

**CPR REGENERATION:
KEY MESSAGES FROM THE
INTERIM REVIEW**

European Institute for Urban Affairs

September 2009

1. WHAT THIS NOTE DOES

- 1.1 This note outlines the key messages from our interim review of Camborne Pool Redruth Regeneration (CPRR). It does not repeat all the details which can be found in the published full report. Rather it identifies CPRR's key achievements and key messages for partners as they plan the future of the URC - and regeneration more generally in the County.
- 1.2 The headline message which occurs many times throughout the full report is that CPRR has faced many challenges since it was set up but is now beginning to deliver on its promises. However, it is facing a more complex and challenging economic and institutional future. Given this, we would underline three key things. First, it is crucial that CPRR continues to deliver quality. Second, it is crucial that it maintains focus on its core mission. Third it is critical that CPRR gets the necessary financial and political support in the future from its key partners.

2. PUTTING CPRR IN A WIDER CONTEXT

- 2.1 Many partners have asked how CPRR compares with other URCs across the country. So before we examine in more detail the activities and achievements of CPRR, we discuss first the challenges and achievements of other URCs across the country. This should help to place CPRR's record so far in perspective. Our view is that URCs are quite fragile vessels, which have performed rather better in some places than in others. Our own evaluations have shown that the first URCs designated in 2001 in Sheffield, Liverpool and Manchester were very successful indeed. However, the second wave URCs, including CPRR, which were created later in some smaller towns and cities have had a much more mixed experience. They had less promising circumstances to begin with. And they operated in areas which often had less economic and development momentum, less experience of partnership working and of working with arms length regeneration vehicles. Our evaluations of URCs in Sunderland, Tees Valley, Derby, Nottingham and Walsall have underlined the variability of the performance of URCs in terms of economic, social and physical impact. They demonstrate the challenges of forming good working relationships between partners. They also underlined the challenges in delivering results on the ground in a short period. And they emphasised the need for realism in assessing their achievements.

What are URCs anyway?

- 2.2 Urban Regeneration Companies were designated by government in 2000 in response to Lord Rogers' Urban Task Force Report. URCs were designed to provide a different approach to regeneration from previous models, especially the Urban Development Corporations that had substantial budgets and extensive planning powers. URCs were intended 'to work with a range of private and public sector organisations, including the Local Strategic Partnerships, to redevelop and bring investment back to the worst areas in our cities and towns.' Their job was to address significant latent development opportunities by developing and managing the implementation of a strategic plan, agreed by key stakeholders after public consultation to produce a collective vision for the future of the area. Their primary focus was to be physical development and the re-use of brownfield land.
- 2.3 URCs were not meant to undertake a direct development role. Their job was to deliver physical improvements through partnerships, maximising the powers and expertise of existing

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agencies. They were meant to provide a focus and dedicated resources and would be created only where existing agencies could not have the same effect. URCs are companies limited by guarantee, established by local authorities, the Regional Development Agency and often English Partnerships. They were intended to be set up where local partners wanted them, rather than being imposed by government. So URCs receive no separate resources or specific powers other than those already possessed by the partners. They do not have their own budgets and rely on existing agencies for their core funding. This clearly requires the long-term strategic, financial and political commitment of the key partners.

What are URC challenges and constraints?

- 2.4 URCs are interesting organisations. But they can be fragile vessels. CPRR has experienced some of those fragilities. There were large expectations of them when they were set up. But at the same time there are a series of constraints upon their achievements. For example, while they have core funding from partner organisations for staffing they do not have separate powers or resources to carry out their own development projects. They do not, for example, have CPO powers.
- 2.5 URCs have to work in partnership with a range of funding agencies to deliver projects and therefore are only as strong as the weakest partner. They also need to work in a public-private manner but securing cooperation between the two sectors is not always easy. There is often a cultural gap between the public and private sectors which leads to misunderstanding about roles, responsibilities and rewards. And partnership working demands a degree of maturity and trust and a willingness to share credit on the part of all partners. This is not easy to achieve.
- 2.6 URCs were not meant to be direct delivery vehicles. But views about this vary. Sometimes partners are not clear about who opens the doors, who does the deals and who does the actual delivery. Often the URC and the local authority think the other organisation is responsible for doing all those things. This can create tensions about the division of labour, resources and credit. Also the gestation period for URC projects is long and results are slow to appear on the ground, even though when they do happen they do so very quickly. Since public and occasionally partners' understanding of URCs is often limited this can lead to unrealistic expectations of the time needed for them to produce visible results - and sometimes public and political disillusionment. URCs also can suffer territorial envy from the communities and areas outside who often feel they are getting less attention and resources than the URC area.
- 2.7 Most important, URCs are essentially political deals between the key partners. Partners must all want the URC to exist and to be effective. They must sometimes be willing to subordinate some of their immediate short term organisational interests for the longer term ambitions of the partnership. In particular the relationships between the Chief Executive and Chair of the URC and leader and Chief Executive of the local authority are absolutely crucial. If they work well together the success of the URC is not guaranteed - but it is far more likely. If those relationships do not work well the URC will not be able to function well. They depend upon those players having extensive 'small p' political skills. This is especially important because URCs' freedom from local authority control often raises concerns about accountability and an alleged democratic deficit.
- 2.8 In addition to those structural constraints URCs are now operating in a highly unstable institutional, economic and fiscal environment. One of their key funding partners the RDAs are changing their priorities, roles and resources and there remains constant speculation about their future roles. Local authorities have been given greater economic development responsibilities. English Partnerships and the Housing Corporation have been merged into the

