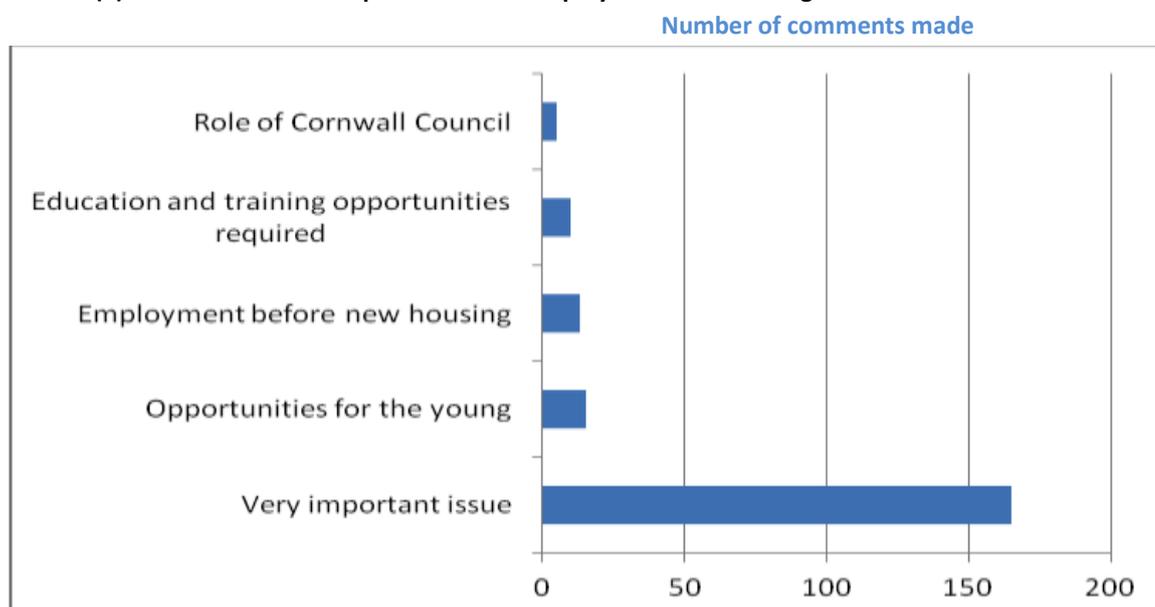


Table 2 (2): Liskeard's Potential

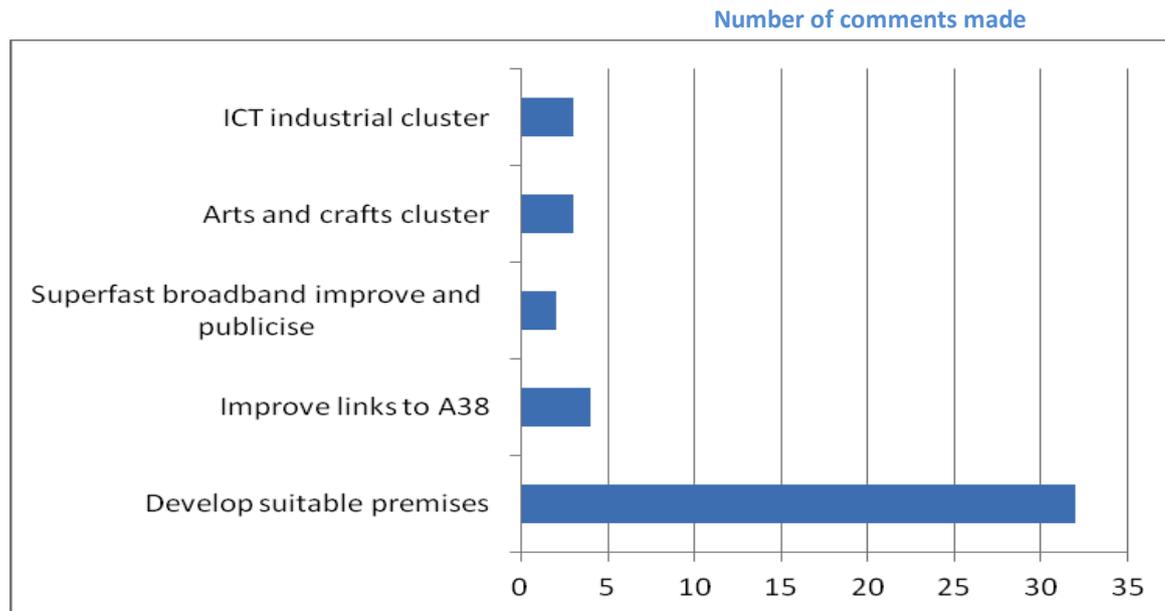
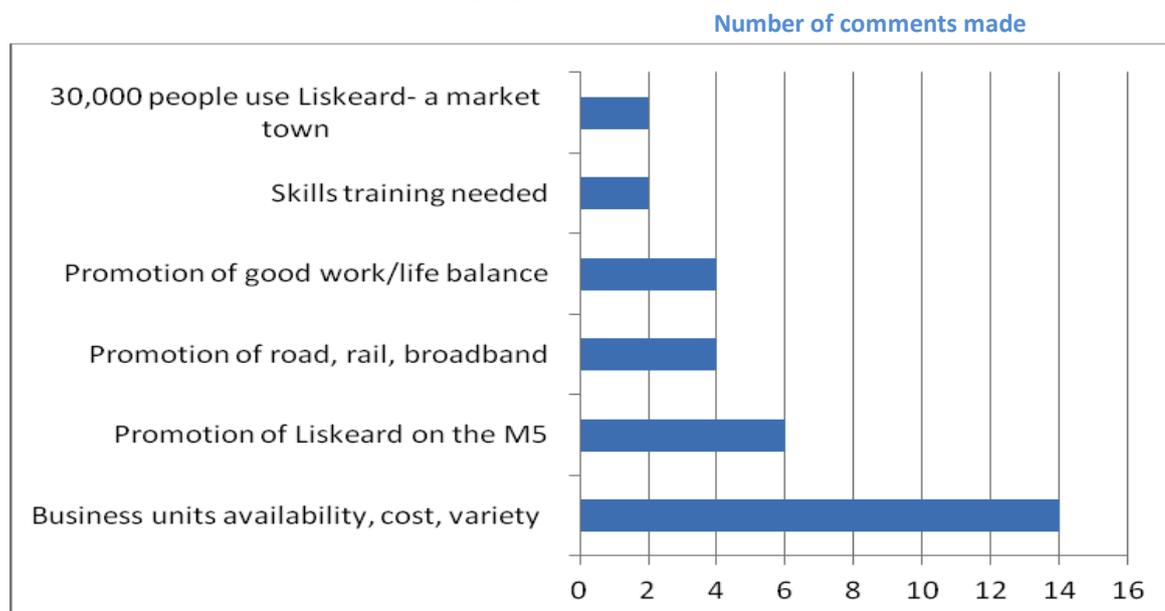


Table 2 (3): Business Leaders Views on Employment and Training issues



Pre-Application Discussions – Some working group members were also involved on ‘pre-app’ discussions with developers intending to bring forward housing land in the area. These discussions revealed a willingness amongst developers to consider providing employment land as part of mixed developments. It is likely that this is linked to both the need to demonstrate sustainability in new housing proposals, but also to a recognition that demand in the area is increasing in the face of an absence of supply.

KEY EVIDENCE – LAND REQUIREMENT

The requirement for floor space given in the Cornwall Local Plan (see page 14) can be converted to a land requirement by using a standardised ‘plot ratio’, that is the ratio of that part of a site occupied by the footprint of a building to total site area on which it sits. That part not occupied by building is assumed to be occupied by service roads, lorry maneuvering areas, parking, security fencing, landscaping, flood mitigation lakes and so on. The CLP uses a generalised plot ratio of 40% developed area to 60% other area.

This approach may be refined to provide a range of land requirement figures. Class B1 (c) and B2 (‘Light Industry’ or ‘Business Park’) buildings are assumed to be single storey with a ratio of 40%. Class B8 (Warehousing) is the same. However, B1 (a) (general offices, call centres, IT/Data centres and serviced offices) may have a greater need for car-parking and landscaping and of course might be provided in two or more storeys. For office space, we can model situations where buildings are two storeys and/or plot ratio is 33%.

