

13. COMMUNITY LEAD LOCAL DEVELOPEMNT (CLLD) – CATTLE MARKET MAKERS PROJECT (see attachments a). note explaining the Cattle Market Makers project. b). Note on the Impact of Covid19 on the Cattle Market Makers project. c). Notes of the 11th August 2020 Mayor, Deputy Mayor and Chairs meeting). d). CLLD Programme Eligibility and Risk Observations) **a. to note progress on the application since the Special Council meeting 12th May 2020 approval of the application form for submission b) to consider whether the Cattle Market Makers project application be changed or abandoned in the light of the changed circumstances caused by Covid-19. c) to agree next steps on the project d) to consider whether the Town Council and partners should seek to carry out more projects to support the town in the recovery from the Covid-19 recession.**

Background – the Town Council adopted the Memorandum of Understanding for joint working with Cornwall Council on the Cattle Market at its 30th October 2018 meeting Minute 245/18. Thereafter, it has been working with Cornwall Council to progress the regeneration former cattle market as set out at the 12th May 2020 Special Council meeting and again below and attached.

Work on this project was initial discussed through the Economic Development Working Party. However, owing in part to limited attendance this activity the Economic Development reporting has been mainstreamed into the main Finance, Economic Development & General Purposes Committee and the Town Council itself.

Hence, the 21st May 2019 Finance, Economic Development & General Purposes Committee considered and approved the idea of developing a partnership and submitted a bid for the project.

The 12th May 2020 Special Council meeting approved the submission of the application. It also noted that other items of work would need to be brought forward such as the collaboration agreement with Cornwall Council and the lease for the site as and when they had been worked on (see 13.a for a description of what the Cattle Market Makers project.

A) TO NOTE PROGRESS WITH THE APPLICATION SINCE THE 12TH MAY 2020 SPECIAL COUNCIL MEETING APPROVAL FOR THE APPLICATION FORM FOR SUBMISSION

Application Form Supporting Spreadsheets and Documents The application form, the spreadsheets and the supporting documents have been developed with the support of the CLLD Programme Management to improve the projects eligibility and ensure that the project is effective in delivering support to the vulnerable communities that are the target of the CLLD funds.

This application is now been assessed by an independent appraisal team. This process usually takes 12 weeks. The application will be formally presented to the Local Action Group for consideration. In the event of an approval the CLLD Programme Management say that a grant offer letter can usually be issued within 5 working days.

Collaboration Agreement – The Cabinet at Cornwall Council have approved the Collaboration Agreement as a way of joint working between the Town Council and Cornwall Council. This Collaboration Agreement is necessary to set out arrangement for the delivery for the project. This is particularly beneficial for the Town Council. The total direct investment of £2,000 is much less than the £100,000 that the Town Council provisionally indicated that it might want to commit to a joint workspace scheme at the 30th October 2018 Town Council at which the joint working Memorandum of Understanding was agreed. However, Cornwall Council as a Unitary Council and principal Council has resources and a scale that helps to substantially de-risk the delivery of the project for the community of Liskeard. It is fair to say that the Town Council would not be able to carry out the project without the active support of Cornwall Council. Furthermore, should this project work successfully it will establish an excellent precedent for taking forward other large scale regeneration and investment projects in the town such as the regeneration of the cattle market and also projects in the wider town such as, potentially employment generating investments at other locations.

Heads of Terms Lease – the Cabinet at Cornwall Council has confirmed that the approach that it wishes to undertake with the project is for the lease to be at a “peppercorn” rent. This is very important as setting the rent at a nominal value indicated that the scheme is being undertaken to assist with the economic regeneration of the town and not as a commercial lease.

Cornwall Council Match Funding Financial Input – an application for Match Funding has been made to funds reserved for supporting the roll out of CLLD projects across Cornwall. The Cabinet at Cornwall Council has reserved an amount for the support of the Cattle Market Makers project. It is £468,000.

B) TO CONSIDER WHETHER THE CATTLE MARKET MAKERS PROJECT APPLICATION BE CHANGED OR ABANDONED IN THE LIGHT OF THE CHANGED CIRCUMSTANCES CAUSED BY COVID-19.

During the 11th August 2020 Mayor, Deputy Mayor and Chairs meeting (as per the attached notes 13.c.). There was discussion of the possible stopping of the Cattle Market Makers Project and working on alternative projects instead. Attached is an analysis of the economic impact of the possible impact of Covid19 on the Cattle Market Makers project.

Responses from Funding Partners – Alternative Uses for Funding

It should be noted that the funding sources have been contacted and asked about the eligibility of the funding sources for the type of uses that were suggested at the meeting. The responses are:

Alternative project suggestion and the CLLD Programme responses in blue.

- Serviced employment land – the provision of roads and services into allocated employment land (B1, B2 and B8) type premises.

“This would not give the CLLD programme any outputs, as the provision of roads / services does not count towards the outputs we are to achieve – the development of a building somewhere else would (as long as it was in the core area) but the services /roads do not. Therefore this is not something we would support financially.”

- Refurbishment of vacant premises in the town centre – for example, shop units.

“ERDF Capital cannot be used on retail premises, and so this would be ineligible activity

National eligibility rules state: Capital investment in land buildings or infrastructure of any nature for use and/or occupation by retail businesses and/or services such as restaurants is not eligible, except for the installation of low carbon technology, or via a financial instrument.”

- The possible progression of the ESF project alone or with the ERDF revenue project with no ERDF capital element.

“As this would be a substantial change to the project, we would need to get LAG approval before receiving a Full Application – the capital element is what the LAG were most interested in. Assuming the LAG were willing to accept such a substantial change, we would need to recalculate all aspects – and you will need to watch your value for money on both the ERDF Rev and ESF – the cap element was what helped the whole project make sense. This option is potentially do-able – but is probably about starting again.. sorry”

“I feel there is a minimal financial risk to the Town Council as they are putting in very little funding, but getting a decent asset in return? One thing I picked up doing some

redundancy work at Eden was that several of those facing redundancy were looking to start their own business, and so smaller workshop space I believe is more valid and likely to be used than retail space in the short and medium term...”

Cornwall Council Match Funding Pot – response in blue below.