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Homes and Communities Agency with a changed remit. Also the economic and financial environment in which URCs now operate is much tougher than was the case when the model was created in 2000. Public expenditure will be far lower in future than it has been in the last decade. And also URCs rested on a model of development - high land prices, extensive credit and substantial private sector contribution to development through planning gain - that no longer exists. This has raised large questions about the immediate prospects of many key URC projects and sometimes their underlying business plans. This changing context is affecting URCs differently. Some are flourishing and growing into larger organisations like Economic Development Companies. But several URCs are being closed down because of the current development uncertainty and pressures upon partners' financial budgets. So the URC model, although very successful in many places, does face a number of structural challenges. The fact that CPRR has faced a number of those challenges does not make it unique. It is part of the larger pattern. But they should underline the need for realism when judging how well CPRR has performed so far and what might happen to it next.

What makes for success?

2.9 The most successful URCs have been the pilots in three Core Cities: Liverpool Vision, New East Manchester and Sheffield One. Liverpool Vision and Sheffield One focussed on their city centres while New East Manchester covers a large run-down residential and industrial area immediately to the east of Manchester city centre. These first URCs attracted greater resources than their successors and operated in a largely supportive political and economic environment. Two have subsequently gone on to become EDCs - Liverpool and Sheffield. And Manchester acts as one of the city's four overarching Regeneration Frameworks. They are different animals to their smaller successors. Arguably they had greater political and financial support from the founding partners, greater public visibility, greater impact on their territories and greater consensus about their contribution to improved local decision-making. They all were able to meet their agreed outputs and targets and delivered key projects. Social and economic conditions in their areas have been improved and there is evidence of community benefits and general public approval of their activities. In their different local contexts, all three have been successful.

2.10 What can we say about the general criteria for success?

Conformity

- There is no single model. Each place must develop an organisation that reflects its character, strengths, achievements and idiosyncrasies. It must be home grown and do the job that is needed and wanted in each particular place.

Clarity

- There must be clarity about - why the organisation is needed, what it will do and not do, how it will work with partners, where it will operate.

Commitment

- Most crucial there must be commitment to the organisation especially by the local authority but also by key partners. The essence of all these organisations is that they are political agreements based upon trust. The institutional arrangements are a secondary consideration. If political trust and commitment do not exist the organisation will not work effectively.

Capacity

- Such organisations are only as good as the Team and Boards they have. Top quality people will deliver top quality results. And the reverse is the case. Getting the right people involved is crucial - but not easy.

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Cash

- To succeed such organisations must have long term core funding. They should not be constantly worried about their funding or indeed spend much of their time trying to raise their own funding.

Control

- URCs work where the private sector contribution is valued and the local authority is willing to act as partner. The local authority must not see itself - or be seen as - a controlling partner.

3. CPRR – HOW WELL HAS IT DONE?

How big was the challenge?

