



Delivering successful projects – Cornwall 17 years since LGR

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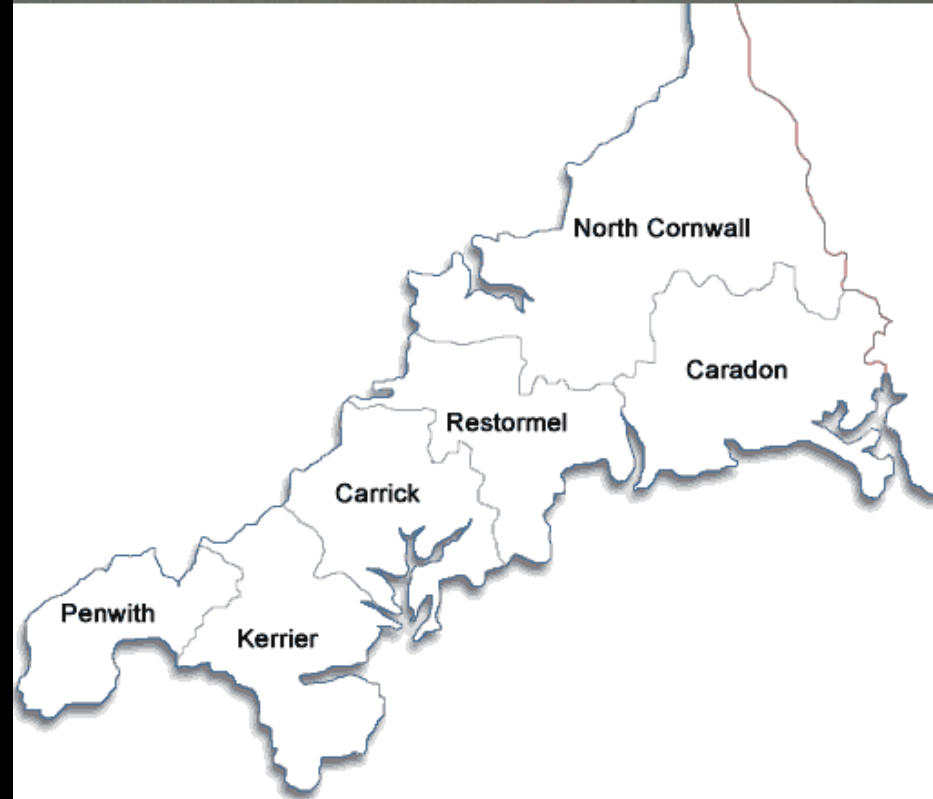
**I asked a wise
man thinking back
what do you think
about LGR...**

he smiled

**“I’d do it all again,
it was fun”**



On **1 April 2009**, the six districts were abolished as part of the 2009 structural changes to local government in England and their functions were taken over by the county council, making it a unitary authority.^{[6][7]} As part of the 2009 reforms, the county council was given the option of omitting the word "county" from its name, which it took, becoming "Cornwall Council".^[8]



Fury as Cornwall Council unveils new logo

A logo for a new super-council

By **Richard Smith**

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The logo design has been compared to Don King's hairstyle

ew logo

t taxpayers' £476,000.

A logo for a new super-council

The controversial flame-like emblem for Cornwall Council has been compared to boxing promoter Don King's hair and Amy Winehouse's beehive by bemused locals.

The Build Up

- Leadership – “One Cornwall” internally advertised a District and County lead *in hindsight this gave the county disproportionate influence should of been 2 open roles.*
- Relationships - Met regularly, didn't always agree but built relationships *and seemingly were bribed by food!*
- Level Playing Field - Some authorities, driven by members, wouldn't let their staff go to those meetings *in practice they went anyway but need to guard against this if possible.*
- The New CC Planning Director was in post from January ahead of the formal start in April *this really helped get other changes ready for day 1.*

People, systems and data

- Signal change, join operational stuff up.
- Take the hard people decisions.
- It wasn't instant but we implemented joined-up system (IDOX), generic role profiles, pool cars quite quickly and a Local Plan...
- But that did take 8 years and we spent the first 6 months arguing with one district about why they should not do their own Local Plan.