“In terms of repurposing the CC match funding, I think this is highly unlikely. The CLLD match fund has been established specifically to unlock the c.£13m ERDF / ESF programme funding and the allocation was agreed by Cabinet for the sole purpose of enabling the Makers Project to progress. If the project were not to proceed then I would expect the match funding allocation to be withdrawn.

I will enquire with colleagues with regard to any other potential funding sources for serviced employment land or refurbishment of town centres and come back to you if I find anything that may be of interest.”

Follow up meeting 14th August 2020 (with Cornwall Development Company and CLLD Programme Management) regarding grants for land purchasing land and the provision of roads and services.

They confirmed that such grant funding is not presently available. It has featured in discussions regarding the UK Government’s post EU funding for regeneration and investment which has initially been titled the “Shared Prosperity Fund”. However, they indicated that details upon this have still to be worked up and the funding is not in place neither is there a way of accessing the money.

The attached paper looks at the impact of Covid19 and the impact the project will have upon it. (see attached paper 13.b Covid19 and the CMM). We have received a more detailed set of notes from the CLLD Programme management attached paper 13.d which takes a more strategic assessment and includes:

“The one other component to consider is timing; the CLLD monies are here for a finite period and are available now for projects that will deliver in the next 2 and a half years. There is still little clarity of the levels and approaches for funding under the ‘Shared Prosperity Fund’ that was proposed as the EU funding ‘replacement’ by national government. For information; the Local Action Group model has been written into the Cornwall Council submission to government as the methodology for delivering funded projects in local areas. However, we are all still waiting for the details.”

CATTLE MARKET MAKERS PROJECT – PROS AND CONS OF PROCEEDING

Risks of proceeding

Previous risk assessment looked at set of risks and their mitigations as below:

Financial cashflow – Risk need to settle invoices before reclaiming the grant element from CLLD – LTC may have insufficient funds. Mitigation Forecast cashflow indicates incidents in 2021/22 but these should be covered by the current levels of general and nominated reserves

Financial sustainability beyond the project funding – Risk income may be insufficient to cover the costs of continuing to operate the workspace after expiry of project funding and require subsidy from LTC Mitigation Forecast cashflow to 2025/26 indicates the facility should cover ongoing operating costs and be sustainable

Demand on existing LTC staff time – Risk increased workload for existing staff preventing working on other projects/opportunity cost and/or increased costs Mitigation - Project funding includes time for LTC officers, forecast cashflow beyond the grant funding indicates the facility could cover necessary staff time for management, cleaning and maintenance. Existing experience of the Guildhall units indicates time demands are small and manageable.

Tenants - Risk no tenants once the units are completed. Mitigation - the demand study produced by an independent body specialising in the creative industries sector in November 2019 showed 18 Liskeard based businesses are interested in taking business units. This reinforces the findings of our own study in 2018 and the Cornwall Council study in 2017 that there is good interest in small scale units in the town. Demand is shown by the consistently high rates of occupancy (usually 100%) of a range of units including our own, Cornwall Council and the Liskerrett Centre.

Ongoing Liabilities After the Project - Risk – Ongoing liabilities – Mitigation - The two posts will be time limited to the availability of grant to fund them. Cornwall Council own the containers. Should the Town Council exercise the break in the lease, the Town Council would not have any ongoing liabilities with regards the project. Cornwall Council would be left with the management of the units that they own. However, the cashflow projections suggest that the income would cover costs. The Town Council is currently managing the 6 Guildhall business tenants. The addition of the 8 units in cattle market makers project should not prove difficult.

Insurance Cover – Risk - Potential gaps in insurance cover caused by two different organisations with a significant role. - Mitigation - This has been flagged up as an issue and the Collaboration Agreement with Cornwall council will clearly set out where responsibilities lie.

Risk Assessment (including roles and responsibilities)

Cornwall Council

- Cornwall Council are providing the site on a lease. There has already been Cabinet support for the lease being a nominal amount or peppercorn rather than as a commercial lease.
- Cornwall Council have approved the match funding (all but £2,000) to draw down the ERDF/ESF.
- Cornwall Council will own the container-based workspace should it all go wrong they will be left with the containers.
- Cornwall Council's arms-length company Cornwall Development Company will be providing the cash-flowing funding to the Liskeard Town Council to enable the containers to be purchased. Grants are paid retrospectively.

Liskeard Town Council

- Liskeard Town Council will provide £2,000 – into a £757,000 project. That is a .26% of the total project (I am not aware of any other Town Council looking at that level of leverage on a project).
- Liskeard Town Council will employ the two people on a short-term contract that ends when the grant finishes.
- Liskeard Town Council will be inputting staff and councillor time until the lease is terminated or on an ongoing basis.
- Liskeard Town Council – the income should just cover the costs.

In addition Covid-19 document explores changes related to the pandemic and associated risks.

Risk of excessive senior staff time devoted to the project. - mitigation - staff time at different stages has been estimated and is contained in the section on next steps below.

Risk of high costs related to professional advice etc - Mitigation - the costs relating to VAT and legal advice have been calculated and a budget line established. VAT advice is £1,700 and legal £1,500 so would a total of £4,000 extras.

Risk of insufficient funds to deliver the project due to either rising costs since the project was costed or additional costs which had not been foreseen and included. – Mitigation – the CLLD programme manager previously advised that post grant offer letter “supplementary” top ups do not usually occur. Consequently, cost estimates have been on the generous side to take account of that advice.

RISKS / IMPACT OF NOT PROCEEDING

The businesses and individuals which could have benefited from workshop space, business support and greater confidence and skills will not do so.

The £427,000 of European funding will be lost. There will not be time to put together an alternative bid for CLLD funding and of course there will be no more EU funding for projects in Cornwall.

The £326,000 of Cornwall Council funding will be lost as this is from a pot put aside for CLLD match funding and has been specifically agreed for this project.

The Town Council has worked with many other organisations to put this application together and risks not being seen as a reliable partner if it withdraws at this late stage. In particular this could impact future economic development collaboration with Cornwall Council.

All the staff and councillor time spent on developing the application will have been wasted.

The project is intended to link with the Cornwall Council-led Creative and Digital Workspace scheme which will provide larger workspaces. The idea is that makers who start out in the small workshops can grow into the larger studios and businesses in the Creative and Digital workspaces can benefit from business support and facilities in the Cattle Market Makers project. These benefits to the larger project would not take place.

