



# Torpoint Town Council Strategy

This document sets out our strategy looking 10 years into the future whilst providing detail of projects and activities over the next 12-36 months, providing flexibility in changing times to take advantage of opportunities as they may arise.

Last Reviewed: November 2022

Next Review: October 2023

# Mission and Strategic Objectives



*Our mission is to be open and fair, delivering a sustainable prosperous town economy that protects the environment, embraces the whole community and recognises Torpoint's unique design and location as a gateway to Cornwall and the Rame Peninsula.*

We will achieve our mission by focussing on three strategic goals.

- **Community**

To put the community at the heart of everything we do, providing opportunities for our residents, community groups and businesses, where no-one gets left behind.

- **Community Governance**

To be a leading council operating within best practice and standards as recognised by the town community, members, staff, partners and peers.

- **Community Growth and Sustainable Development**

To ensure the provision of assets, services and to influence the supporting infrastructure to enable the community to grow and flourish, delivering the Vision for Torpoint, whilst protecting and enhancing the natural environment and town heritage.

# Vision for Torpoint



In 2030, Torpoint has become a great place to visit and an even more sought after place to live. Whilst just 5-10 minutes across the water from Devon it is distinctly Cornish – this is evident in many of the new buildings that have helped to reshape the invigorated ‘bottom end of town’.



Mayor John Crago  
presenting the Vision to Mrs  
Rosemary Pellew of Torpoint  
Archives May 2016

## Our visionary objectives are to...

1. Stimulate the Town Centre
2. Celebrate the waterfront
3. Strengthen the community
4. Feel part of the Rame Peninsula



A Vision for  
Torpoint

Connecting a  
Cornish town with  
its community,  
waterfront and  
hinterland



# Torpoint and Rame Peninsula Economic Plan



## Vision:

In 2030, Torpoint and the Rame Peninsula's natural and built environment will define the area. The town, an important gateway into Cornwall and the villages and hamlets will be seen as one; part of a thriving and healthy balanced area with communities that will have a vibrant and viable local economy in which local people of all ages can fulfil their potential.

Torpoint and the Rame Peninsula will be sought after places to live and a location for high quality sustainable holidays – whilst still Cornwall's 'Hidden Corner' - people love to visit.

## Areas of Focus:

- **Tourism** – promoting the visitor economy
- **Transport** – enhancing accessibility and communication
- **Environment** – enhancing the attractiveness of public areas and encouraging sustainable uses – making the most of heritage, natural and cultural assets
- **Community** – providing improved community facilities
- **Jobs** – supporting employment opportunities (across sectors including agriculture, retail and tourism)

## Torpoint and the Rame Peninsula Economic Plan

Cornwall's 'hidden corner' – a beautiful place with a sustainable economy and environment





# Neighbourhood Development Plan



To enable the delivery of key aspects of our Vision we will continue working with the community through the Neighbourhood Development Plan Steering Group. We are aiming for the plan to be approved through a referendum in May 2024.

The proposed plan provides the framework and direction to facilitate the delivery of much needed new housing and employment within Torpoint. The draft plan will go to a full and inclusive community consultation in June 2023, to ensure it remains current.

Our Neighbourhood Plan is important to ensure development is in line with community aspirations and will ensure a greater share of Community Infrastructure Levy (CIL) funding will be able to be kept in the town.

Planning expertise is being received through consultant support with funding from Cornwall Council.

Torpoint  
Neighbourhood  
Plan 2010 - 2030

Shaping  
development with  
the community.



# Communication and Engagement



The Council will aim to deliver core actions which, if achieved, would have a marked impact on the Council's reputation and the perceptions of residents. These are:

- Manage the media effectively to promote Torpoint and the Town Council;
- Publish a regular Council communication/leaflet four times per year for residents;
- Ensure the Council brand is consistently linked to services;
- Maintain and develop the Town Council website;
- Make best use of Council noticeboards for the benefit of residents;
- Make best use of social media for the benefit of residents.