	Class B1 (c) & B2 (‘Light Industry’ or ‘Business Park’) and Class B8 (Warehousing)	Class B1 (a) Offices	Comments			
Floor space Requirement SqM	12,092	19,705	19,705	19,705	19,705	
Plot Ratio	40%	40%	40%	33%	33%	
No of storeys	1	1	2	1	2	
Land Requirement Ha	3.02	4.93	2.46	5.97	2.99	
Job Generation*	223	1,642	1,642	1642	1642	*based on Homes and Communities Agency Employment Densities Guide 2nd Edition 2010

Table 3: Floorspace Requirement Conversion

Total land requirement can therefore be modelled to range from 5.48 to 7.95 ha, with a job generation of 1,865, depending upon the mix involved. More intensive ‘office campus’ style developments with several storeys could be accommodated on a similar land take, but with far higher job generation. However, given long term market conditions and past development experience, it is most reasonable to assume that the majority of developments will be for smaller units in a single storey format. Consequently the recommendation is that 7.95 ha of employment land should be sought. From this the recent PP for the former Magistrates Court site should be deducted (0.83ha) leaving target of 7.12ha. When the planning permission for Ten creek is issued, add a further 6.1 ha will be added, leaving a target of 1.02 ha

Employment Group SWOT analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • A 38 + good rail links • Quality of life / attractive location • Able people (employers & employees) • University nearby, Duchy college etc. • superfast broadband • plenty of potential sites • existing employment sites (hospital, school) 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • no training colleges in Liskeard • lack of available land / unwilling to sell for employment • patchy broadband e.g. Moorswater • draw of Plymouth (dormitory town) • inadequate access junctions onto A 38 • lack of skills base • lack of development in recent years/present sites largely full • housing mix may not encourage new business / enterprise • not much flat land • economic issues/recession
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Some mixed use developments to unlock sites • Utilize sustainable transport links already in place • enhance connectivity through better junctions onto A 38 • capitalize on broadband • find niche e.g. agricultural services/food hub • enhance training provision • potential for green energy on new business/industrial site • Tech and AM industry/Plymouth economy 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Landowners not releasing land for employment use • Draw of commuting to other towns for work e.g. Plymouth • Other towns attracting funding for employment and training e.g. Bodmin

CONCLUSIONS FROM THE EVIDENCE

The evidence collected suggests that the need is for a local employment strategy to meet the requirements of the NPPF, LEP Strategy and Cornwall Local Plan which aims to increase opportunity, raise aspirations, support the attraction of higher value jobs to the area, and promote greater ‘self-containment’ in the interest of sustainability.

The main elements of the strategy are to:

- Relate the rate at which employment land becomes available to the rate at which additional housing is provided, so that the town is less reliant on employment elsewhere.
- Learn from previous situation and does not have just a single employment site whose development does not come forward but to look at several options as per the approach suggested in 2012 with the Cornwall Development Company study.
- Provide a range of sizes and tenures of buildings/facilities, so that new businesses can set up, and existing businesses can expand and develop without having to leave the area;
- In order to maintain the existing supply of employment land and buildings in appropriate locations, safeguarding in accordance with CLP Policy 5 is required.
- Provide sites where maximum use can be made of sustainable transport links;
- Enable employers to make good use of local skills and infrastructure assets such as superfast broadband in order to raise average incomes in the Liskeard and Looe CNA
- Encourage inward investment in local business and employment;
- Provide for up-skilling of people working and living in Liskeard through links between schools, colleges, universities, other training providers in both public and private sectors, and employers;
- Support the viability of the town centre;
- Support rural diversification and agricultural 'added value' initiatives;
- Not add unacceptably to pressure on infrastructure, service and road traffic conditions.

(It was also noted that several areas of potential employment land identified in the previous studies were not in the Town Council or Neighbourhood Plan area and so effective policy provisions for these areas cannot be made through the Neighbourhood Plan, although the requirement for employment is a CNA-wide issue, so provision on the outskirts of Liskeard should be seen as part of the process).

The Working Group recognized that working at/from home was a major and increasing part of the local economy and considered that the Neighbourhood plan should put in place policies that enable home working to be provided for in housing developments. It was also considered that the innovation hub concept could help home businesses to collaborate, grow and emerge into sources of higher value employment for local people.

One means of supporting up-skilling is through the establishment of a training and development hub to serve the town/CNA, supporting a shared project initiative to bring together and manage the necessary provision. The innovation/home business support hub could include: Serviced offices and/or 'hot desks' with administrative and clerical support/Co-working and collaboration space/ Layout and 'maker' space/ Business meeting space/ Access to very high bandwidth internet/ Showroom and event space/ Refreshment area.

SUSTAINABLE DEVELOPMENT

Our over-riding purpose must be to deliver sustainable development. Sustainable development means making sure we grow and develop in a way that's safe and fair for future generations. To get the best long-term outcome our employment strategy must follow the guiding principles of sustainable development, which are:

- Living within the planet's environmental limits – protect and enhance our natural and man-made environment, and respond to climate change.
- Ensuring a strong, healthy and just society – meet present and future needs for the housing, work and services that support the wellbeing of all our community.
- Achieving a sustainable economy – support actions that build prosperity for all and use resources wisely.
- Promoting good governance – make sure that all are involved in creating the Neighbourhood Plan

STRATEGIC OVERVIEW – VISION/AIMS – OBJECTIVES.

Taking the preceding analysis into conclusion, our proposals are as follows:

THE NEIGHBOURHOOD PLAN ADOPTS A STRATEGY WITH THE STRATEGIC AIM BEING.

‘To attract high quality employment, and training facilities, to meet the needs of business and the working population and to ensure the long-term sustainability of Liskeard as a thriving, prosperous place and modern market town that provides high quality services to local residents and the surrounding rural communities’

Objectives:	Achieved by:	Land Use & Project Actions Required
<p>1. Promote quality employment growth</p>	<ul style="list-style-type: none"> a) ensuring employment land is developed up-front, or in parallel with housing, including through s106 agreements and grants b) identifying a range of appropriate sustainable locations for employment/training development in and around Liskeard c) Safeguarding existing employment land. d) building on our local strengths including superfast broadband, mainline railway, close proximity to A 38 and attractive environment to promote local business opportunities and attract inward investment e) supporting the growth of home based businesses f) linking with the housing strategy to encourage appropriate houses that attract businesses/entrepreneurs to the area g) supporting developments that are compatible with a sustainable transport strategy and maximise the use of “green” energy and sustainable building methods/design 	<p>Policy to link release of housing land to progress in developing employment sites, and or to encourage concurrent provision of housing and employment schemes in integrated sites. [Policy Em1]</p> <p>Site allocations and planning policy to manage [Policy EM2 and Proposal EM3]</p> <p>Policy identifying safeguarded sites [Policy EM4]</p> <p>Policy to promote extension of SFBB network into new developments. [Policy SUS2]</p> <p>Policy to cause better housing mix/balance to include provision of larger houses to support in-migration of senior managers and entrepreneurs. [Policy H8]</p> <p>Ensuring allocations are appropriately located and incorporate high standard of building. [Policy SUS1]</p> <p>[See site analysis below]</p>
<p>2. Build on existing viable businesses which provide local employment opportunities and a range of services for both the people living in the town and surrounding area</p>	<ul style="list-style-type: none"> a) Supporting provision of a range of facilities that will allow businesses to expand and stay in the area, and for agricultural businesses to ‘add value’ to their produce. 	<p>Policy ensuring a range of sites to support business opportunities, within and beyond the town [Policy EM2 and Proposal EM3]</p>
<p>3. Improve skills and training</p>	<ul style="list-style-type: none"> b) Identifying skills shortages 	<p>Project linked to item 4 below [Projects 1 to 3].</p>

	<p>c) Supporting and encouraging the co-ordination of vocational training/skills development between formal education and private sector and identify appropriate providers including schools, further/higher education and training agencies</p>	
4. Establish an innovation hub	<p>a) Working with Cornwall council to locate suitable start-up premises and via funding agencies to attract new businesses to form a co-operative work-space. b) Sponsorship and grant aid to support local enterprises and universities</p>	Identify appropriate sites and support through project required [Policy EM6].
5. Encourage renewal of 'tired' employment sites.	Support initiatives to refurbish/rebuild existing employment sites.	Identify potential opportunities and support with enabling planning policy. [Policy EM7]
6. Ensure that employment opportunities are available in the rural part of the Neighbourhood Plan area	<p>a) Support rural diversification and agricultural 'added value' initiatives; b) Encourage small workshop developments at appropriate locations subject to criteria which protect the rural and heritage interest.</p>	Criteria led policy for rural workshops [Policy EM8]