RECOMMENDATION: THAT THE TOWN COUNCIL CONSIDERS WHETHER THE CATTLE MARKET MAKERS PROJECT APPLICATION BE CHANGED OR ABANDONED IN THE LIGHT OF THE CHANGED CIRCUMSTANCES CAUSED BY COVID-19.

. C) TO AGREE NEXT STEPS ON THE PROJECT

Collaboration Agreement – this has been approved by the Cabinet at Cornwall Council. This is one of the documents to be considered by the Town Councils' Solicitor.

Draft Heads of Terms / Lease – the latest version of the heads of terms has been received from Cornwall Council and was due to be put to the 25th August 2020 for adoption. Following the 11th August 2020 Mayor, Deputy Mayor and Chairs meeting, Cornwall Council has been asked for the completed lease for consideration including by the Town Councils' Solicitor.

Grant Offer Letter. – a draft grant offer letter has been obtained as a template to indicate the terms and conditions normally attached to the award of grant. This could be included in the group of documents being considered by the Town Councils' Solicitor.

Officer Time - To develop the project to its current position has taken considerably more time than initially anticipated, however when working up a project in excess of £700,000 it is important we do this as fully as possible. Further time requirements are likely to be as follows:

To project agreement – Our application has been submitted to the Project Facilitator, who is currently making checks on the information to ensure all aspects of the application have been correctly completed. An initial meeting took place on 10 August, when further information and amendments were requested, and another meeting is scheduled for 20 August. While it is hard to anticipate the additional work which will be generated as we don't know what queries will be raised, it is anticipated that a minimum of 4 hours work for each of the Town Clerk and RFO will be required from each meeting.

The application will then move onto an independent 12 week assessment, structured in two parts, with a light touch followed by a detailed assessment when reports and recommendations, including value for money calculations, are produced by the assessors. At each stage we expect them to seek clarification or further information, again generating similar levels of additional work. On conclusion of the assessment the application will be presented by the Project Facilitator to the South East Cornwall Local Action Group for approval. Dates for possible meetings when this can take place are 29 October or 10 December 2020. A grant offer letter can be expected approx. 5 days after the decision. If the offer is conditional on items such as obtaining planning permission, no expenditure can be incurred until this is in place.

Alongside the above, officers will continue to work with Cornwall Council (CC) to finalise the various partnership working agreements and obtain planning permission and building regulations. While the bulk of this work will be undertaken by CC officers the Town Council will need to be involved in the drafting and agreement of all the documents, including reporting on and presenting them to Council. This is likely to be several days work for the Town Clerk, with some input from the RFO.

In addition, the Town Clerk and RFO will be liaising with our legal advisers and specialist VAT advisers to seek professional advice to consider and report to Council.

Project set-up – A full recruitment process will be required, including advertising, providing information to applicants, shortlisting, interviewing, verifications checks (references, permission to work, identification, qualifications etc), preparing contracts and induction (familiarisation with Council systems, policies and procedures etc.) The successful candidates will then need to be briefed on the project (vision, expected outcomes, procurement processes, processing of expenditure, recording, monitoring and reporting requirements, etc) and introduction to all related parties to be involved in the project. In addition, a temporary contract must be prepared for the additional time the account's clerk will be required to work on the project, and they will need to be fully briefed on the requirements such as time recording of all their hours worked, including that for the Town Council.

While the project staff will be tasked with setting up some of the systems for reclaiming expenditure from ERDF/EFS, recording and monitoring etc the Town Clerk and RFO will also need to be familiar with all the procedures to ensure they are fully compliant and fulfil all of the Town Council's obligations under the terms of the grant funding. CLLD produce a number of detailed guides which will need to be studied, interpreted and implemented.

Assuming the successful candidates have experience of delivering an ERDF/ESF project, providing business support, accounting systems etc this may take two weeks for each of the Town Clerk and RFO. (NB – during January the Council is usually in the final rounds of agreeing the budgets and precept for the following year which is also demanding on officer time).

The application has currently been drafted to show the new staff in place from December 2020, however allowing time for a decision and planning and satisfaction of any other conditions, this needs to be moved back. Time will also be required for the recruitment process and any notice required to an existing employer.

On-going management – It is anticipated that during the first 6 months of the project as the various aspects are being set up, there will be a greater demand on officer time, especially the Town Clerk, providing support, advice, monitoring, probationary reviews, training and coaching. This will reduce as the project becomes established. It was originally estimated that 8 hours per week of the Town Clerk's time would be needed and 2 hours from the RFO, however the Project Financial Administrator will now be working an additional 10 hours per week (now 28 hours rather than 18) with financial skills a priority to provide additional support to the Project Manager to reduce the demands on existing Town Council staff.

Project end – The project staff are currently funded until December 2022. There will be additional work for the Town Clerk and RFO between 1 January and 31 March 2023 completing final financial claims, reporting of outcomes and evaluation, arranging ongoing management, etc.

Summary

Time period	Actions	Average time required per week
August – December 2020	To project agreement	Town Clerk 4 hours RFO 4 hours
January – February 2021	Project set-up (inc staff recruitment, induction and briefing)	Town Clerk 15 hours RFO 11 hours
March – June 2021	Continued project set-up and ongoing management	Town Clerk 8 hours RFO 2 hours
July 2021 – December 2022	Ongoing management	Town Clerk 4 hours RFO 2 hours
January – March 2023	Project end	Town Clerk 8 hours RFO 4 hours

Project Timescales from commencement

Date	Milestone
1 Jan – 28 Feb 2021	Recruitment process and new staff in post
March – July 2021	Recruitment of participants and delivery of training for the first cohort of the ESF programme – this will be run termly (there will be 8 cohorts with a minimum 4 participants in each over 5 terms with the aim of at least 32 participants completing the programme)
April – July 2021	First engagement activity sessions run in both local primary schools – 8 sessions per term over 3 terms with the aim of recruiting 12 people to each at each school
June – Sept 2021	Delivery and fitting of units and communal spaces and office
July 2021	First business event/workshop for wider businesses in the town (minimum 10) – to be held quarterly – in addition there will be 3 masterclasses per annum and quarterly support on marketing
September 2021	First unit tenanted
October 2021	First business support delivered to potential entrepreneurs – participants will receive 12 hours of business support from the Project Manager then individual support on an as and when basis (delivered quarterly in 4 cohorts with the aim of recruiting at least 3 people to each to ensure a minimum 12 complete the programme)
December 2022	Project completion and final date for project related expenditure
March 2023	Final date for reclaiming expenditure