- 3.1 In addition to the generic challenges all URCs face, individual URCs have to contend with the particular challenges of their own areas. CPRR's challenges were demanding and remain so. CPRR was faced with an area experiencing the gradual erosion of its historical manufacturing and economic base. The area had levels of unemployment and of social and economic exclusion above the county and regional average. Skill levels were low and wages reflected this. Camborne had seen the contraction of what was Cornwall's largest manufacturing company, which finally closed just after the URC was established. Camborne and Redruth were two historic towns with centres that were struggling economically. Pool suffered especially from the mining legacy of brownfield and contaminated land and had seen Cornwall's last tin mine close four years before the URC was established. CPRR faced real challenges in changing insular and conservative attitudes and cultures forged by the decline of the area's economic base. The area has the characteristics and legacy of an old industrial conurbation and reflects some of the challenges more commonly experienced in former industrial areas in other parts of the country than in Cornwall's predominantly rural setting. The regeneration programme needed a major step-change in attitudes and culture and to overcome an in-built scepticism and, in some quarters, outright opposition to change. CPRR had to adopt a comprehensive approach that integrated physical regeneration with employment and housing and was underpinned by quality urban design. There were no local institutions capable of this kind of 'place making'. The local authorities lacked the political and administrative capacity and financial resources to deliver such an approach. Cornwall County Council also had to contend with competing responsibilities across the county.

What kind of added value?

- 3.2 It is difficult to quantify the added value of URCs. Much of their contribution lies in changing attitudes and behaviours as in delivering projects. Although there are some differences of views there is a consensus amongst many partners that CPRR, after a slightly uneven start, has brought real added value to the party. Partners agree that CPRR has raised the profile and aspirations of the area. It has encouraged Masterplanning so that partners can see how the parts of the jigsaw fit together. It has attracted extra public resources, especially but not exclusively, European funding. It has brought a clear spatial focus to the area in particular the two town centres. It has linked social programmes to physical programmes. It encouraged the County Council to recognise the importance of the urban areas. The HCA is particularly persuaded of the virtues of CPRR whose delivery development capacity has enabled EP/HCA to deliver projects it would not have been able to do on its own.

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Place making

3.3 The URC has moved the Urban Framework Plan forward and if and when fully implemented will help to create a new CPR. The transformational projects would not exist without CPRR and, stakeholders are agreed, could not be delivered without the URC's facilitating and coordinating role. The URC has provided the vision and planning. It acted as intermediary between partners and stakeholders. It levered funding. In the physical regeneration projects it has played a key coordinating role in land assembly. The added value it gave to the transformational projects has been significant.

Table 1: Project added value – transformational projects

Camborne	
Dolcoath	<ul style="list-style-type: none"> • Masterplanning and design codes • Developer selection with EP/HCA • Intermediary between partners and facilitating the planning process (easing the path for planning consent and advising on S106) • Coordinating public consultation • Levering EP/HCA gap funding
Pool	
Trevenson Road Implementation Plan/ Pool Innovation Centre/ Heartlands	<ul style="list-style-type: none"> • Vision • Masterplanning • Intermediary role between partners and stakeholders • Working with SWRDA on land assembly and supporting the CPO process • Engaging with private sector over acquisitions and relocation • Levering funding - supporting Heartlands with European funding • Project champion with College – Pool Innovation Centre • Early work on Robinson's Shaft and Pool masterplan supporting the Heartlands concept • Levering funding – EP/HCA funding for Heartlands and support with European funding
Spyrys & Dudnace Lane Implementation Plan	<ul style="list-style-type: none"> • Vision • Masterplanning • Planning overview – linking project development • Land assembly and coordinating the CPO process • Intermediary role between partners and stakeholders
Camborne and Redruth	
Town Centre Renaissance	<ul style="list-style-type: none"> • Planning and support • Business growth initiative – complementing physical regeneration • Encouraging and facilitating collaborative working between the two towns • Brokering heritage post • Commissioning consultants for Redruth Town Centre Action Plan and taking Plan forward • Levering funding (EP/HCA and SWRDA)
Camborne, Pool and Redruth	
East-West Link Road/ Major Scheme Bid	<ul style="list-style-type: none"> • Project champion • Intermediary role between agencies • Working with SWRDA/EP on land assembly and supporting the CPO process • Levering funding (EP/HCA, SWRDA, Objective One, Convergence Programme)
CPRR Works and Skills	<ul style="list-style-type: none"> • Outreach working with employers and unemployed residents • Linking people based projects with physical regeneration programmes • Focusing work and training projects geographically • Levering funding

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3.4 CPPR has also brought more general strategic added value. The chart identifies the key elements of this.