# Strengthening Our Community



We recognise the crucial importance of building and maintaining great relationships.

Our location and modest size has in the past put us in the periphery of thinking at Cornwall Council. Over the past 6 years we have developed a strong relationship built on trust and delivery. Cornwall Council understand our high aspirations and are working with us to deliver them. We will continue to support this relationship to provide us with exciting opportunities that we will deliver together.

Boundary changes in 2020/21 provide an opportunity to work with the Cornwall Councillor for Rame Peninsula and St Germans Division bringing all our parishes together. We will encourage a partnership approach with both Cornwall Councillors that represent the town to work on issues and opportunities for us all.

We encourage the development of partnerships in our community by providing support and resource for local groups that will build upon and continue to deliver our vision. This includes, but is not limited to:

Community Health Around Torpoint (CHAT)

Friends of Thanckes Park

Local Community Markets

HMS Raleigh

Rame Peninsula Public Transport User Group

Torpoint Archives & Heritage Centre

Torpoint Environmental Action (TEA)

Torpoint and Rame Active Community Network

Torpoint Town Partnership



# Torpoint Library and Community Hub



In March 2019 the running of a town library was devolved to Torpoint Town Council. We have committed to provide a library in the town as part of the transfer agreement for 25 years to 2043.

We have transformed the old library into a vibrant Library and Community Hub for the Torpoint and Rame Peninsula Community, delivering a combined service as a pilot for Vision project Tor26(m) - A new Library for Torpoint.

The Community Hub provides a multipurpose space, that offers a range of high quality services, advice, help and support with the potential to develop new services in response to changing community needs. Dreckly's café has been established in the building and staff and volunteers support the day to day running of the café.

It encourages whole community engagement, to build and sustain strong partnerships, by sharing skills, knowledge and resources, between individuals and groups.





# Torpoint Library and Community Hub Partnerships and Groups



Volunteer Cornwall



Library and Information Services



Emergency food parcels



Social Prescriber



Santa's Grotto



Activities



Third party referrals



Early years rhyme time sessions



Housing

# Equality, Diversity and Inclusion

- The Council approved several proposals around equality, diversity and inclusion. This has resulted in the Council operating in accordance with the adopted Equality, Diversity and Inclusion Policy.
- In September 2022 the Council formed the 'Torpoint Diverse Advisory Panel'. The Diverse Advisory Panel seeks the views and opinions from the community of Torpoint on Equality and Diversity in the Town and has, following an independent assessment of the Town facilities and parks by disAbility Cornwall & Isles of Scilly, compiled an action plan to improve accessibility for the Council and partners to consider. The Panel will meet quarterly to monitor delivery of the plan and help advise the Council informing policies and plans.



Pictured is Geoff from disAbility Cornwall & Isles of Scilly, visiting some Council locations.



# Council Chambers and Offices



Our Council Chambers and offices are key to what we do, supporting small start-up businesses, health and fitness activities and community groups.

The facilities demonstrate and deliver our ambitions providing leading community amenities. We will continue to maintain them to the highest standards ensuring they remain open, accessible and well-used.





# Employment and Economic Prosperity



HMS Raleigh is the principle Royal Navy training establishment giving Torpoint a national presence. As a significant employer with a large number of visitors they are key for the town's prosperity. We will continue to maintain a strong partnership.

Our town acts as a hub for the wider Rame Peninsula and needs to attract interest from Cornwall, Plymouth and the wider area, to help boost investment and spending and encourage visitors to the town. We want to continually improve the image of our town to make it attractive for residents, visitors and investors.