Assessment of potential employment sites

Taking into account the analysis described in preceding sections, a re-assessment of the current employment sites and the potential sites outlined in the Cornwall Development Company study of 2012 has been conducted. The aim was to source areas with the potential for mixed development as well as dedicated employment sites, in recognition of the difficulties experienced in the past of releasing land solely for employment use. Considerations included access to sustainable transport links, topography, deliverability, environmental impact. Site assessments sheets for each are attached as Appendix 4. The out-of-town sites with potential were:

Site	Total Area (Ha)	Potential floorspace at 40% PR	Comments
Tencreek (CDC Li11)	6.2	24,800	Located mostly in Menheniot Parish and outside the Neighbourhood Plan area. Site is within the area of a current planning application for a mixed use urban extension. The Town Council has indicated that it supports the application.
Bolitho Farm (CDC Li12)	12.72	50,880	Located mostly in Menheniot Parish and outside the Neighbourhood Plan area. On the south side of the A38, so physically cut-off from town, but has excellent accessibility to strategic freight network (A38 and A390).
Abutting Clemo Road (CDC Li 05)	0.93	3,720	Small sites within proposed new mixed use housing development, close to access roads, and neighbourhood community hub
East of Charter Way	11.05	44,200	ALT 9 allocation in Caradon Local Plan, at which time a major feasibility study was commissioned, and a substantial enabling sum was allocated. However the funding was later transferred elsewhere by Cornwall Council, and the market has not been able to bring the site forward, possibly because of the existence of a ransom strip across the only feasible access route. Bringing the site to market now will probably need to be supported by enabling mixed uses.
Bordering Charter Way, South of Lake Lane (CDC Li10).	4.54	18,160	A further extension of the above site. Previous developer interest reported by CDC.
Magistrates Court	0.83	3,320	Mixed use site now under construction
TOTALS	36.27	145,080	

Urban sites were considered for expansion/redevelopment to meet the Local Plan target.

Site	Total Vacant Area (Ha)	Potential floorspace at 40% PR	Comments
Heathlands (CDC Li13)	0.44	1,760	May be subject of perpetuated planning permission, but should be included in allocation policy to ensure that it is recognised as employment land.
Rapsons lorry park/mortuary site (CDC Li15)	0.25	1,000	Ex-mortuary and adjoining underused car park. Potential for redevelopment for office uses.
The Enterprise Centre (CDC Li14)	0.00	-	Old difficult to let site with poor access and surrounded b tight knit pattern of residential development, now considered more suited for redevelopment as housing or possible mixed use with live/work units

Trevecca	0.00	-	Owned and operated by CC. Fully developed, poor quality buildings and environment, at low rentals, hosts some uses that may not easily relocate. However a renewal project could intensify use and provide some additional floorspace.
Moorswater	0.00	-	Fully developed but with mixed quality buildings and environment and awkward layout, some low density uses. However a renewal project could intensify use and provide some additional floorspace.
Miller Business Park, Station Road	0.00		Fully developed, mixed quality, some non-employment uses introduced.
TOTAL NEW	0.25	2,760	

It was considered that only the Rapsons site should be identified as a new opportunity, but that reference to the potential for renewal and enhancement at Trevecca , Miller Business Park and Moorswater should be included in the Neighbourhood Plan, along with inclusion of Heathlands site in allocation policy.



POLICY, PROPOSAL AND PROJECT RECOMMENDATIONS

POLICY RECOMMENDATIONS

Taking all the above factors into account, the following policy set is recommended for inclusion in the Neighbourhood Plan.

(NOTE: Policy numbers given below are for convenience of reference within this document and do not directly transfer to Policy references in the Neighbourhood Development Plan Written Statement.)

POLICY EM1 - EMPLOYMENT BEFORE HOUSING.

FURTHER LARGER HOUSING DEVELOPMENTS MUST BE ACCOMPANIED BY 'UP-FRONT' EMPLOYMENT LAND. MIXED DEVELOPMENTS WILL BE ALLOWED WHERE THE DEVELOPER CAN DEMONSTRATE THAT CROSS-SUBSIDY FROM A HOUSING PROJECT IS NECESSARY TO ENSURE THE VIABILITY OF THE DEVELOPMENT AS A WHOLE. VIABILITY WILL BE ASSESSED ON A SIMILAR MODEL TO THAT USED FOR AFFORDABLE HOUSING, AND MAY INVOLVE THE DEVELOPER PROVIDING AN 'OFF-SITE' CONTRIBUTION TOWARDS DEVELOPING EMPLOYMENT LAND WHERE IT IS NOT APPROPRIATE TO INCLUDE THE EMPLOYMENT ON-SITE. [SEE POLICY H2 ALSO]

POLICY EM2 – EMPLOYMENT LAND ALLOCATION.

IN ORDER TO MEET THE CORNWALL LOCAL PLAN EMPLOYMENT LAND REQUIREMENT AND FLOORSPACE TARGETS, AND PROVIDE FLEXIBILITY TO MEET CHANGING MARKET TRENDS AND DEMANDS, A TOTAL OF 14 HA IS ALLOCATED IN THIS NEIGHBOURHOOD PLAN AT THE FOLLOWING LOCATIONS:

- 1. EAST OF CHARTER WAY (11.05 ha)***
- 2. NORTH OF PENGOVER ROAD (0.93 ha)***
- 3. RAPSONS LORRY PARK/MORTUARY SITE (0.25 ha)***

4. UNDEVELOPED PART OF HEATHLANDS TRADING ESTATE (0.44Ha)

THE DEVELOPMENT OF THE LAND NORTH OF PENGOVER ROAD MUST:

- a) **BE FOR USE CLASSES B1, B2, AND B8 ONLY; AND**
- b) **BE COMMENCED IN ADVANCE OF [OR CONCURRENTLY] WITH ANY DEVELOPMENT OF ADJOINING LAND FOR RESIDENTIAL DEVELOPMENT; AND**
- c) **INCORPORATE AND SHARE AN IMPROVED JOINT ACCESS WITH THE CLEMO ROAD INDUSTRIAL ESTATE**

THE DEVELOPMENT OF THE LAND EAST OF CHARTER WAY:

MUST INCLUDE:

- a) **B1, B2 AND B8 USES;**
- b) **A 15 METRE WIDE HEAVY PLANTING STRIP ON THE SITE'S PERIMETER;**
- c) **THE RETENTION WHEREVER POSSIBLE OF IMPORTANT HEDGEROWS;**

MAY INCLUDE:

- d) **SELF-BUILD RESIDENTIAL DEVELOPMENT;**
- e) **LIVE-WORK UNITS;**
- f) **AND RECREATIONAL FACILITIES;**

RETAIL, OTHER THAN AS AN INTEGRAL PART OF A PRINCIPAL USE, IS SPECIFICALLY EXCLUDED.

PROPOSAL EM3 – ALLOCATION OF EMPLOYMENT LAND OUTSIDE BUT ABUTTING THE LISKEARD NEIGHBOURHOOD PLAN DESIGNATED AREA [NOTE 20/11/16 - THE TENCREEK FARM SITE NOW HAS PLANNING PERMISSION]

THAT THE MENHENIOT PARISH COUNCIL BE REQUESTED TO ALLOCATE, IN ITS FORTHCOMING NEIGHBOURHOOD PLAN:

1. **6.2 HA OF LAND AT TENCREEK FARM**
2. **12.72 HA OF LAND AT BOLITHO FARM FOR THE FOLLOWING PURPOSES:**
 - a) **A GROUPING OF RELATED INDUSTRIES – FOR EXAMPLE RELATED TO AGRICULTURAL TECHNOLOGY AND PROCESSING**
 - b) **A DEVELOPMENT RELATED TO THE GROWTH HUB INITIATIVE OF THE PLYMOUTH AND SOUTH WEST PENINSULA CITY DEAL**
 - c) **THE DEVELOPMENT IS FOR USE CLASS B1 ONLY, OR MIXED B1/B2 USES**
 - d) **WOOL-SORTING CENTRE**

POLICY EM4 – SAFEGUARDING EXISTING EMPLOYMENT LAND

THE FOLLOWING EXISTING EMPLOYMENT SITES ARE SAFEGUARDED IN ACCORDANCE WITH CLP POLICY 5

1. **LISKEARD BUSINESS PARK, CHARTER WAY**
2. **MILLER BUSINESS PARK, STATION ROAD**
3. **TREVECCA, CULVERWOOD ROAD**
4. **CLEMO ROAD INDUSTRIAL ESTATE**
5. **EAST OF CHARTER WAY**
6. **HEATHLANDS INDUSTRIAL ESTATE**
7. **MOORSWATER INDUSTRIAL ESTATE**
8. **FORMER MAGISTRATES COURTS SITE, CULVERWOOD ROAD**

POLICY EM5 – HOME BASED ENTERPRISE

HOME BASED ENTERPRISE PROPOSALS WILL BE ENCOURAGED WHERE IT CAN BE SHOWN THAT THERE WILL BE NO UNREASONABLE ADVERSE IMPACT AFFECTING NEARBY RESIDENTS AND COUNTRYSIDE, OR THE CHARACTER AND APPEARANCE OF THE LOCALITY BY REASON OF VISUAL IMPACT, VEHICLE MOVEMENTS, NOISE VIBRATION, SPECIAL LIGHTING, ADVERTISING AND ACTIVITY AT UNUSUAL HOURS.