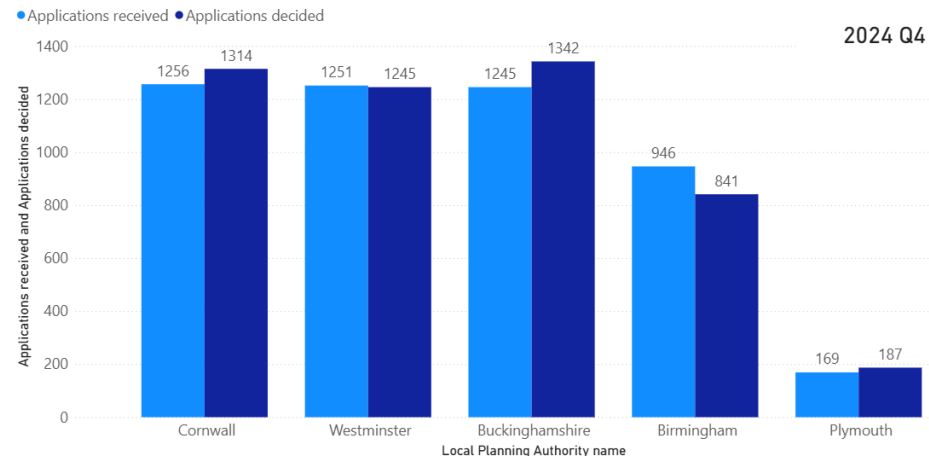


Big fish, little pond

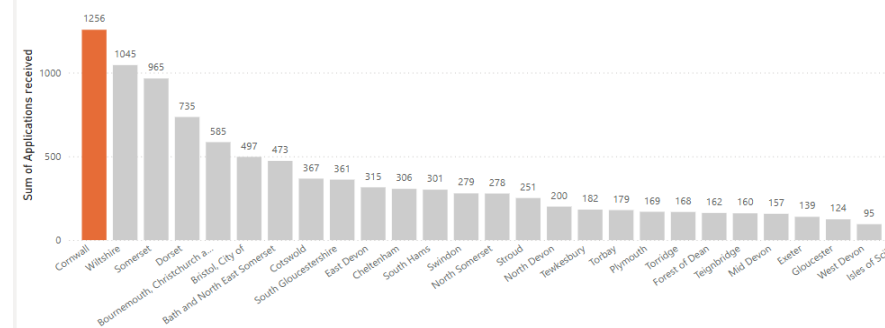
Scale

- 19,000 planning decisions last year which is 73 decisions a day (21,000 the year before!)
- Strategic roles – appoint good people and delegate to them.
- And scale brings opportunity - in 2005 Newquay delivered 1 new affordable home...

Applications received and Applications decided by Local Planning Authority name



Sum of Applications received by LPANM



In the last ten years, **Cornwall has delivered more new homes than Birmingham, Manchester, Leeds or Liverpool.**

Scale the art of the possible...

Nansledan, Newquay

- Duchy led, but supported by the Council ([Nansledan, an extension to the Cornwall coastal town of Newquay](#))
- 3,800 homes (plus adjoining landowners' schemes for a further 1,000)
- Site wide LDO, agreed during Covid.
- CC have convened, corralled, invested and managed key infrastructure – including partnership with Network Rail, administration of government and European funds

West Carclaze Garden Village, St Austell

Ecobos led, but supported by the Council through the planning system, and key infrastructure projects (incorporating HIF)

Langarth Garden Village, Truro

Originally private sector led in absence of local plan policy at the time; but stalled delivery so Council direct intervention in £260m programme including land acquisition and infrastructure (incorporating HIF)



Culture, innovation

- What's your tone – we constantly talk about positive growth and supporting things to happen.
- We've been radical at times from stopping site visits, LDOs, proactively allowing cross subsidy on exception sites to evolving pre-app or pitching to government for partnerships. We aren't doing anything different from most of you, but we have a culture of keeping going, pushing for more.



The image shows a brochure for Cornwall Council's Proactive Planning services. The top left features the Cornwall Council logo and the motto 'one and all • ohen hag all'. The main title is 'Proactive Planning' in large white letters on a dark blue background. Below the title, it says 'Supporting the delivery of better development in Cornwall' and 'Pre-application Advice Services for Major Development Proposals'. The right side of the brochure lists 'Key features and benefits of our Proactive Planning offer' with several bullet points. The bottom of the brochure shows images of buildings and a construction site.