To develop the wider town economy we will:

- Establish and maintain a Torpoint Business Forum to promote and support a vibrant and successful local economy;
- Maximise the use of our property for employment opportunities;
- Act as the market licensing authority encouraging a regular market in the town;
- Encourage community events, for example the Christmas Lights in Fore Street;
- Support festivals and celebrations in Thanckes Park including the Platinum Jubilee in 2022 (pictured), as well as children and students' coming together from the three local schools, marking the momentous occasion to form a "70".
- *HMS RALEIGH* Exercising their right to the Freedom of Torpoint in September 2021, which was initially presented in 1997.



# Stimulate the Town Centre

- To continue to support and collaborate with formal and informal business groups to connect them to one another and to the community.
- Improve accessibility, speed reduction, pavements etc.
- To encourage a sustainable multi – modal transport network, to include walking, cycling and public transport
- To explore measures to enhance the High Street experience for residents and visitors.
  - Enhance Sparrow Park as the entrance to the Town Centre
  - Bringing colour to the town
  - Markets
  - Lower Fore Street Car Parking





# Torpoint Town Team Project Board



Torpoint Town Team Project Board formed in January 2021 following funding from Cornwall Council Town Vitality programme, the board completed a Strategic Outline Case to support future grant and funding opportunities to deliver the bottom end of town development opportunity. This was supported through the completion of a Transport Strategy that proposes cycle hubs etc linking to Plymouth and the Rame Peninsula.



There are a number of opportunities and strengths that the Town Team Project Board are seeking to leverage over the coming years including:

- Cornwall Councils' Operational Estate Transformation Strategy
- Renewal of important community space and growth of coworking multi service hub in the main town in the Rame Peninsula.
- Reduction in carbon for Cornwall Council Officers
- Lack of Capital Investment in South East Cornwall
- Significant backlog maintenance on three buildings (remove lease & eyesore)
- One Public Estate with police and fire service (St Columb etc)
- Neighbourhood development plan coming to fruition
- Antony Estate support
- Torpoint and Rame strong relationship
- Sustainable Travel Strategy findings for Rame and Torpoint as well as connectivity to the Plymouth sustainable travel plan
- Connection to Looe Valley Trail by Bike
- Public transport improvements to St Germans and rail
- Connection to Saltash, Antony, South Yard, Royal William Yard, Barbican & Mountbatten by Water, Bike and Foot not roads
- Potential Destination for Torpoint, Rame, Antony and Mt Edgcumbe
- Connection to National Marine Park, Cruise Terminal and Southwest Coast and Bike Routes
- Development on Northern fringe / Trevol Business Park



# Torpoint Town Team Project Board



Project Director contracted to support the application of funding bids, co-ordinate and manage the actions of the Council and partner organisations to support the completion of grant applications and delivery of the projects as funding opportunities becomes available.

Current Bids:

- Opportunities to bring forward the delivery of 30 homes and new library with grant funding for the demolition of some existing buildings to support the viability of the future development being explored
- Funding grant submitted to deliver the environmental assessments and detailed plans for planning permission and potential construction and installation of a jetty
- Applications submitted for the detailed plans and agreements for transport hubs before opportunities to bid for the delivery in the future.

## Opportunities in the Lower Fore Street Project:

Criteria Location	Description	Criteria Location	Description	Criteria Location	Description
Tor 19 (M)	Celebrating the entrance to Cornwall – a high quality artwork	Tor 14 (S)	Art on the waterfront – temporary activities	Tor 18 (M)	Town maps and finger posts – that are easier to read
Tor 20 (M)	The bottom end of town redevelopment site	Tor 15 (S)	Making better use of Rendel Park bringing it into the life of the town	Tor 30 (L)	Northern entrance to fore street improving the image
Tor 23 (M)	Torpoint Market Square – at the bottom end of town	TTPB	Provision of 3 – 5% of 350 housing	Tor 47 (L)	Torpoint Heritage Trail bringing out the rich past
Tor 26 (M)	A new library for Torpoint – a public resource	TTPB	Provision of parking to reproduce those being lost and increase by 100%	TTPB	Provision of facilities to enable performing arts
Tor 31 (L)	Heritage and visitor centre – marking the waterfront	TTPB	Reduction in road infrastructure south end of fore street	TTPB	Integrated signalling
Tor 33 (L)	Torpoint transport and tourist information hub – putting transport first	Tor 7 (L)	New bus shelters in the town center	Tor 2 (L)	Marketing and branding – part of the Rame initiative
Tor 24 (M)	Torpoint passenger ferry landing jetty – water transport access	Tor 12 (S)	A window on the waterfront – artwork focus on the waterfront	Tor 8 (S)	A new website for the Torpoint and Rame peninsula – part of the Rame initiative
Tor 21 (M)	Enhance the Torpoint ferry queuing and improve the landscape	Tor 14 (S)	Art on the waterfront / temporary activities	Tor 4 (L)	Bringing colour to the town – Cornish flowers on display
		Tor 17 (S)	Public transport connections to Trevol making facilities accessible		