D) TO CONSIDER WHETHER THE TOWN COUNCIL AND PARTNERS SHOULD SEEK TO CARRY OUT MORE PROJECTS TO SUPPORT THE TOWN IN THE RECOVERY FROM THE COVID-19 RECESSION

Owing to our limited resources, the Town Council resolved to prioritise on the regeneration of the cattle market as its number one priority. However, there are also a number of other projects that were also considered beneficial. A number were included in the Neighbourhood Plan and consequently have a degree of acceptability in planning terms. However, no detail was provided regarding the costs of the projects relative to their impacts and most importantly their deliverability without the active involvement of key partners such as Cornwall Council.

It should be noted that these are capital infrastructure projects that will take potentially several years to plan and deliver. The Town Council's believed to be nationally unique Liskeard Together partnership, is the type of hands on approach to providing help to individuals that might be needed on an ongoing basis.

Finance, Economic Development and General Purposes Committee 2019/2020 objectives:

1. To increase the number of good quality jobs and businesses, by supporting partners, in the delivery of the regeneration of the former cattle market and employment sites and premises projects.
 - Priority 1 Short Term – Project D - Cattle Market.
 - Priority 2 Short/Medium – Combined Project - Project A, B and C – innovation centre/business support hub/skills and training centre/superfast 'gigabyte' support.
2. To work with partners to achieve a more inclusive community, through projects, such as, the Liskeard Together project.
3. To protect the town's role as a commercial and leisure centre and enhance the well-being of residents through the provision of a modernised and extended CCTV system.
4. To provide sports pitches and leisure provision as outlined in the Neighbourhood Plan project for Roundbury Parc.
 - Priority 3 Short Term – Ongoing – Project K - Sports Pitch and Recreation Provision Project – at Roundbury Parc.
5. Project R - Community energy Scheme - promote energy conservation and carbon reduction by facilitating community-led and funded renewable energy projects (e.g. through under-writing of grant applications).

Adopted 21st May 2019 – Minute 594/18

NOTE THAT THIS DOCUMENT COMBINES THE TOWN CLERKS REPORT TO THE SPECIAL MEETING OF THE TOWN COUNCIL 12TH MAY 2020 (TEXT IN BLACK WITH ADDITIONAL INFORMATION IN BLUE RELATING TO THE BROADER CONTEXT OF JOINT WORKING WITH CORNWALL COUNCIL AND THE INITIAL DISCUSSION OF THE PROJECT WHICH BECAME THE CATTLE MARKET MAKERS PROJECT THIS WAS AT THE ECONOMIC DEVELOPMENT WORKING PARTY WHICH WAS NOT WELL ATTENDED AND THE REPORTING OF ECONOMIC DEVELOPMENT IS NOW TO THE FINANCE, ECONOMIC DEVELOPMENT & GENERAL PURPOSES COMMITTEE AND THE TOWN COUNCIL

CLERK'S REPORT – SPECIAL COUNCIL

Note – This is a special meeting of the Council to discuss and approve the Cattle Market Makers Project for submission to the Community Lead Local Development. To assist councillors there is in this report and attached the following:

- 1. Background and Context** – the reasons behind progressing an application.
- 2. Development of Cattle Market Makers Application** – how the project has progressed in terms of meetings and area of work.
- 3. Documents** – attachments to the agenda – some of these as indicated are for consideration and approval this evening. The rest are for the information of councillors if you are particularly interested.
- 4. Dates Relevant to the Cattle Market Makers Project** – including decisions and reporting progress.

1. Background and Context – Cattle Market Makers (CMM) CLLD Project

- The Town Council has adopted aims and objectives to make the town a thriving, commercial and creative hub. The regeneration of the former cattle market site has been adopted as the priority activity for the Town Council help creative businesses to develop, support people in deprivation and to bring footfall into the town centre.
- The regeneration of brownfield sites was well supported by members of the public during the Neighbourhood Plan consultation.
- The town centre has lost employment during the last decade for a number of reasons.
- The town has grown in terms of the numbers of houses built but without corresponding growth in employment opportunities. The provision of employment opportunities in the town centre would help make the town more sustainable as a community.
- There is good demand for smaller business units in the town centre with full occupancy in our own business units, those units in the former cattle market and the Liskerrett Centre. Enquiries for small units are being received on an ongoing basis. Several recent demand studies show a need for workspace in the town centre. This includes the November 2019 Creative Kernow survey of

Liskeard based creative industries that indicated 18 businesses are interested in business premises.

- The idea of theming the project as a creative industries workspace came originally from the external facilitator of the Town Council aim and objectives setting Sue Brownlow (14th May 2019).
- There has been ongoing investment by businesses in their own property for their own occupation. However, it is a number of years since the last set of workspaces was provided for provided for letting to small businesses. (20 workspaces in 2003).
- The CLLD funding has been provided to limited parts of Cornwall for those areas suffering from some of the highest levels of deprivation in the country. There has been relatively limited levels of drawdown of the grant resources and this cattle market makers project will help to draw a significant proportion of the funds for the CLLD area into Liskeard.

Broader Context of Joint Working with Cornwall Council and Liskeard Town Council – Memorandum of Understanding

30th October 2018 Town Council Meeting – Mayor Councillor Christina Whitty – Deputy Mayor Councillor David Ambler.

245/18 FORMER CATTLE MARKET SITE – MEMORANDUM OF UNDERSTANDING WITH CORNWALL COUNCIL – Adam Birchall (Head of Sustainable Growth and Innovation – Cornwall Council) and David Read (Liskeard / Looe Community Link Officer – Cornwall Council). It was agreed that the report would be in PART I unless “Commercial in Confidence” issues arose necessitating it being transferred into PART II. The Town Clerk reminded that the town council was currently represented on the Cornwall Council cattle market working group. That the Memorandum of Understanding would provide the framework for ongoing joint working. That progress reports would go to the Town Council’s Planning Committee (depending on content) in PART II.