Table 2: CPRR's Strategic added value

CPRR's Strategic added value	
Leadership and catalyst	<ul style="list-style-type: none"> • Vision • Strategic focus for Urban Framework Plan (development of Action Plan and Transformational Projects) • Helping to create planning framework (Major Projects Team important here) • 'Place making' – bringing together EP (communities and housing agenda), SWRDA (jobs, workspace), Cornwall CC (infrastructure), Kerrier DC (planning) • Holistic approach: employment, housing, infrastructure • Sub-regional lead/delivery partner for regional strategies (RES, RSS, SWRDA and Convergence Programme)
Strategic influence	<ul style="list-style-type: none"> • Masterplanning/ Implementation Plans • Linking developments in a broader planning framework – crucial for planning applications and CPOs • Developing Strategic Investment Framework for CPRR in Convergence Programme • Providing a locally-based regeneration vehicle – helping to defuse local tensions and negativity surrounding redevelopment.
Leverage	<ul style="list-style-type: none"> • Focus for EP/HCA and SWRDA project funding (£36 million to date; £70 million forecast in total) • European funding (£4 million to date; £24 million forecast in total) • Developed Strategic Investment Framework for CPRR with funding from Convergence Programme for CPRR endorsed (£27 million ERDF, £2 million ESF) • Integration of ERDF and ESF
Synergy	<ul style="list-style-type: none"> • Partnership and facilitation: <ul style="list-style-type: none"> ○ promoting agencies to one another (EP/HCA and SWRDA) ○ developing partnership working - partners to stakeholders ○ Cooperation Agreement with South Crofty mining company • Supporting SWRDA in land assembly and CPO process • Urban design support • Project management
Engagement	<ul style="list-style-type: none"> • Board member links: community & business fora • Support for Business Forum • Business Growth Initiative supporting Chamber of Commerce and town centre businesses; joint working between towns • Community consultation • Support for Bassett Community Development Trust • Redruth Town Centre Action Plan

What would CPRR have been like without the URC?

3.5 It is difficult to imagine development in the area without the institutional structure that the URC brought and the associated investment activities of its public sector partners. The challenges facing Camborne, Pool and Redruth were such that a lead agency was needed to develop the Framework Plan vision and coordinate the public and private investment needed to secure it. No single partner had the remit or resources to take the lead. While individual partners had been investing in the area while the URC was being set up and would presumably have continued to do so, the URC provided the 'glue' that brought them together in an area-based planning framework and a vehicle for coordinating investment. These investments, we would argue, would not have been on the scale of that achieved to date or of that committed to in the future in the absence of the URC:

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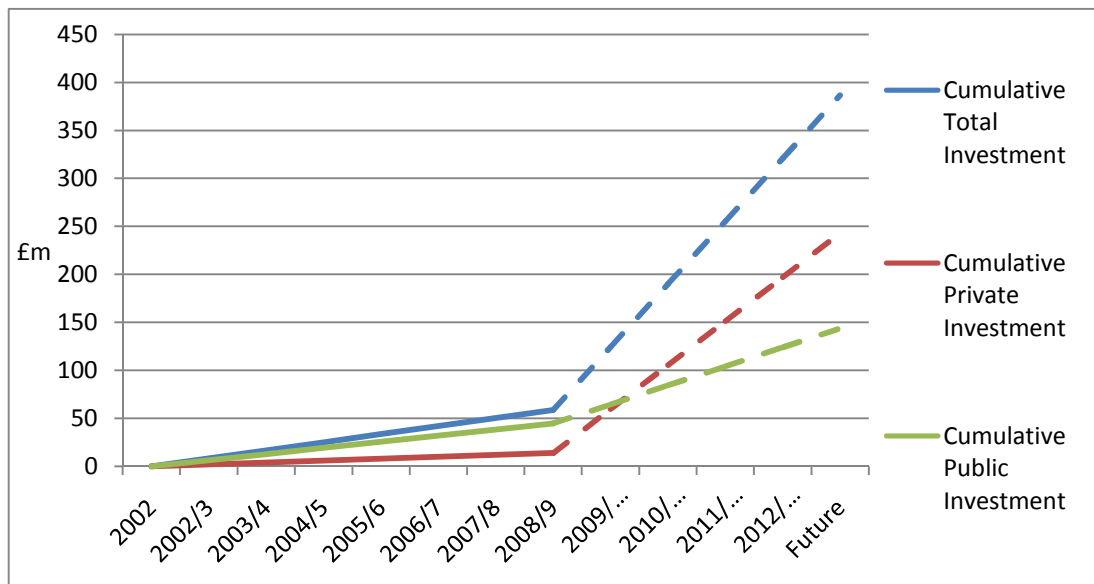
- the URC's transformational projects would not have gone ahead without public sector intervention. Each of the projects was addressing market failures that meant that there was little likelihood of the private sector undertaking development of the nature and scale of that in the URC's programme. Our interviews with developers confirmed the local development constraints that private sector developers faced;
- there would have been some developments in the area but these, we would argue, would not have been transformational;
- the requirements for land assembly and associated infrastructure development that the physical regeneration transformational projects demanded would not have been attractive to the private sector and development pressures would have been exerted elsewhere in the County;
- there has not been a marked step change in housing provision in the effective absence of the URC housing projects underlining the importance of housing elements of CPRR's programme still to be delivered;
- without the URC, the Masterplans for the transformational projects would not have been prepared and the associated planning applications that are now in the system would not have been forthcoming. The URC played an important championing and brokering role in the transformational projects;
- the existence of the URC gave HCA confidence in making its investments. The support it received from the URC in terms of planning and design guidance and public consultation in the Dolcoath project, for example, was crucial in bringing the development forward;
- while it is still too early to measure impact on the local economy the figures do show improvements in the period in which CPRR has been operating. The local population has grown and the period has seen faster job growth than in the previous decade albeit overshadowed by recent recessionary increases in unemployment and worklessness.