# Northern Fringe Development



The vision and neighbourhood plan detail a significant opportunity for the strategic growth of Torpoint, much of this is to the north of the town known in our plans as the Northern Fringe. The Council will seek to ensure that any new developments enhance the town and that the necessary infrastructure is in place to support the new developments. These include, but are not limited to: -

- Relocation of St. Columba & Torpoint RFC to purpose built pitch and buildings;
- Torpoint and Rame Artificial Turf Pitch Project;
- A Supermarket located on the Northern Fringe, to provide value for money and reduce out of town travel for shopping;
- New Housing planned and built, according to the Neighbourhood Development Plan;
- Traffic Calming measures where Torpoint connects with the Wilcove entrance to the town and Antony House;
- The establishment of a steering group to review the results of the Torpoint Swimming Pool Feasibility Study and consider sustainable funding opportunities.



# Our Outside Environment, Parks and Operations Team



In January 2021 the Council took responsibility for the town play parks and tennis courts, we will implement a phased improvement plan:

- We will manage our parks to a very high standard as expected by the town, will look to extend their offering to become more appealing to a wider age range and provide picnic benches for residents to meet and use the space for longer.
- We will continue to refresh the benches in the town to encourage people to walk, explore and have places to rest, meet and enjoy the area.
- Our Operations Team will be visible and approachable as the public face of the council in our parks and green spaces.
- Our Operations team will encourage and educate the community to keep Torpoint clean and tidy and where required will carry out enforcement through the issuing of fines.
- The team will be trained and certified to provide Enforcement through Cornwall Council's Community Enforcement Partnership Programme.



Special thanks to the Friends of Thanckes Park group whose funding supported the purchase and installation of the Trampoline.





# Climate Change & Plastic Free Accreditation



In August 2022 the Council adopted a Climate Emergency Action Plan. All committees regularly review the Action Plan and reports are presented to the Annual Town Meeting. The Council is, and will remain, pro-active in its approach to climate change and environmental sustainability.