Councillor Smith proposed, Councillor Holmes seconded and the council RESOLVED to adopt the Memorandum of Understanding for joint working with Cornwall Council on the redevelopment and regeneration of the former cattle market site.

Adam Birchall set the context and rationale of the Cattle Market Working Group.

He drew attention to certain elements in an indicative plan of the former cattle site:

- The purchase of the former ATS building by Cornwall Council to enable road access and visibility improvements and a potential expansion of the doctors’ surgery.
- The need to maintain a protected corridor to access the Liskerrett Centre.
- The location of a site for 1,000 square metre workspace project (which the Town Council had indicated an interest in making a £100,000 investment in a joint project with Cornwall Council).
- The location of a supermarket or later living.

- The potential location of a community / arts centre. Cornwall Council having found funding for a viability appraisal.
- The importance of maintaining the maximum amount of car parking.
- Experience had shown that when a town adopted an agreed and coordinated approach, Cornwall Council found it much easier to invest its resources in support of the town.

Councillor Powell proposed, the Deputy Mayor (Councillor Ambler) seconded and the Council RESOLVED to go into PARTII.

246/18. PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960

Pursuant to Section 1(2) of the Public Bodies (admission to meetings) Act 1960 and having regard to the confidential nature of the business to be discussed, the Press and Public be excluded from the meeting for the following item of Business.

Former Cattle Market site – “Commercial in Confidence” Discussions.

20.22 the Council came out of PARTII. It was agreed that:

- a). The Neighbourhood Plan sets a clear policy favouring town centre retail, and Cornwall Council strongly supports that
- b). The work that has been done on masterplanning the Cattle Market, plus the funding expected to be secured for part clearance, means that it represents a demonstrably deliverable site for retail
- c). The demand study conducted by the Town Council indicates a number of high quality employers wanting to locate or expand in Liskeard, and the Cattle Market is also a suitable site for those, such that is anticipated that we will have a healthy competition for space and uses on the site.
- d). The combination of significant demand evidenced for the town centre site, plus the clear policy steer in the neighbourhood plan, means we are hopeful of securing a good receipt for the site
- e). The priority of the Town Council and Cornwall Council is to ensure that marketing of parts of the site encourages high quality employers and or retail uses, and both Council’s remain receptive to all uses that will drive foot fall to the Town Centre.

247/18 AGRI-HUB AND EMPLOYMENT LAND DEMAND ASSESSMENT -

Following discussion: Councillor Smith proposed, the Deputy Mayor (Councillor Ambler) seconded and the council RESOLVED with regards recommendation a). 15 – 20 acres employment site – to support Cornwall Council on the site acquisition and servicing of a significant employment site. Thereafter, to work with Cornwall Council and with suitable private sector partners to provide phases of built offices, workshops and factories to meet local and inward investing business need.

Councillor Smith proposed, the Deputy Mayor (Councillor Ambler) seconded and the council RESOLVED with regards recommendation b). the two smaller privately owned employment plots, to support the current owners in the development of these

sites. As they will be in the short term, the stop gap to cover the time that the larger project will take to deliver.

Following discussion, Councillor Cassidy proposed, Councillor Powell seconded and the council RESOLVED with regards recommendation c). Agri-Hub – support the landowner and a local farming cooperative (Cornwall Quality Livestock Agricultural producers) in the progression of the project.

Councillor Goldsworthy returned to the meeting.

2. Development of Cattle Market Makers Application

The Town Council agreed in principle to develop an application at the Finance, Economic Development & General Purposes Committee 21st May 2019 Minute 602/18 – “Councillor Brooks proposed, Councillor Goldsworthy seconded and the Committee RESOLVED to adopt the resolutions made in PARTII as set out below.

ACCOUNTABLE BODY STATUS PROJECT That the town council confirms support for a partnership bid to the Community Lead Local Development programme and confirms that subject to details set out in a contract offer letter, it would be willing to undertake the role of accountable body.“

A series of meetings were then held, involving the Mayor, Deputy Mayor, Town Clerk and others with the local primary schools, the Lighthouse Centre and Community Treasure Chest, the Liskerrett Centre, Adult Education, Liskeard Together Project, the Growth Hub and Skills Hub to discuss how we could work together on the project. All expressed support and were keen to be involved or to liaise with the project.

Vicky Reece-Romain from the Culture Team at Cornwall Council was also very helpful in contributing to the Expression of Interest and she facilitated a very positive workshop for local creative businesses to discuss the demand for support and identify what sort of support they would find helpful.

All of this fed into the Expression of Interest, which was agreed by the Town Council on 24th July 2019 Minute 124/19 and accepted on 10th September 2019 by the CLLD, with a set of conditions, which are set out in the main application form.

The major work then started on the main application, and working this up required further discussions with partners.

In particular we met with Plymouth College of Art to discuss how they could input to the project, including providing advice, technician support and a satellite ‘Fab Lab’ with 3D printers etc. This led to the development of a draft Memorandum of Understanding with PCA.

We also had a series of discussions with Cornwall Council officers to discuss the thorny question of how the containers could be commissioned and installed in a way

which met CLLD requirements, the economic development aims and internal policies of the respective councils and did not involve a lengthy procurement process. As part of this, the Town Council produced a partnership discussion document (a later version of which was discussed at the Town Council meeting on 28 April) which set out options for a way forward. This led to an approach where Cornwall Council, in addition to providing almost all the match funding for the revenue items for the project, would also buy the containers and lease them to the Town Council on a peppercorn rent. To submit the application the Town Council needed to calculate costs associated with the commissioning, purchase and installation of the containers. To make this possible, Cornwall Council commissioned Arcadia to carry out a costing exercise.

This partnership discussion document is forming the basis for two formal documents. The first of these is the draft memorandum of heads of terms (lease agreement) which was draft-ed by the Town Council and is presented for agreement at the meeting. The second is a Collaboration agreement which relates to the partnership for the overall project. This is currently being drafted with support from Cornwall Council legal department and will be brought to a Town Council meeting in May or June.