But still much to do...

- 3.6 CPRR has received £4.8 million for its core running costs since it was set up and, for that money has helped to lever in £44.8 million from the public sector and £13.9 million from the private sector for its projects so far - £58.7 million in total, twelve times its running costs. The total investment figure, however, still remains only 15% of the total investment anticipated to occur over the URC's lifetime. There is still £98.9 million of public sector and £229.1 million of private sector investment predicted to come over future years on the basis of current plans. The impact of current economic conditions on the timescale of delivery remains uncertain - but if the programme is achieved as forecast, the total investment in projects across Camborne, Pool and Redruth will be £386.7 million – the largest in west Cornwall's recent history.

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Figure 1: Public, private, and overall, investment to 2008/9 & forecasts later years



Source: CPRR

3.7 As we outlined earlier, this kind of work takes time. Like other URCs, CPRR has had to devote a significant period of time to preparing the ground for delivery. This work has involved: extensive masterplanning, the commissioning of feasibility and technical studies, developing design codes, preparing planning applications, working with partners to help assemble land for development and supporting CPOs. The timescales for delivery of the key transformational projects were also variously extended - by anything up to eighteen months – by individual planning and delivery issues. It is not surprising, therefore, that direct programme outputs have been limited so far. The principal ones so far have been in land assembly and civic realm improvements.

Table 3: Gross outputs to 2008/9 and forecasts for later years

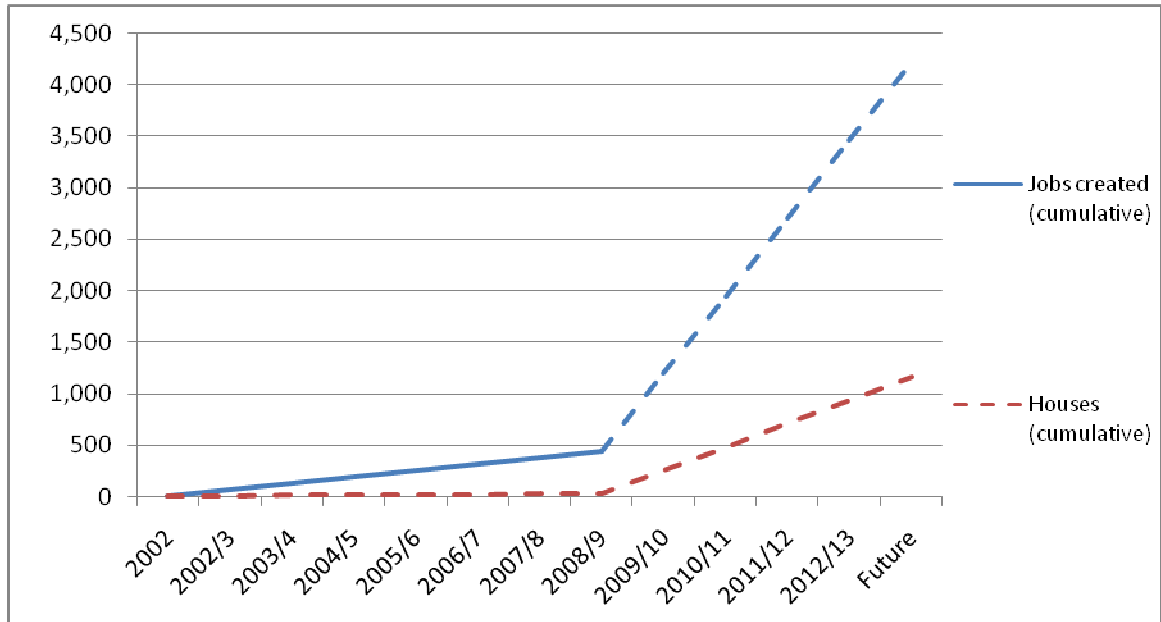
	Actual	Forecast	Anticipated	% achieved to 08/09
	Up to 2008/9	2009/10 onwards	Total	
Employment Floorspace m ²	13,353	110,176	123,529	10.8
Jobs created	439	3,779	4,218	10.4
Land brought back into use Ha	6.5	47.0	54	12.1
Brownfield land reclaimed Ha	1.0	7.2	8	12.2
Land Acquired Ha	26.8	5.2	32	83.8
Civic Realm Improved m ²	87,541	0	87,541	100.0
Housing - Affordable	23	344	367	6.3
Housing - Market Value	0	797	797	0.0
Housing – Total	23	1,141	1,164	2.0