POLICY EM6 – THE DEVELOPMENT OF AN INNOVATION/HOME BUSINESS SUPPORT HUB

THE DEVELOPMENT OF AN INNOVATION/HOME BUSINESS SUPPORT HUB WILL BE PERMITTED:

- a) **ON THE SITES COMING FORWARD UNDER POLICY EM1 AND POLICY EM2 AND SAFEGUARDED IN POLICY EM4, AND ALSO ON LAND WITHIN THE LISKEARD SCHOOL SITE,**

- b) **ON SITES ELSEWHERE IF THE SITE IS:**
- a. **ON AN ESTABLISHED PUBLIC TRANSPORT ROUTE; AND**
 - b. **ACCESSIBLE SAFELY BY FOOT AND CYCLE; AND**
 - c. **PROXIMATE TO OTHER TRAINING AND EMPLOYMENT FACILITIES.**

PROJECT 1 – AN INITIATIVE TO CREATE AN INNOVATION HUB WILL BE FACILITATED BY THE TOWN COUNCIL.

PROJECT 2 – TO DEVELOP A TRAINING AND SKILLS CENTRE – POSSIBLY LINKED WITH COMMUNITY COLLEGE AND COMMERCIAL EMPLOYERS, OR OTHER ORGANISATIONS [EXAMPLES INCLUDE ENGINEERING DEPT AT SCHOOL LINKED TO KAWASAKI, RIO, ECCABI

PROJECT 3 – AN INITIATIVE TO MAXIMISE THE BENEFIT OF SFBB AND INTRODUCE ‘GIGABYTE’ BROADBAND WILL BE SUPPORTED IN CONNECTION WITH THE INNOVATION HUB CONCEPT.



POLICY EM7 – REDEVELOPMENT AND ENHANCEMENT OF EXISTING EMPLOYMENT SITES

THE REDEVELOPMENT AND/OR ENHANCEMENT OF EMPLOYMENT USES ON EXISTING SITES AT TREVECCA, MILLER BUSINESS PARK, AND MOORSWATER TO PROVIDE UPGRADED PREMISES AND IMPROVED ENVIRONMENT WILL BE PERMITTED SUBJECT TO THERE BEING NO SIGNIFICANT DETRIMENTAL IMPACT ON THE AMENITIES OF ADJOINING RESIDENTIAL AREAS IN TERMS OF:

- a) ***ITS SCALE AND VISUAL APPEARANCE;***
- b) ***NOISE, EFFLUENT OR FUMES IT WOULD EMIT;***
- c) ***THE TRAFFIC IT WOULD GENERATE;***

AND THAT IT WILL NOT ADD TO DIFFICULTIES WITH WATER SUPPLY, SEWERAGE AND SEWAGE TREATMENT AND WASTE DISPOSAL

POLICY EM8 - SMALL WORKSHOP DEVELOPMENT IN THE COUNTRYSIDE

SMALL WORKSHOP DEVELOPMENT IN THE COUNTRYSIDE WILL BE PERMITTED IF:

- a) ***THE NEED CANNOT BE MET BY THE CONVERSION OF AN EXISTING BUILDING;***
- b) ***ITS SCALE, FORM, BULK AND GENERAL DESIGN IS APPROPRIATE TO ITS LOCATION;***
- c) ***IT WILL NOT ADD TO DIFFICULTIES WITH WATER SUPPLY, SEWERAGE AND SEWAGE TREATMENT AND WASTE DISPOSAL;***
- d) ***IT WILL NOT HAVE A MATERIALLY ADVERSE IMPACT ON THE RURAL ENVIRONMENT IN TERMS OF, NOISE, EFFLUENT OR FUMES IT WOULD EMIT, AND THE TRAFFIC IT WOULD GENERATE;***
- e) ***IT WILL NOT CONFLICT WITH THE NEED TO CONSERVE THE BEST AND MOST VERSATILE AGRICULTURAL LAND AND MINIMISE INTERFERENCE WITH FARMING;***
- f) ***IT WILL NOT HAVE A MATERIALLY ADVERSE IMPACT ON NATURE CONSERVATION OR LANDSCAPE INTERESTS.***
- g) ***IT IS LOCATED WITHIN OR ADJACENT TO EXISTING GROUPS OF BUILDINGS.***

WHERE THE DEVELOPMENT INVOLVES THE CONVERSION OR CHANGE OF USE OF BUILDINGS THE FOLLOWING CRITERIA WILL ALSO APPLY:

- h) ***THE SCALE, DESIGN AND USE OF MATERIALS RETAIN THE EXISTING CHARACTER OF THE BUILDING AND RELATE TO ITS SURROUNDINGS;***
- i) ***THE BUILDING IS CAPABLE OF CHANGE OR CONVERSION WITHOUT THE NEED FOR MAJOR EXTENSION OR REBUILDING;***
- j) ***REASONABLE MEASURE HAVE BEEN TAKEN TO PROVIDE FOR ANY NATURE CONSERVATION INTEREST, ESPECIALLY BATS AND OWLS.***

WHERE THE DEVELOPMENT INVOLVES THE CONVERSION OR CHANGE OF USE OF A LISTED BUILDING THE FOLLOWING CRITERIA WILL ALSO APPLY:

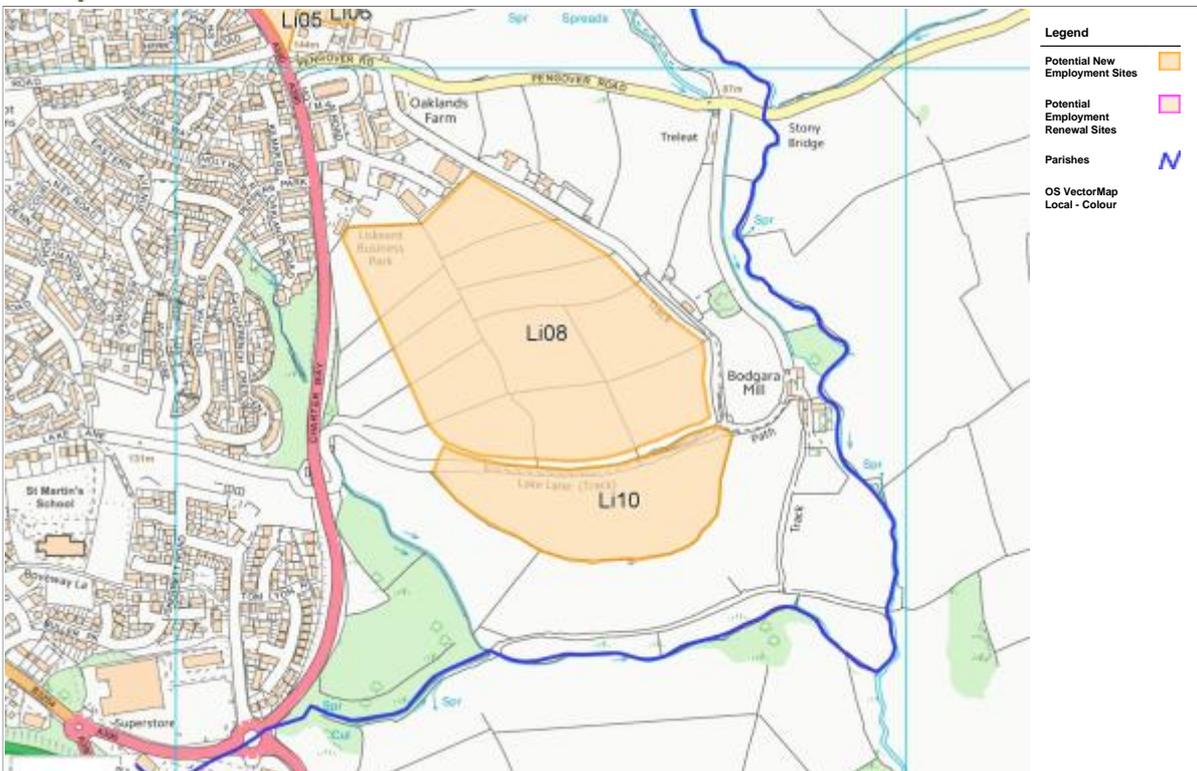
- k) THE PROPOSED CHANGE OF USE AND ANY CONVERSION WORKS DO NOT DETRACT FROM THE INTRINSIC ARCHITECTURAL AND HISTORIC INTEREST OF THE BUILDING;
- l) THE PARTICULAR PHYSICAL FEATURES OF THE BUILDING WHICH JUSTIFY ITS LISTED STATUS ARE PRESERVED IN POSITION AND WHEREVER POSSIBLE NEW INTERIOR SPACES ARE ARRANGED SO THAT THESE FEATURES ARE NOT PHYSICALLY OR VISUALLY DISRUPTED;
- m) THE CURTILAGE CREATED AROUND THE LISTED BUILDING DOES NOT HARM THE SETTING AND ITS CONTRIBUTION TO THE LOCAL SCENE.