## THE PLASTIC FREE COMMUNITIES MOTION



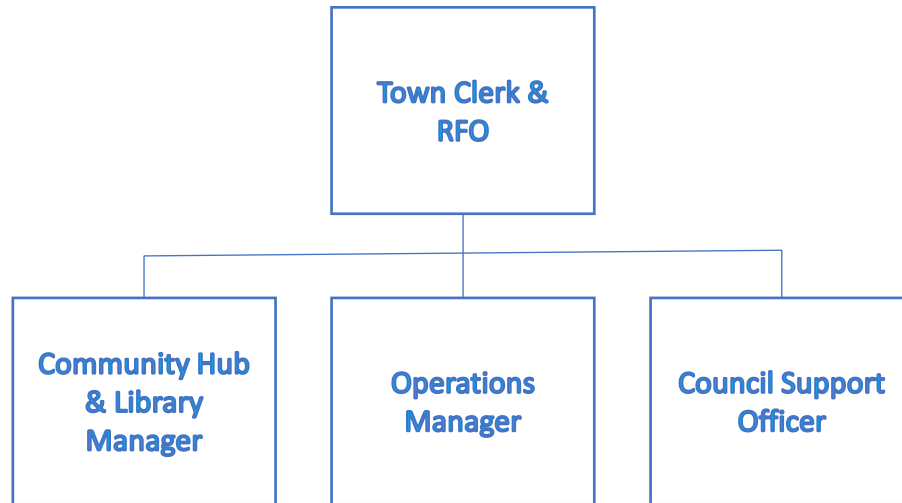
- In October 2022 Torpoint joined a network of communities across the UK who are leading the way to tackle throw away plastic at source. The town has been awarded Plastic Free Community status by marine conservation charity, Surfers Against Sewage (SAS), in recognition of the work it has done to start reducing the impact of single-use plastic on the environment.
- Registering with the SAS Plastic Free Communities movement, key organisations and businesses agreed to put in place a five-point plan: setting up a community led steering group, instigating the SAS Plastic Free Schools education programme, getting local council commitment and working with local businesses, organisations and community groups to spread the word and minimise the amount of disposable plastics they use.
- A huge effort has been made by 17 community groups, 5 businesses, the Town Council, the Library and Community Hub, Torpoint Community College, Carbeile Junior School and Torpoint Nursery and Infant School. It has been a real community effort including hosting an Environmental Action Week across multiple town sites.

# Section 137 Grants



- We will provide Section 137 grant funding to organisations for projects that support in the delivery of our mission aims and objectives.
- We will fund projects that:
  - make the local community a better place in which to live, work or visit;
  - benefit the people who live in the town;
  - local people support and are involved in.
- Organisations that we can support should be established for charitable, benevolent, social, cultural, recreational or philanthropic purposes. Funding is available for specific projects, but not running costs and strict criteria is adhered to. Further information is available from the Section 137 grant policy.
- We will publicise the availability of Section 137 grant funding using our various communication methods.
- We commit to annually allocate a minimum of £7,500 to Section 137 grant funding.

# Our Team and Support Systems



We have organised our senior team into three areas:

- **Operations** - delivering our facilities and parks,
- **Community Services** - delivering our Community Hub and Library Services
- **Support** – providing governance, communications, financial and administrative support.

- As the Council role and responsibility change over the coming years the IT, finance and HR systems will need to be developed to ensure appropriate efficiencies and resources are in place.
- We will regularly review our systems and operations to ensure they are kept up to date and comply with regulations and best practice.
- Our staff will be suitably trained and we encourage our team to develop and learn new things to further deliver the Council's aspirations.
- In 2023 the Council will work towards achieving The Local Council Award Scheme, "Quality Gold Award" status, which demonstrates excellence in Council activities. Managed on behalf of local councils by the Improvement and Development Board, the scheme promotes and recognises councils that are at the cutting edge of the sector.



# Council and Committee Meetings



- All Council and Committee meetings are open to the public and additionally members of the public can address members at the beginning of the Council meeting on the third Thursday, at the Public Forum, this meeting starts at 7.00pm. Meetings are usually held in the Council Committee Room.
- The Annual Meeting of the Council takes place in May and it is also our Mayor Choosing Ceremony. This meeting is again held on the third Thursday of the month and is usually held in the Council Chambers Main Hall.
- The Finance and Operations Committee meets to discuss the Council finances, the maintenance of Council property including buildings, land holdings and assets and also compilation and presentation of income and expenditure forecasts for precept recommendation, for consideration by Council. It is responsible for the Governance of the Council and oversees the Council's annual Civic Event Calendar.
- The Personnel Committee meets quarterly and has overall responsibility for the organisational design of the Council staffing structure, all human resources and personnel matters relating to the Council's Management team.
- The Development and Localism Committee meets to discuss growth and development and the Town Council Strategy. This includes the annual review, compilation, project implementation costs and presentation to Council.

# Successes and Milestones