Source: CPRR

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- 3.8 The delivery of the URC’s key growth targets of jobs and housing has so far been limited – again on the basis of current plans, only 10% and 2%, respectively, of lifetime targets.

Figure 2: Jobs created & houses built to 2008/9 & forecasts for later years



Source: CPRR

- 3.9 Public costs still outweigh benefits at this stage in programme delivery. It is crucial, therefore, that momentum is maintained.

Place making takes time

- 3.10 Performance comparisons with a set of URCs set up at the same time as CPRR show that CPRR’s progress in achieving key lifetime targets is broadly in line with comparator URCs at similar points in their lifetimes. It is important to recognise that the URC and partners are seeking a radical transformation of CPRR’s economy - through the improvement of the physical environment including its civic realm, the development of high quality employment floorspace, the creation of new jobs with higher skill requirements and better pay and the provision of a wider choice of housing at higher quality. This transformation would not be provided by the dynamics of historical land, property and labour markets without public sector intervention by the URC and partners, including notably land assembly and the establishment of a supportive planning framework.
- 3.11 It is, by its very nature, a long-term project with overall impacts making themselves felt after the life of the URC – perhaps 2020 at the earliest. As the full evaluation report argued, the URC and its partners did themselves no favours in suggesting a shorter timescale for delivery of some of the key projects early in the programme. The full report also documented the genuine difficulties that implementation of the transformational projects has encountered. However, the forecast gross outputs from the key transformational projects still appear valid over the longer-period. Over four-fifths of the land needed for the redevelopments has now been acquired. The employment floorspace forecasts in the plans appear achievable assuming an eventual recovery in land and property markets in the medium-term. And the

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forecast gross job outputs are themselves based on relatively cautious floorspace: jobs calculations. The planning framework is now virtually in place (with one outstanding planning application for the Trevenson Road Implementation Plan and the need for adoption of necessary revisions to the Dudnance Lane Implementation Plan).

3.12 CPRR's experience illustrates the real difficulties that can be encountered in implementation. Regeneration of areas like CPRR are long-term projects and there are no 'quick fixes' for the transformational nature of change being sought. CPRR and partners have had to overcome a number of planning and institutional obstacles in implementing the programme and notably the need to:

- undertake detailed masterplanning to support planning applications and CPOs;
- assemble land before development could start, complicated by speculative land acquisition by local developers;
- address the planning issues that the development programme threw up in terms of improving physical access;
- deal with the technical issues of development on mining land and infrastructure issues like drainage and utility provision.

4. SO WHAT ARE THE BIG LESSONS?

4.1 It has been a learning process for CPRR and partners. Early interventions were subject to significant optimism bias. The need for caution in publicising detailed development proposals was brought home when speculative land acquisition took place before partners were ready to begin land assembly. Masterplanning is essential and especially so in the context of an out-dated local planning framework and this masterplanning needs to be clearly separated from the planning process undertaken by the statutory planning authority. The infrastructure needs of development proposals need to be identified early in the planning process and when these involve major road improvements it is essential to engage early with the Highways Agency. Quality design is crucial in securing transformational change, as is good public consultation. The URC has also not just stuck to the physical regeneration last with which it started. It has recognised the need for coordinated 'people-based' initiatives alongside the physical regeneration programme.