PROJECT 4 - ENHANCE PROMOTION AND MARKETING OF EMPLOYMENT OPPORTUNITIES IN THE LISKEARD AREA





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SUSTAINABILITY CHECKLIST

Neighbourhood Plan Objectives	Impact Score against Sustainability Appraisal Factors (Drawn from Cornwall Local Plan SA)																		
	1. Climatic Factors	2. Waste	3. Minerals and Geodiversity	4. Soil	5. Air	6. Water	7. Biodiversity	8. Landscape.	9. Maritime.	10. Historic Environment	11. Design	12. Social Inclusion	13. Crime and Anti-Social Behaviour	14. Housing	15. Health, sport and recreation	16. Economic Development	17. Education and Skills	18. Transport and accessibility	19. Energy
1. Promote quality employment growth	+	+		+	0	0	0	0		0	+	+	+	0	+	++	++	+/-	0
2. Build on existing viable businesses which provide local employment opportunities and a range of services for both the people living in the town and surrounding area	?	?		0	0	0	0	0		0	0	+	+	0	0	++	++	+	?
3. Improve skills and training	?	?		0	0	0	0	0		0	0	+	+	0	0	++	++	?	?
4. Establish an innovation hub	0	0		0	0	0	0	0		0	0	+	0	0	0	++	++	0	0
5. Encourage renewal of 'tired' employment sites.	+	0		0	0	0	0	+		+	+	?	+	0	0	++	0	0	+
6. Ensure that employment opportunities are available in the rural part of the Neighbourhood Plan area by	+	0		0	0	0	0	+		0	0	++	+	0	0	++	+	+	+

	Impact Score against Sustainability Appraisal Factors (Drawn from Cornwall Local Plan SA)																		
Neighbourhood Plan Policies	1. Climatic Factors	2. Waste	3. Minerals and Geodiversity	4. Soil	5. Air	6. Water	7. Biodiversity	8. Landscape.	9. Maritime.	10. Historic Environment	11. Design	12. Social Inclusion	13. Crime and Anti-Social Behaviour	14. Housing	15. Health, sport and recreation	16. Economic Development	17. Education and Skills	18. Transport and accessibility	19. Energy
Policy EM1 – Employment before housing	+	0		0	0	0	0	0		0	+	+	0	+/-	0	++	+	++	0
Policy EM2 – Employment land allocation	+/-	+/-		-	0	0	+/-	-		0	+	+	+	+	+	++	0	+	0
Proposal EM3 (1) – Tencreek employment allocation	+/-	+/-		-	0	0	+/-	-		0	?	+	0	+	++	++	0	++	0
Proposal EM3 (2) – Bolitho Farm special allocation	+/-	+/-		0	0	0	0	0		0	0	0	0	0	0	++	0	++	0
Policy EM4 – Safeguarding existing employment sites	+	+		0	0	0	0	0		0	0	0	0	0	0	++	0	0	0

Policy EM5 – Home Based Enterprise	+	+		0	0	0	0	0		0	+	++	+	0	+	++	++	0	+
Policy EM6 – Innovation/Home business support hub	+	+		0	0	0	0	0		0	+	++	+	0	+	++	++	0	+
Policy EM7 – Redevelopment/enhancement of older employment sites	+	+		0	0	0	0	+		+	+	0	+	0	0	++	?	0	+
Policy EM8 – Small rural workshops	0	0		0	0	0	0	+/-		+	0	+	0	0	0	++	++	+	0
Project 1 – Innovation hub	+	0		0	0	0	0	0		0	+	0	0	0	0	++	++	+	+
Project 2 – Skills Training Centre	0	0		0	0	0	0	0		0	0	+	+	0	+	++	++	0	0
Project 3 – Gigabyte Broadband project	+	+		0	+	0	0	0		0	0	+	0	0	0	++	++	++	+

Scoring

Very Negative Effect	Negative Effect	Positive and Negative Effects	Neutral	Uncertain Effects	Positive Effect	Very Positive Effect	Scoped Out	Indirect
---	-	+/-	o	?	+	++	N/A	Ind

APPENDICES

APPENDIX A – EMPLOYMENT WORKING GROUP: EVIDENCE BASE BIBLIOGRAPHY

NPPF - DCLG 2012:

Building a strong, competitive economy (ref 20; 21 [*4 *5 *6]; 22; 23)

Sustainable transport (ref 34; 35; 37; 38)

Cornwall Local Plan (draft) 2010-2030:

Theme 1 support economy (obj. 1; obj. 2; obj. 3)

Theme 2 self-sufficient, resilient communities (obj. 5; obj. 6)

Theme 3 good health and wellbeing (jobs near neighbourhoods)

Theme 4 best use of environment (obj. 9 (a), (b), (c), (d))

Spatial Strategy: (1.20; 1.23)

Policy 2: (refs 1; 2; 3; 7; 8 (d), (g))

General policies – jobs and skills (p16): (refs 2.3; 2.4; 2.5)

Policy 5: (p18)

Transport policy: connecting Cornwall 2030; infrastructure needs assessment

PP15 Liskeard and Looe CNA : (obj. 1; 2; 3; p107 18.6)

Policy PP15 (p108 refs 1; 1a; 1b; 2; 2a; 2b; 2c)

Cornwall Local Plan: Liskeard section of DPD document 2015 (requirements for employment provision)

CRCC summary of relevant documents and policies Jan 2015

Caradon Local Plan (first alteration 2007) (saved policy LISK 7 – allocation of Primary school site Callington Rd)

NOMIS 2011 census statistics

Liskeard Town Framework (draft) 2011/12

Cornwall Development Company (CDC) report July 2012: new sites for industrial development

Liskeard Neighbourhood plan: assessment of sites 2015

NP Plymouth University : community engagement report (2014)

Community/Stakeholder engagement:

Community engagement/survey Summer 2014

Other meetings 2014/15

Business breakfast;

Developer/preapp meetings (Magistrates court, Wain Homes; Wilton Homes ; Trewithan House; Cattle Market FEZ)

Cornwall Council/ Menheniot Parish Council (NP liaison);

MP for SE Cornwall (need for employment, sustainable housing/renewable energy);

Liskeard School/RIO/Jobcentre plus (training needs/training hub)

Talk from head of RIO (EU funding; 'niche' employment – e.g. 'e-Health');

ECCABI breakfast meeting (supporting training needs/universal credit);

Cornwall Property Review/Devolution meetings (opportunity sites – cattle market, Graylands, Westbourne, Trevecca)

Summary of Site Surveys:

The following sites were highlighted as suitable for employment use:

- Li05, next to hospital; Li06, N of Pengover Road; Li 08, East of Charter Way; Li10, bordering Charter Way, South of Lake Lane; Li11, Tencreek Farm (Menheniot); Li12 flat land, Bolitho (Menheniot)
- In-town sites suited to expansion with office development:
- Li13 Heathlands; Li15 Rapsons/mortuary site
- In-town site that could better be allocated to housing:
- Liskeard enterprise centre

Other significant sites in town identified by Town Centre Working Group could be suitable for a range of uses including Cattle Market; Top Photo site; and other smaller spaces detailed in Town Centre group report

Establishing employment centres:

- Linking provision of employment to housing developments to overcome the reluctance of landowners to release land at “employment “values rather than for housing
- Promoting an innovation hub based on a ‘niche’ sector such as IT, eHealth
- Promoting a training hub, through links between school/higher education and training providers.