Proactive Planning

Supporting the delivery of better development in Cornwall

Pre-application Advice Services for Major Development Proposals

Key features and benefits of our Proactive Planning offer

- Collaborative working from an early stage, which allows us to align briefs and build trust, fostering strong and productive partnerships.
- Provides an opportunity to work openly with us to resolve and identify issues.
- A range of services to suit the scale and complexity of the development and the nature of engagement required, including comprehensive, bespoke Planning Performance Agreements (PPA's) to suit a wide variety of circumstances, proposals, and situations.
- A dedicated Relationship Manager to help identify the most appropriate service for your development, and to support you through the process.
- A project team approach led by an experienced Development Officer, with a strong focus on finding solutions, supported by Group Leaders and Higher-level Strategic Managers.
- Access to specialist advice from Council based Consultees, including the ability to procure accelerated external consultancy support to reduce delays.
- Active involvement and engagement with elected via a new Member Engagement Forum.
- A clear steer on the most appropriate form of developer led Early Community Consultation.

Setting specific, a commi...
We can develop commu...
Reduce...
Post de... and plan...
More pr... recomm... certain... planning...
Helps an... on refus...
Whilst se... planning... provided... the equi... prejudic... in resp... early eng... the best collabor...



The image shows the Cornwall Council logo on the left, followed by a vertical dotted line and the text 'Trevow Kernow Homes Cornwall' in a large, bold, sans-serif font.

CORNWALL COUNCIL
one and all • ohen hag all

Trevow Kernow
Homes Cornwall

Using surplus public sector land to deliver more homes for local people

We believe we can unlock at least

800 acres

of additional public sector land,

delivering at least

7,000 homes



Joining things up is the prize

- Adults and children's services: big spenders, different cultures and probably one big service already.
- At the outset Planning service had strong member relationships, we were to some extent left to sort ourselves out and that space helped gets things done but limited integration.
- New CX recognised planning as central to growth and brought it into the core. Uncomfortable shift at first – but ultimately better.
- My role now includes housing, able to deliver more, influence more and gain more from alignment.



Final thoughts



From day 1 signal change (even now the answer is still never 6 for us)



Story telling , what is your wider value



Culture / people – don't put off the hard decisions, talk lots.



Systems /Data – don't shy away from this



Politics (big and small p)



Everyone will be distracted looking inward, remember to look outwards!

WHAT ARE YOUR hopes, dreams AND aspirations FOR THE FUTURE?

CAN YOU ACHIEVE THEM IN CORNWALL?

WHAT NEEDS TO CHANGE SO YOU CAN ACHIEVE THEM?

INCREASE ACCESSIBILITY

TRAINS • WIDER PAVEMENTS • HOUSING

IF I WERE TO COME BACK TO CORNWALL, IT'D BE IN MY RETIREMENT YEARS.

music venues

IMPROVE FUNDING

more ACCESS to ARTS VENUES

I WANT TO DO POLITICS, CROCHET & SOMETHING TO DO WITH ANIMALS

Apprenticeship?

MORE MARKETS

BARRIERS:

round trip to college is too long ...



TO SHOPS, ARTS & MUSIC

PEOPLE NEED TO BE CONSULTED.

GET INVOLVED WITH POLITICS

YOUTH WORK

to help others



to watch & play live music

CAN I DO THE JOB I WANT HERE?



MFRM

SURG

EON



COSTUMES

FOR FILM + TV

want to leave for uni. want to get away.



BETTER POLICING to feel safe.

IMPROVE THE

A38

BETWEEN PLYMOUTH + LISKEARD



EXPAND Newquay airport

TO GO TO UNIVERSITY, BUT TO COME BACK TO WORK



PROFESSIONAL cosplayer

(BUT MY MUM WANTS ME TO BE A LAWYER...)

BECOME PRIME MINISTER

WOULD HAVE TO LEAVE CORNWALL. - MOVE INTO APT 10.



TO WORK WITH HORSES



MORE THEATRICAL OPPORTUNITIES



more academic subjects at university

MATHS + HISTORY