Table 4: CPRR – some key lessons from the programme

Key lessons from the programme	
General	<ul style="list-style-type: none"> • Awareness of planning fallacy and need to build safeguards against optimism bias in project planning process. • Danger of publishing detailed plans flagging up the public sector's site development intentions before partnership arrangements/ delivery mechanisms and funding are in place – minimising the potential for speculative land acquisition before the programme starts. • Need to assemble land early. • Need for clarity in partnership roles. • Need for development and appraisal expertise in the team. • The importance of quality design.

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Transformational projects	
Dolcoath	<ul style="list-style-type: none"> • Realistic timescales and optimism bias. • Community engagement.
Trevenson Road Implementation Plan	<ul style="list-style-type: none"> • Importance of an up-to-date planning framework. • Project management.
Dudnace Lane Implementation Plan	<ul style="list-style-type: none"> • Clear demarcation between the URC's planning role and that of the statutory planning authority. • CPOs: • local politics and reputational risk • expensive and time-consuming • Public consultation.
Town Centre Renaissance	<ul style="list-style-type: none"> • Long-term timescales. • Physical regeneration is not enough – following up town centre improvements with business growth support. • Community engagement includes local businesses. • Maintaining identity of different places and securing collaborative working. • Partnership working: • clarity of roles • sharing credit
Major Scheme Bid	<ul style="list-style-type: none"> • Making the regeneration case for transport infrastructure. • Engaging early with the Highways Agency. • Partnership working.
CPRR Works and Skills	<ul style="list-style-type: none"> • Holistic approach to regeneration. • Importance of staff and linkages. • Importance of consultation.

5. SO WHAT'S NEXT?

Finish the big projects & help deliver convergence

- 5.1 CPRR is at an important point. It is on the cusp of delivering its transformational projects and pushing forward with the CPRR Strategic Investment Framework. It is important that the commitment of partners is reaffirmed and unambiguous. CPRR needs to press ahead with delivery of the transformational projects to secure the remaining targeted outputs and fulfil its new commissioning role for CPRR's Strategic Investment Framework under the Convergence Programme to bring in additional resources and help secure additional outputs and contribute to convergence and the Cornish economy. The fact remains that overall convergence depends on a marked relative improvement in CPRR's economy in the regional context – no improvement, no convergence. It is vitally important that CPRR's programme is delivered.

Work through the credit crunch

- 5.2 CPRR needs to maintain the momentum of the development programme in the face of the credit crunch and work with partners to explore options for funding infrastructure works and other ways of de-risking sites. It may also be the time to move its environmental infrastructure projects forward. The scale of the challenge must not be underestimated. CPRR has made a difference and is beginning to deliver. But the financial and organisational context in which it must operate has become more complex – and more difficult. Developers are very aware of the constraints imposed upon them by the recession and crunch. There will be less public money available in the future than in recent years. CPRR will have to work hard to maintain momentum on projects that have not yet started. It must also work hard to insist that development that does happen is of sufficient quality to match its large ambitions for the area

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rather than drop back to lower standards because of the shortage of demand. CPRR, for its part, needs to revisit the plans for all its outstanding transformational projects, restating key delivery milestones in an exit strategy agreed by partners.

Continue 'place making'

- 5.3 A key strength of CPRR's programme is its combination of housing and employment related projects. It is crucial that the link is retained and may require greater engagement with social housing providers. CPRR will also need to decide how best to engage with Kerrier and Restormel's new Growth Point designation. In relation to jobs, it is important for CPRR to continue to develop its links with the College over the new Academy developments and Pool Innovation Centre. There seems to be real potential for reinforcing the development of creative and arts industries through such links. CPRR's discussions with the Arts Centre Trust over the possibility of the premises at the old Redruth Grammar School being used for 'grow-on' space for start-up businesses at the Tremough Innovation Centre is a good example of the way in which CPRR could help facilitate synergy. CPRR has already had some good achievements in employment and training with its Works/Skills project. Taking this forward through the Convergence Programme work would benefit from a strengthening of the existing links with Cornwall Neighbourhoods for Change (CN4C) and other community and voluntary sector groups.

Marketing and communications – a bigger story for 'CPRR the place'

- 5.4 CPRR must develop a marketing and promotional strategy which should be an integrated marketing strategy for CPRR as a 'place' for investment and not just as the location of a set of individual development opportunities.