APPENDIX B – BRIEF FOR ‘A PLACE TO LEARN AND WORK’ (EMPLOYMENT) WORKING GROUP

The Task: ‘Develop options to support a sustainable development strategy for the growth of good quality and well-paid employment in Liskeard:

Starting points (a): Liskeard as a vibrant business centre that employers and workers want to come and work/do business.

- Identify the present and future needs of existing employers, and potential new ones with the aim of promoting and supporting employment and business opportunities in Liskeard (link to character of town and stated reasons why employers like to be in Liskeard)
- Locate sites where new businesses could develop and existing ones expand and diversify.
- Assess viability of a “new” business park/hub and propose two or more suitable sites.
- Consider the sustainable infrastructure and transport/access links in all developments
- Investigate ways to broaden the employment base, beyond service and retail, towards hi-tech, high-wage businesses, both small and large.

Starting points (b): Liskeard as a centre where young people can gain the skills to play a full role in the economic life of the town.

1. support young people/new employees through training schemes/apprenticeships
2. Establish stronger links between employers and Liskeard School and Community College (as well as other educational and training providers)

In all the above, make best use of **superfast broadband** to enhance connectivity with the rest of the country/world markets

The outcome should:

- Identify the Liskeard share of the Cornwall Local Plan employment targets for the Liskeard-Looe CNA to 2030;
- be based on an intelligent business and market analysis and the demand profile for the Town, including knowledge of land ownership;
- Maximise the benefits of Liskeard’s early adoption of Superfast Broadband;
- Support links between Liskeard Community School & Community College creative arts and maths academies with employers in Liskeard;
- Provide support for new business formation;
- Respond to the needs of existing businesses to expand;
- Take into account the condition and quality of existing sites and premises and proposes ways of improvement;
- Define the use-classes, range of unit sizes, plot-ratios required;
- Use employment growth to support the other NP thematic issues;
- Identify potential sites for new employment development

Delivery Activities:

- What do we know? Population statistics & projections – which age-groups will have greatest need in future? e.g. responses to business breakfast/consultation. Commuting/travel to work statistics
- What do we need to find out? – what do we already have in place?
- How do the NPPF and Local Plan affect on the process? Employment/business allocation for CNA/Liskeard

- What is the employment need – especially what type of employment is needed within the overall target set by the Cornwall Local Plan? Where are the gaps, and how should they be filled?
- Where should new businesses go?
- What criteria should be used to assess the viability/suitability of sites?
- For example - topography; water management; connectivity; landscape designation; minimizing environmental impact on what's already there; infrastructure that's already in place
- Who should provide new facilities? How should new businesses be integrated into the town and its surrounding area (CNA) (see housing group and town group)?
- What design standards should be applied to ensure quality, energy efficiency and sustainability (see energy and environment and design and heritage)?
- How can the desire for improved training (especially for young people) be accommodated?
- What role should Liskeard school and community college play, and can higher level skills training be provided for (Universities/local colleges/company apprenticeships and training schemes)

As part of the work:

- Hold engagement sessions with community and industry stakeholders/liase with neighbouring CNA partners
- Visit and take advice from expert sources and recognised good practice examples
- Prepare updates for report to the Neighbourhood Plan Team at its monthly meetings
- Prepare a report that makes recommendations on the options for policies and proposals that the NP Team and Town Council should consider taking forward [spring 2015].

Response categories from Community Engagement (number)

- Type of business – high tech/high wage/small/large (41)
- Support for young people/training/apprenticeships (40)
- Site/place/land/preferred position for business (32)
- Attract business/tax/incentives/rent/costs (30)
- Jobs before/in conjunction with house-building (21)
- More employment needed (21)
- Influence of Plymouth/commuting/Liskeard as a dormitory town (12)
- Infrastructure to support industry (11)
- Local jobs/employ local people (11)
- Pay level/wages (4)

N.B. Proposals must have regard to economic reality, they must have a planning purpose, and be achievable
 Recommended policies or proposals can be either specific (a site allocation); controlling (in a specific area something will not be permitted); or enabling (developments will be permitted under certain conditions)

APPENDIX C – THE WORKING GROUP MEMBERSHIP

Name	Status
Jane Pascoe	Town Councillor (Chair of Group)
Stephen Vinson	Liskeard Town Clerk
James Shrubsole	Town Councillor (Chair of NP Team)
Steve Clark	Community volunteer
Roger Holmes	Town Councillor/Cornwall Councillor
Bruce Hawken	Community volunteer
Lynne Butel	Community volunteer
James Moon	Community volunteer
Peter Murnaghan	Community volunteer

APPENDIX D – LISKEARD BUSINESS BREAKFAST 7TH JULY 2014

Key questions the meeting was asked to address:

1. What are the main strengths of Liskeard as a centre for business/employment?
2. How can we attract more business/employers to Liskeard?
3. Where should business/employment/training be developed?
4. How can we best support expanding businesses so that they stay in Liskeard?

Discussion Notes:

Strengths of Liskeard

- Good transport links A38 road and main-line railway
- More accessible than West Cornwall
- Superfast broadband
- Good natural and built environment
- Good schools and proximity of further/higher education
- Good employment pool
- Market town/hub serves growing population in wider area (30,000)
- Hospital/leisure centre/station/bus services/good architecture/independent shops
- Potential sites including cattle market

Attracting more businesses/employers

- Land availability
- range of premises –start-up, small, medium/business park
- Pro-active promotion of Liskeard in wider world
- Facilitate easy in/easy out agreements
- Improve housing stock to attract owners/entrepreneurs
- Funding/grants/LEP
- Improve A38 /signage at Exeter and on M5/junctions into Liskeard
- Build skills base/training facilities

Where should businesses/training develop

- Near rail and A38 access points especially for heavy truck deliveries
- Cattle market/Charter Way/Tencreek/flat land
- Business park/affordable land/brownfield sites
- Improve school/business links/college/further education/address skills shortage

Supporting expanding businesses

- Encourage start up/expansion/flexibility with range of unit sizes
- Push for European funding/grants
- More favourable business rates
- Improve junctions off A38/better access to Station Rd businesses

APPENDIX E – STAKEHOLDER MEETINGS

Liskeard Neighbourhood Plan Stakeholder Meeting: 24th June 2016: Liskeard Enterprise Centre: Jonathan Rowe, and partner (landowners).

- Met with members of the Neighbourhood Plan Housing and Employment Working Groups
- There was a discussion about future intentions for the redevelopment of the land between Barn St/Station Rd and Rapsons Rd, (the Liskeard Enterprise Centre). In view of the run-down nature of the largely un-occupied buildings, and the historical application to build residential units on the site, the NP Employment, and Housing working groups asked for clarification of any future intentions of the landowners. Jonathan Rowe discussed the possibility of re-development, and that he would be keen to explore possibilities of a mixed development, including live/work units, ‘maker spaces’ and an innovation ‘hub’, providing shared office facilities and services (e.g. legal, IT support, professional expertise) on the site. He was confident, from his own business experience, that Liskeard had the potential to ‘raise its game’, particularly through ‘foodie’ and ‘footloose’ IT/‘internet of things’ enterprises. Members responded positively to his ideas and felt that the neighbourhood plan could support such a venture.
- It was agreed that further discussions should be had when/if appropriate.

Liskeard Neighbourhood Plan Stakeholder Meeting : 13th May 2016: Bolitho Estate: Lord Lieutenant of Cornwall, Edward Bolitho, met with members of the Neighbourhood Plan team.