We would be getting a large chunk of the whole CC match funding pot, and this is subject to a separate application (similar to the main CLLD app) which will need to be signed off by the CE of LEP and Service Director for Economic Development and Enterprise plus the portfolio holder, hence the close working.

At the same time, a large piece of work has been undertaken by Yvette to complete the financial spreadsheets required by the application, and following requests from councillors, a six-year cashflow and a risk management document have also been produced with the aim of minimising risk to the Town Council from this large project.

3. Documents

Because of the nature of this application, there are a large number of documents to consider. To help in understanding how these fit together, this section lists the relevant documents by category.

Documents already agreed:

Expression of Interest (attached) – 24th July 2019 – Finance, Economic Development & General Purposes Committee Minute 124/19 resolved to submit the EOI.

Sustainability Policy (not attached) – 28th April 2020 Council - Minute 558/19.

Documents which the meeting is asked to agree

Draft CLLD full application form (attached)

Draft CLLD spreadsheets (attached) –

- ERDF Project Costs

- ESF Project Costs
- Milestones
- Business Cashflow

Draft memorandum of heads of terms with Cornwall Council (attached)

Equality & Diversity policy (attached)

Documents which are provided for background but are not part of the application and do not need to be formally agreed

Summary figures spreadsheet (attached)

6 year cashflow spreadsheet (attached)

Explanation of spreadsheets (attached)

Risk assessment document (attached)

Draft job descriptions for the project roles (attached)

Arcadia costing – (attached) Can councillors please treat this as a PARTII. It is included to give everyone an idea of the costings but that not all the information is accurate - the site identified within the Cattle Market is not the one we're likely to use, it is not expected that the containers will be moved after 3 years and the timescales are only indicative. We have been told that in reality a lot of the items in the Gantt chart could run concurrently rather than being sequential.

Documents which will be brought forward at a later stage for Town Council agreement (in line with CLLD advice)

Lease

Collaboration Agreement between Cornwall Council and Liskeard Town Council

Terms of reference for the proposed project board.

MOU with Plymouth College of Art

4. Dates Relevant to the Cattle Market Makers Project.

ECONOMIC DEVELOPMENT WORKING PARTY - NOTES 9TH APRIL 2019

1. ATTENDING – The Mayor Christina Whitty, Deputy Mayor David Ambler, Rachel Brooks (Mayor elect), Simon Cassidy (town councillor), Christina Hunnings (Growth Hub), Melanie Barwis (Downton Originals), Clare Dallison (Mama Mango), James Shrubsole (Neighbourhood Plan), Stephen Vinson (town clerk).

4. CORNWALL COUNCIL – APPOINTMENT OF A MAJOR PROJECTS OFFICER SOUTH EAST CORNWALL – Cornwall Council had confirmed that their Major Projects Officer (covering the South East Cornwall area) would only be working on the cattle market project in Liskeard and not the business park and associated business workspace identified in the Neighbourhood Plan and shown to be needed by the 2018 Demand Study. Two proposals made been informally

received that an application be submitted to the Community Lead Local Development (CLLD) for 3year European Social Fund “Creative Industries / Artisan Food Business Engagement Officer” and the other proposal “Economic Development Officer” type post that had previously been considered by the town council. A meeting had been organised to discuss this further. This would be in context of the recent Government guidance note indicating that it would guarantee the European funding element of any project approved before 31st March 2020. It would also be necessary to consider the potential impact should the town council lose Power of Competence at any point. (Post meeting note: to retain the General Power of Competence two thirds 66% of councillors must have stood for election. Currently, 12 out of 15 councillors 80% have stood for election.

14th May 2019 – Meeting held with Sue Brownlow who suggested a possible project idea for a creative industries and artisan foods scheme in the cattle market. Initially, reusing existing old buildings to provide space and advice and support to creative industries / artisan foods businesses and pre business start-ups. The project as proposed was to go to the Community Lead Local Development programme.

21st May 2019 - Finance, Economic Development & General Purposes Committee – at that stage the estimated project cost was £300,000. The role being suggested was for the Town Council as Accountable Body to a wider partnership. Hence, at the stage the item was referred to as the “Accountable Body Project”

602/18 – Councillor Brooks proposed, Councillor Goldsworthy seconded and the Committee RESOLVED to adopt the resolutions made in PARTII as set out below.

ACCOUNTABLE BODY STATUS PROJECT That the town council confirms support for a partnership bid to the Community Lead Local Development programme and confirms that subject to details set out in a contract offer letter, it would be willing to undertake the role of accountable body.

25th June 2019 – Town Council – received an update which indicated that a “demand study or assessment of the current and potential size of the creative industries sector locally would be necessary to determine that the level of outputs claimed was likely to be achieved. A provisional listing is being drafted” This was researched by Creative Kernow and produced the attached report in November 2019.

24th July 2019 – Finance, Economic Development & General Purposes Committee considered the Expression of Interest and resolved to:

124/19 – The Mayor proposed, Councillor Cassidy seconded and the Committee RESOLVED to adopt the resolutions made in PARTII as set out below.

ACCOUNTABLE BODY STATUS JOINT PROJECT – CATTLE MARKET MAKERS PROJECT - That the draft Expression of Interest is approved for submission as the basis of a joint bid for European Regional Development Fund (E.R.D.F.) and European Social Fund (E.S.F.) for Liskeard.

ECONOMIC DEVELOPMENT WORKING PARTY – NOTES 31ST JULY 2019

1. ATTENDING – The Mayor Councillor Rachel Brooks, Councillor David Ambler, Councillor Julian Smith, Christina Hunnings (Growth Hub), Lisa Hutchings – (Skills Broker Executive – Cornwall Marine Network), James Shrubsole – Neighbourhood Plan - John Hesketh, Steve Vinson (Town Clerk).