Community engagement

- 5.5 CPRR, having raised expectations extensively at the beginning of its period, has not made enough effort to demonstrate to the public the value of its achievements in recent years. CPRR must develop a more robust and targeted communications strategy in future if it is to sustain public support and specifically to ensure support at the new County Council. CPRR could make more of an effort in engaging directly with communities and the time appears right for doing so. Given that the transformational projects are now gathering momentum there is scope to work with community and voluntary groups to aid dissemination of progress and develop a greater understanding of the URC's and partners' work than exists at the moment. This appears a particularly opportune moment to implement such a strategy given that Cornwall Council has just introduced its Localism Service and Community Networks, based around groupings of parishes and electoral districts. Links with the Camborne and Redruth Community Network could be made through its newly appointed Community Network Manager.

Measuring impact

- 5.6 CPRR needs an evaluation framework that is compliant with SWRDA's Impact Evaluation Framework as a requirement for continuing SWRDA and ERDF funding. Partners need to agree an impact evaluation strategy that links the URC's impact evaluation into their own regional evaluation strategies and also allows them to measure the 'place making' effects in CPRR of the combination of their project investments. Partner roles and responsibilities in the evaluation strategy need to be agreed.

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Focus on Camborne Pool and Redruth

- 5.7 The question must be faced about whether CPRR has yet achieved enough of its own ambitions in its own territory to contemplate playing a bigger role in other parts of Cornwall, in particular the other Strategic Investment Frameworks. CPRR should maintain its area focus and not extend its activities geographically, despite the temptations and pressures to do so. The CPRR job remains unfinished and it is important that CPRR's efforts are not diluted. The lessons of success that CPRR has brought in raising standards, expectations, improving partnership working should be important in influencing the way that the new Cornwall Development Company might operate county-wide. But CPRR should remain as an example of good practice and offering advice and guidance if sought in the other SIFs. It should stick to its last rather than diversifying.

Being better partners

- 5.8 As we said at the beginning partnership working is easy to say and harder to do. There have been issues in the past over partner engagement and instances of a breakdown in communications and disconnection between partnership working on the ground and decision-making and approval processes at higher strategic levels within the different agencies. At some points partners have appeared like funding agencies looking to see they get value for money from their investment in a separate organisation rather than fully committed partners in a common enterprise. Given changed economic circumstances and major changes in the local institutional setting it is important that Cornwall Council takes the lead in an open and honest dialogue about partner roles, responsibilities and resources in relation to CPRR's remaining remit. This discussion could also address the strengthening of relationships with central government departments and also future arrangements for developing engagement with the private sector.

Working in a changed institutional framework

- 5.9 CPRR has to position itself in a dramatically changed institutional setting with the establishment of the new unitary local authority, the Cornwall Development Company and the HCA. As already argued, it is important that partners and stakeholders assist CPRR in this repositioning. CPRR needs to position itself in Cornwall Council's emerging economic development strategy and ensure that its promotional strategy fits in with, and is supported by the inward investment strategy at regional level. CPRR also needs to position itself in relation to the newly established Cornwall Economic Development Company and to ensure that the two agencies activities are complementary. The time for considering how CPRR should be absorbed into the EDC is a couple of years ahead when delivery on the ground in CPR has achieved critical mass and when the EDC is itself fully operational. In the meantime, the idea of some overlap in membership of the Boards of the two agencies is worth exploring along with the establishment of some mechanism for dialogue between the two agency's Chief Executives and senior management teams to prepare the ground for potential merger.
- 5.10 CPRR needs to ensure, with partners, that the Single Conversation the HCA is undertaking in Cornwall recognises the relationship that CPRR has already developed with HCA, the ongoing projects in which both organisations are involved and the strategic sub-regional focus that CPRR provides. It is important that the Local Investment Plan clarifies CPRR's future delivery role and responsibilities. CPRR has agreed core funding from HCA to 2011/12 but this and any funding thereafter will need to be tied to an agreed delivery role specified in the Local Investment Plan. Potential benefits for CPRR of the formation of the HCA include the latter's continuing emphasis on quality developments, which CPRR also wants to continue to promote, and a greater opportunity to align its activities with affordable housing funding

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streams. This institutional repositioning is likely to mean some realignment of CPRR's objectives and revisions to its Business Plan.

Endpoint

- 5.11 CPRR has been on a long and winding journey. It is not finished yet. It has laid much fertile ground and has begun to deliver its ambitions in the face of continuing challenges. For that success to continue, as we said at the outset of this note, it must now do three things: continue delivering quality, retain its focus on its core mission and get the political and financial support of its partners in future. If it does, CPRR will continue to make a growing contribution to the challenges - but also big opportunities - that Camborne Pool and Redruth and more widely Cornwall itself now face.