-
- A meeting was held to ascertain any further interest/progress from previous documentation on land at Bolitho Farm.
- Colonel Bolitho was not averse to ideas coming forward that could be viable, and high-tech and agriculturally related industries were mentioned. In the NP Employment working group, the concept of a sheep trans-shipment facility, and historical suggestions for the relocation of the cattle market, had been discussed.
- It was felt that a sensitive development, bringing together a variety of agriculture-based ventures into a 'hub', or another group of related industries might be beneficial, and Colonel Bolitho expressed a willingness to look at projects that would support the viability of the town and the local farming industry.
- It was agreed by both parties that they should keep in touch and share any further ideas.

APPENDIX F – ENGINEERING TRAINING INITIATIVE AT LISKEARD SCHOOL

Jane Pascoe; Chair of Neighbourhood Plan Employment Working Group, promoting and supporting training initiatives at Liskeard Community College (Plan Project 3)

PRESS RELEASE: 20 July 2016

LISKEARD MAYOR BACKS SCHOOL ENGINEERING CHALLENGE

Liskeard Mayor Jane Pascoe is calling on local businesses to get involved in supporting the engineering and technology department at Liskeard School and Community College.



Figure 1 Liskeard Mayor and secretary of the Liskeard Chamber of Commerce, Jane Pascoe, on a visit to Liskeard School Engineering and Technology Department with engineering teacher Rob Meier and Yr13 student Dylan Moon.

After her recent visit to the department Jane said: “Technology skills are really important to our young people and to many engineering and manufacturing businesses in this area, and the Town Council is very pleased that our local school is a specialist engineering college. “What I didn’t know until my visit was quite how good it is! While I was there I met one of the current Year 13 sixth form students who has secured an advanced engineering apprenticeship with Babcock to help him towards his goal of becoming a naval architect. He told me that the practical engineering designs he worked on at Liskeard, one of which he took with him to his interview, was the main reason he was one of only 3 young people chosen from a field of more than 600 applicants. The school’s training workshop is well equipped, has good links with industry and, most importantly of all, is staffed with a team who are passionate about the skills they’re teaching and ambitious to develop even further.”

Jane is launching a challenge to local businesses to support three particular developments at the School:

- Sponsorship of £3,500 to put a team of students together every year to take part in a practical engineering contest like the ‘Greenpower Formula 24/24+’ go kart challenge.
- Practical visits and demonstrations, and maybe even short projects, with local companies for engineering students. Students say this is one of the most valuable aspects of their course and the school is keen to offer more local opportunities.
- There are several additional pieces of equipment that the school would love to have, for example a CNC machine so that students can develop their computer coding skills by making a real object. If anyone out there is upgrading your own equipment and has an older machine that’s still in good working order that you might donate to the school, they’d love to hear about it.

Jane said: “What I’m asking is that our local technology companies rally round and support the next generation by offering your time, your equipment and, yes, some sponsorship money too. I’m delighted that Liskeard Chamber of Commerce has already committed to being the first sponsor. I’m sure we can rise to this challenge together and it would be a fantastic legacy of my year as Mayor if we could make Liskeard a centre of engineering and technology education that the whole town can be really proud of.”

APPENDIX G – INNOVATION HUBS

Note for discussion/consideration as to what an 'enterprise hub' may look like within the context of possible building use for Liskeard.

Enterprise hubs vary widely in their scale, focus and models, but all have a number of common themes. These are:

- clustering businesses, usually like-minded businesses together to enable them to share learning; build partnerships and trade with each other or as consortia
- creating a focal point for others who wish to work with businesses in a sector - an easy route in
- enabling economies of scale where specific facilities or equipment is needed but businesses are too small to afford it on their own
- enabling skills development through shared apprenticeships and interns
- informally and sometimes formally, supporting start ups

The space and facilities required vary enormously, but usually there is a balance to be had between affordable space and a fit for purpose environment for businesses to thrive.

There are various examples of where this is working (including Devonport Guildhall which is managed by RIO www.devonportguildhall.org, the Create Centre in Bristol www.createbristol.org, the LCB Depot in Leicester www.lcbdepot.co.uk/etc).

APPENDIX H – FOOD ENTERPRISE ZONE

The Town Council, in association with the Neighbourhood Plan Employment Group submitted a bid to set up a Food Enterprise Zone on Liskeard's Cattle Market site, which at the time was expected to become available in the medium term when the Cattle Market moved elsewhere in Cornwall:

Meeting with stakeholders about potential development of Liskeard Cattle Market site, to include a Food Enterprise Zone: 29th April 2015

Present: representatives from Liskeard Town Council, Neighbourhood Plan employment working group, NFU, Cornwall Development Company: David Rodda, Ian Bath, Sally Hawken, Roger Holmes, James Moon, Jane Pascoe, James Shrubsole, Stephen Vinson.

David Rodda presented the background to Food Enterprise Zones, and Cornwall's approach, explaining the process for expressing an interest.

James Moon outlined suggestions for how part of the Cattle Market site could be developed as a Food Enterprise Zone. The viability of the market was discussed and other schemes (including the cattle market site in Helston) were reviewed.

The current position of the Cattle Market site was questioned - Cornwall Council owns the majority of the site, with Kivells owning a smaller fraction – Kivell's lease is due to expire in June 2016. It was suggested that Kivells probably had a view on the way forward after 2016, but that Cornwall Council had no current plans for the wider site that were in the public domain.

Sally Hawken agreed to pursue both Kivells and the relevant Cornwall Officers on future plans, as it was felt that information on this was crucial to both the FEZ application, and the emerging Neighbourhood Plan.

David Rodda advised the meeting on how an "expression of interest" application would be assessed and said that he hoped to receive several bids from around Cornwall.

After the meeting Stephen Vinson and James Moon worked up the "expression of interest" application in order to meet the 30th April deadline:

**Cornwall Food Enterprise Zone – Expression of Interest Form
(Please complete and return by 12:00pm on 30 April 2015)**

The Agri-food sector in Cornwall covers a whole range of agricultural and food and drink related businesses and activities spanning production, processing, retailing and hospitality. It extends to agriculture, horticulture, forestry, fishing, food and drink processing and consumer focussed activities. In Cornwall the sector employs around 11 percent of the population, and if wider retail and accommodation business is included the figure rises to around 30 percent. In economic terms it is worth in excess of £574 million (GVA), with around 263,000 ha in agricultural use. There is a further 32,000 ha of woodland and forest. In addition the fishing industry adds a further £37 million to the local economy. In totality it represents over 6% of GVA.

Measures to raise productivity and encourage growth are central to the development of our agri-food sector and these are enshrined in our Strategic Economic Plan (Conditions for Growth and Growth for Business), the LEP's strategy (supporting bedrock sectors), Cornwall Councils Economy and Culture Strategy (supporting bedrock sectors) and the Cornwall Agri-food Council Strategy (improving overall business performance, increasing added value processing and supply chain development).

Encouraging improvements in competitiveness, increasing innovation, building efficiencies across the supply chain, providing business support are all identified as ways to remove barriers to growth. The Cornwall brand for quality underpins much of the Agri-food sector and our strengths include dairy, beef, sheep, horticulture, arable, forestry on the production side and bakery, dairy, seafood, meat and good quality local drinks on the processing side.

What is a Food Enterprise Zone?

The Cornwall and the Isles of Scilly Local Enterprise Partnership has secured "Pathfinder" status from the Department of the Environment, Food and Rural Affairs (DEFRA) to explore the use of a Local Development Order² to underpin the creation of Food Enterprise Zones or FEZ's. It is hoped that this will help to encourage the private or public sector to take the lead in economic growth and job creation by removing planning barriers and other regulatory obstacles.

- The FEZ's are likely to be single sites in single ownership; although in the recent round of full zones, there have been exceptions. They could utilise public and/or private sector land.
- They should focus on areas of genuine economic activity but which will deliver benefits to the wider area.
- They should be sustainable in the longer term and should involve business and the local community.
- There should be a strategic alignment with the LEP, Cornwall Council and the Cornwall Agri-food Council's priorities
- The proposed sites should avoid localised competition, which could result in displacement. Growth should genuinely be additional to the area.
- The FEZ should support new additional growth and new jobs.

² Under sections 61A-61D of the *Town and Country Planning Act 1990* a Local Development Order (LDO) can be created to help overcome real or perceived barriers to planning permission for certain types of development in specified areas. An LDO grants permission to businesses which fit with the LDO criteria, and this removes the need for a planning application to be made by the developer. LDOs can unlock local development opportunities. Defra is currently looking to test how LDO can overcome some difficulties for food and farming related businesses in gaining planning permission for expansion.