5. TOWN COUNCIL AIMS AND OBJECTIVES – PROJECT WORK PLAN – NEIGHBOURHOOD PLAN PROJECTS – * (Town Council Aims and Objectives attached). Noted that the Town Council has the regeneration of the cattle market as number one priority for the regeneration of Liskeard. In addition, to the points prompting prioritisation below: an additional point was made in bold:

- Historic opportunity – the release of the site for re-purposing for the first time in over a 100years (1905-2018 – use as a cattle market).
- 3.2 acres – it is a large and important site for the town centre.
- Brownfield site – community consultations in relation to the Neighbourhood Plan show a strong desire to use brownfield sites for development in preference to greenfield.
- The Neighbourhood Plan has a specific policy regarding the cattle market. This includes the identification of the site as a key town centre location under the sequential test for retail uses.
- Employment Land and Sites and Premises Demand Study (October 2018) – jointly commissioned piece of work, indicated among other types of premises, a need for especially good quality office space in the town centre to enable local businesses to expand and new businesses to be started. This will be a relatively small part off the overall site. It will be close to the town centre shops to encourage lunch time visits.
- Footfall and Spend – the investment on the cattle market site will boost footfall and spend in the town centre. This should be by increasing the number of businesses and employees. In other phases, elements that attract increased numbers of visitors should also boost footfall.

6. CATTLE MARKET MAKERS PROJECT – COMMUNITY LEAD LOCAL DEVELOPMENT FUND APPLICATION – Noted that the Expression of Interest was submitted and that Community Lead Local Development Panel was due to consider at its 5th September 2019 meeting.

17th September 2019 – Finance, Economic Development & General Purposes Committee. The positive response from the Community Lead Local Development Programme to progress to a full application was reported.

29th October 2019 – Town Council – discussed possible management options for the 3 projects progressing at the stage. The Workshed, CLLD workspace and event area. Minute 269/19 “The Mayor proposed, Councillor Taylor seconded, and the Council RESOLVED to adopt the resolutions made in PARTII.

269/19 FORMER CATTLE MARKET SITE – That as a general principle local management should be more effective. Further work needs to take place on how

that can cooperate and the Town Council should play a role in that. If projects were to be considered, they should be financially self-supporting”.

17th December 2019 – Town Council – received a presentation from Judith Hann the CLLD Programme Manager and a number of pertinent points were in the questions and answers.

385/19 CATTLE MARKET MAKERS PROJECT – COMMUNITY LEAD LOCAL DEVELOPMENT (CLLD) (Judith Hann Programme Manager – CLLD) – Judith Hann provided an update which included:

- Following our submission of the Expression of Interest funding had been ring fenced towards the project.
- The local Community Lead Local Development group considered applications on a monthly cycle.
- An application of the size proposed by the Council could take 3 – 4 months to assess. It was one of the largest applications to be received. It was the only application from a Town Council.
- There was an ability to make a cashflow loan at 0% rate of interest to assist projects (if the Town Council were to purchase rather than lease the containers this would be necessary.)
- There was a CLLD budget from which Cornwall Council could support the project (for example, should the project be more easily delivered as a 45% rate of grant an outright purchase and Town Council ownership rather than a 72% rate of grant on a lease of a Cornwall Council owned set of container units.)
- Other projects were known to being developed by various parties, whilst the Programme Manager thought that a more complete application and spreadsheets could be worked on when meetings had taken place with ISO spaces and Cornwall Council and submitted in January, later in the year applications timescales would start to get too short to deliver with the programme period.

In discussion it was noted,

- VAT advice would be needed in regard the various options.
- Would Corporation Tax be levied if the Town Council made a surplus?
- As some of the hours of the Town Clerk, Responsible Financial Officer and Accounts Clerk could be booked against the CLLD project this might help the Council in budget and precept setting. (although if the Council employed someone to backfill this would be cancelled out.)

Councillor Powell proposed, Councillor Cassidy seconded and the Council **RESOLVED** to express support for the submission of the bid and to ask for a special meeting late in January to fully consider it. The draft ‘narrative’ would be circulated to

councillors for consideration. The spreadsheets would be worked up further following meetings with ISO spaces and Cornwall Council and the Programme Manager.

28th April 2020 – Town Council – received an update and made the resolution to hold a Special Council meeting on 12th May 2020.

555/19 COMMUNITY LEAD LOCAL DEVELOPMENT – CATTLE MARKET MAKERS PROJECT

– a). To update on progress. The Mayor noted that further information had been previously circulated by e-mail including a more detailed breakdown of costs and income for the project. The RFO/Deputy Town Clerk explained the report and clarified some of the points raised.

- Income included fees and hire charges for space and equipment as well as rents for the workshops themselves.
- The posts were fixed term contracts directly linked to the availability of the ERDF and ESF funding. When the funding stopped the posts would finish.
- For the meeting at which the application and spreadsheets were being considered there should be an income and cost analysis for the ongoing financial situation.

b). to comment on the Partnership discussion document – The Mayor spoke to the draft paper and the following points were made:

- The Partnership discussion document would go on to form the basis of a heads of terms for a lease.
- It should be clear that only the staff employed for the Cattle Market Makers project would provide support to the larger Cornwall Council workspaces project.
- Cornwall Council, Liskeard Town Council would be the main partners along with the Plymouth College of Arts.
- Rent comparisons had been conducted with the Cattle Market small units (all occupied) and the Liskerrett Centre (all occupied and a waiting list).

c). to confirm that a special meeting of Council will be held on 12th May 2020 to consider the application and draft heads of terms – Agreed

12th May 2020 Special Town Council – following consideration of the reports and spreadsheets there was much discussion and questions and answers and the following resolutions were passed.

579/19 CLLD APPLICATION – CATTLE MARKET MAKERS PROJECT – DRAFT SPREADSHEETS – The Responsible Financial Officer (RFO) spoke to the written report and answered the questions on various issues as below. Judith Hann provided responses to the relevant points:

1. Contingency Sum – Question. Unforeseen costs are always incurred in capital projects. How will these be covered from the precept? Answer. Contingency costs are ineligible for CLLD funding and therefore cannot be included in the project

submission. At the advice of the CLLD programme management the costs are all at the top of the cost range to provide a margin. It was noted that, should it become necessary, there are mechanisms in place to allow, an increase up to 10% the amount of grant after it has been approved. Increases of more than that amount would need to be referred to the Local Area Action Group for approval and would require there to be monies left in the programme.

2. Virement – Question. Would it be possible to vire money between budget headings or would that need programme approval? Answer. Budget headings should not be too fine grain but of a more generic nature to assist in project administration. Virement between generic ERDF budget headings is possible. Virement between generic ESF budget headings is possible. It is not possible to vire from ERDF to ESF or vice versa.