- It is expected that if successful further FEZ's may be developed.

Rationale for a Food Enterprise Zone in Cornwall

The proposals should align with the priorities of the Cornwall Council [Economy and Culture Strategy](#), the LEP's [Strategic Economic Plan](#) and the [EU Structural and Investment Fund Strategy](#).

Therefore, bringing together the rationale set by DEFRA for the FEZ and the priorities for the agri-food sector in Cornwall we expect the chosen site/sites to deliver the following:

- A new development area or premises that will be aimed at the agri-food sector. It may build on an existing location and should create the environment for new activity and the creation of new jobs. Displacement/relocation should be avoided, as this is not likely to create the anticipated additional growth.
- The activity can be wide ranging across the agri-food sector:
 - Agriculture, horticulture, forestry and other forms of primary production
 - Food, non-food and drink processing
 - Agri-food supply chains – logistics, innovative distribution, storage, aggregation
- The activity should ideally not just benefit a single businesses, instead it needs to bring wider economic benefits to the Agri-food sector in Cornwall

Process for identifying the location of the Food Enterprise Zone

An open process will be followed to identify the site(s) for the first round of FEZ's in Cornwall. Interested parties are requested to complete this EOI as the first stage of the process. The submitted EOI's will then be scored and the site(s) that presents the strongest economic case will be invited to work with the LEP and Cornwall Council to progress with the LDO³ development process.

The timeline for this process is outlined below:-

- Launch of Expression of Interest Process 26 March 2015
- Expressions of Interest submission deadline 30 April 2015
- Selection process completed by 29 May 2015
- Selected FEZ site launch 4 June 2015
- LDO process completed by 22 February 2016

Assessing the Benefits of Food EZ Projects

The proposers of any given site will need to complete this Expression of Interest Form:

Name of lead contact	Stephen Vinson / James Moon
Company Name	Liskeard Town Council
Address	3 West Street, Liskeard, PL14 6BW
Telephone number	(01579) 324420
Email address	townclerk@liskeard.gov.uk

³ NB It should be noted that there is no guarantee that any chosen site will be granted an LDO/planning, as due processes will need to be followed.

Website	www.liskeard.gov.uk
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- Provide an outline of the proposal explaining why the site would benefit from FEZ status and the accompanying LDO. (**Max 500 words**)

Liskeard Food and Farming Centre

- Aim – To make better use of the space at the cattle market in supporting existing business and providing new opportunities and create an Agri/Food hub.
- Objective 1 – To support the existing businesses at the site and adjacent streets.
- Objective 2 – Create the opportunity for new Food and Farming related business by using unused buildings to create an umbrella covered space to rent out stalls to small business on a daily basis for markets etc.

Economic background The cattle market is one of the very few remaining operational cattle markets in Cornwall. The cattle market itself generates employment and turnover for the town. In addition, the market generates footfall and income for a range of other businesses in the town and provides a key service to enterprises within the wider hinterland, for example,

- Other businesses at the cattle market site.
- Accountants, solicitors, cafés etc in the adjacent streets.
- NFU offices and ancillary companies on business parks and industrial estates within the town.
- Farming enterprises in the hinterland catchment area beyond the town.

The cattle market site is quite extensive. The actual market activities are now conducted within a smaller portion of the original cattle market site than would have been used in the past. Objective 2 of the this project proposal would require the demolition of some of the old sheds and fittings on part of the site to enable the construction of additional facilities to provide further opportunities for small businesses including many in the agri/food sector.

The portion of the site in which the project is interested is in the sole ownership of Cornwall Council. The proposal will need to go through the proper planning process. Given the brownfield nature of the site and its former uses it is likely to need the support of more pre application survey work than would be the case with a green field site. Hence, the project would benefit from support with FEZ designation support through the planning process toward an LDO. This would then make redevelopment of further adjacent area easier in subsequent phases.

- Demonstrate how the proposals will deliver economic outputs and the scale of these outputs in terms of (**Max 750 words**). This should include information on the following:
 - Jobs – number (FTE), quality (average salary £)
 - GVA – measured in terms of increase in profit levels
 - Businesses that will benefit – number of business and detail about how they will benefit
 - Relationship of the projects with the wider area – number of and types of relationships (e.g. contractual or shared risk and reward)

- How efficiencies in the businesses involved will be achieved (e.g. % improvements in input/output ratio's)
- How skills can be improved. – existing skills provision and any increase in planned provision
- Additionality not relocation or displacement – detail how the activity supported by the FEZ will be additional to what can be achieved without the FEZ status

Businesses that will benefit.

- **Objective 1**

To support the existing business at the site and adjacent streets.

1 Livestock Auctions Kivells

2 Internet and phone livestock marketing. CQLP

3 Cafe. No 3

4 Tyre Company. No1

5 Veg and Plant sales. No3

6 Tools and Antique-reties. No2

7 Stationary supplies / cards No2

8 Photographic Shop No 1

9 Bakery. No 1

10 Auctioneers / Estate Agents No 4

- **Objective 2**

Create the opportunity for new Food and Farming related business by using unused buildings to create an umbrella covered space to rent out stalls to small business on a Daily basis for markets eg

Farmers Markets

Saturday stalls.

Charity and Local events like the St Mathews fair and Primestock events.

Garden and Farming machinery displays.etc etc.

Building supplies Auction.

The creation of an exhibition hall could be done by pulling out the calf pens and having an open canvas.

(buildings are under lease but not used)

- Demonstrate how the project can be delivered (**max 750 words**): The proposal will need to address:
 - Lead ownership and delivery, and any barriers to development – legal, economic physical, planning & policy, and how these will be overcome.
 - Financial business case – cost of development, funding sources, management and business structure.
 - How will longer term sustainability be secured which will ensure the private sector can deliver and maintain the project. If it cannot deliver alone, what public sector support is needed, and how will this be sourced and secured?

This Expression of Interest is being submitted by the Liskeard Town Council from the available information supplied by the private sector project proposer James Moon.

The project details have been explained to the auctioneers Kivells and to the National Farmers Union who support the project.

There are rights of way across the car parking area serving the cattle market. The proposed site would directly affected by that issue.

- Provide a Supporting Statement for the LDO covering the following information and plans (**Max 500 words**, site plans, etc can be included as appendices):
 - a location plan of the site with a line around the land proposed to form the FEZ;
 - annotations on the location plan identifying potential site features including trees, hedges, listed buildings, farm buildings and associated infrastructure;
 - any known localised flooding issues, or flood risk information for the site;
 - any known contamination issues for the site;
 - a description of the existing floor areas (in m2) and their land use that will be in the FEZ;
 - a description of the proposed floor areas (in m2) and their land use for the FEZ;
 - a description of the proposed buildings in the FEZ their approximate height and location, (no detail design required);
 - an indicative phasing plan or timeline as to what is proposed to be in place by when;
 - the proposed access route to the site from the nearest junctions, and where different the route from the site;
 - an indicative description of the type of vehicles and potential number of movements involved per day in the operation of the FEZ; and
 - any further information considered important for the LDO for example the planning history of the site, are any of the buildings listed, is the site within an Area of Outstanding natural Beauty or a World Heritage Site, etc.

Next Steps

The Cornwall and Isles of Scilly LEP and Cornwall Council are committed to assisting the proposers of any site to present their case in as much detail as possible. Advice and guidance on how to complete your submission can be obtained from:-

David Rodda
Rural Delivery Manager
Cornwall Development Company
Tyncroft House
South Wheal Crofty
Station Road
Pool
Redruth TR15 3QG

☎ 01209 616093 or 07968 892939

✉ david.rodde@cornwalldevelopmentcompany.co.uk

The deadline for submission of your expression of interest is 12 noon on the 30 April 2015. You can submit prior to this if you wish but your submission will not be assessed until after the closing date.

Following the closing date all submissions will be scored against set criteria by a panel consisting of representatives of Cornwall Council (Planning and Economic Development depts.), the LEP and the Cornwall Agri-food Council with assistance from independent consultants. This process will be complete by the end of May 2015.

The successful site(s) will be informed and promoted during the first week of June 2015 and the process of developing the LDO will take place between June 2015 and February 2016.

If your proposal to become an FEZ is unsuccessful if you would welcome the Council's Planning Service making contact with you to progress your proposals through normal planning processes please tick the box below

I would welcome a discussion with Cornwall Council planning department in relation to my proposed site/development

Signed

Dated