3. Cashflow – Question. The sheets show the majority of the money provided to the Town Council at the start of the project. Could that not be extended to cover all of it? Answer – Cornwall Council are providing the match funding from the CLLD pot. 90% would be provided to the Town Council up front. However, public funds being involved a small retention of 10% was prudent.

4. Spreadsheet – Question. The Spreadsheets are very complicated and interrelated. How will they be checked? Answer. When the spreadsheets are received by the CLLD programme they are checked by the CLLD programme team then passed to a Junior Appraiser for a full appraisal. A senior Appraiser will then check and consider any items raised by the initial assessment.

580/19 RISK ASSESSMENT: - The RFO spoke to the written report and provided an update and answered questions:

A. Financial Cashflow – The cashflow had now been calculated since the report was written. This showed the peak cashflow months as April 2021 and July 2021 when £141,000 would be required. The Councils current reserves are £376,000. The Risk Assessment should be amended to “these will be covered by the current levels of general and nominated reserves”.

B. Financial Stability – Question. What assumptions had been made regarding the income streams. Answer. The unit occupancy had been calculated at 80% The hire charges 25% by the end of year 1, 40% by the end of year 2 and 60% by the end of year 3.

C. Covid19 – Question. – Can the Risk Assessment be amended to add in Covid19 and the impact that it might have on the small business sector locally. Answer. Yes. Judith Hann noted that the current application period ran to March 2023. There were Europe wide talks on the extension of the project completion to September 2023 and the financial completion to December 2023. This still had to be confirmed in writing.

D. Clawback – should be included in the Risk Assessment table as well. It might have a financial impact if the project is not delivered.

581/19 DRAFT JOB DESCRIPTIONS – Both posts would have to be advertised and the relevant ERDF/ESF logos included in the advert and copies of the advertisements kept for future audit purposes. Reference was made to the Manager receiving enquires from businesses after the completion of the Cornwall Council Phase 1 Workshed and the Manager referring suitable tenants to the Phase 1 Workshed and possibly managing the units. It was noted that these would be brought back to a later meeting for approval.

582/19 ARCADIS COSTING – The Mayor explained that this document was included to indicate how the project might be delivered. The Principal Development Officer Arron Jones had said stages in the Programme shown as running consecutively could in fact be run concurrently to reduce the programme period overall. It was clarified that the project has not yet been tendered. That it will be tendered through the Cornwall Council framework which is itself already ERDF/ESF compliant.

Assuming that there was even a local contractor capable of delivering the project, it would be anti-competitive to indicate in the advert that preference would be given to local contractors.

583/19 DRAFT HEADS OF TERMS – These should include:

- Rent Review – removing the mention of Rent Review.
- Reserve a Right of Pedestrian and Vehicle Access at all times across the Cornwall Council owned land.

584/19 EQUALITY AND DIVERSITY POLICY – Noted.

The Mayor confirmed that the following would be brought back to future meetings:

- Grant Offer Letter – from the CLLD programme.
- Collaboration Agreement – with Cornwall Council
- Plymouth College of Art – Memorandum of Understanding.
- Project Body Terms of Reference –
- Job Descriptions.

585/19 CLLD APPLICATION – CATTLE MARKET MAKERS PROJECT (VOTES BY ELEMENT

The Mayor explained that a vote would be held for each aspect of the CLLD application. This was agreed.

Application Form – 9 Councillors voted to support, none voted against.

Spreadsheets – 9 Councillors voted to support, none voted against.

Draft Heads of Terms (as amended) – 8 Councillors voted to support, none voted against.

Equality and Diversity Policy – 10 Councillors voted to support, none voted against.

24th June 2020 – Town Council

47/20 COMMUNITY LEAD LOCAL DEVELOPMENT (CLLD) – CATTLE MARKET MAKERS PROJECT a. 12th May 2020 Special Council Following the advice from the Cornwall Association of Local Councils (CALC), the Town Council voted on the individual aspects of the project that had been presented at the 12th May 2020 Special Council meeting.

The Mayor proposed, Councillor Cassidy seconded, and the Council **RESOLVED** to RATIFY the application form as submitted.

The Mayor proposed, Councillor Cassidy seconded, and the Council **RESOLVED** to RATIFY the spreadsheets as submitted.

The Mayor proposed, Councillor Cassidy seconded, and the Council **RESOLVED** to RATIFY the draft Heads of Terms as submitted.

The Mayor proposed, Councillor Cassidy seconded, and the Council **RESOLVED** to RATIFY the Equality and Diversity Policy.

b. draft Heads of Terms and c. Collaboration Agreement – The Mayor reported that the wording of these had not yet been finalised and a meeting was being sought with Cornwall Council to do so. Community Lead Local Development (CLLD) Programme Management had indicated that they could work with draft documents when assessing the application. If necessary, they could issue a grant offer letter with conditions that the completed Head of Terms and Collaboration Agreement were received.

It was agreed that the Heads of Terms and Collaboration Agreement would be presented to the 28th July 2020 Town Council meeting for approval.

d. Memorandum of Understanding (MoU) Plymouth College of Art – The Mayor proposed, Councillor Smith seconded, and the Council **RESOLVED** to approve the draft Memorandum of Understanding with Plymouth College of Art.

e. Specialist VAT Advice – Following consideration of the options, Councillor Smith proposed, Councillor Cassidy seconded, and the Council **RESOLVED** to appoint Contractor A to provide specialist VAT advice. The budget to come from the General Reserve.

f. Feedback from the CLLD Programme Management – It was noted and commented that there would be an opportunity cost to setting up the project. The Town Clerk will provide further information on the expected impact on his time.

6th August 2020 – Special Council

107/20 COMMUNITY LEAD LOCAL DEVELOPMENT (CLLD) - Following discussion, the Mayor proposed, Councillor Shand seconded and the Council RESOLVED to approve as a working document the Collaboration Agreement. The advice of the Council's Solicitor should be sought on the Collaboration Agreement and heads of terms of the lease as due to be presented on the 25th June 2020 Council. Councillors should be invited to submit questions to be considered by the solicitor and these and the cost of this advice to be discussed at the Mayor, Deputy Mayor and Chairs meeting on 11th August 2020.

RECOMMENDATION: That the application and supporting documents are approved for submission