

# **Berwick – upon – Tweed Coastal Community Team**

**Economic Plan March 2017**



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## Berwick-upon-Tweed Economic Plan

### Summary

The Berwick upon Tweed Economic Plan, developed by the new Berwick Coastal Community Team (CCT), maps a coordinated path for the economic growth of the town. It has been developed following many hours of interviews and discussions with local businesses, the third and public sectors. It builds on extensive desk based study and the town's recent and more distant past. It seeks to incorporate the aspirations of those who have contributed to its production and it is unashamedly optimistic for the future.

The plan provides a platform to deliver a long-term and transformational programme of activity that will increase economic productivity, support investment in people and places, and ensure that Berwick is a vibrant and successful place for businesses, residents and visitors. The plan will help secure the town's future prosperity at the centre of a successful borders community which reaches into both England and Scotland.

The plan identifies four key themes:

- Investing in Business
- Investing in a Skilled Workforce
- Investing in Destination Tourism
- Investing in Infrastructure

Each theme has priority projects with partners, timescales and resource needs identified. These projects will ensure the existing economic base is more resilient to change, and more fully exploits the opportunities brought by an improved skills base and the town's digital and physical connectivity. Projects will enable more knowledge based industries to grow and prosper in the area and make possible a greater exploitation of existing cultural assets. Implementation of the Economic Plan will develop a more year-round, more sophisticated and more competitive tourism offer leading to increased employment opportunities and economic growth that benefits residents and retains the local workforce.

The value of a Coastal Community Team, and a *locally focussed* Economic Plan, is the ability to stimulate conversations and collaboration on the key issues facing the town. Berwick has significant assets and a body of stakeholders keen to deliver real change. Building on this capital and recent

## **Berwick-upon-Tweed Economic Plan**

momentum, including the £2M of funding awarded to the Port of Berwick and the significant work already completed on the future of Berwick Barracks, the Team is committed to a future where Berwick fully capitalises on all the resources available.

As 2017 progresses the CCT will work to win support across the whole community for the plan, which was developed in a very brief time frame, and the Team is committed to ongoing review and revision as success is achieved, barriers encountered and challenges understood. Berwick upon Tweed is a resilient town with enormous potential and the CCT firmly believes that with the clarity of purpose this plan provides all stakeholders, businesses and the wider community can move forward together to a more prosperous, secure and fulfilling future.

### The Coastal Community Team

This plan has been developed by Berwick upon Tweed Coastal Community Team (CCT) as a response to the challenges and opportunities the town faces in early 2017. The Team is initially led by Berwick Community Trust and members are as follows:

- Berwick Community Trust
- Northumberland County Council (NCC)
- Berwick Town Council
- Berwick Civic Society
- Berwick Chamber of Trade
- Guild of Freemen
- Berwick Archive and Museum Action Group
- Port of Berwick
- Maden Eco Ltd

It is expected that the membership of the team will grow and evolve as the work themes are developed. It is expected that ARCH (the Northumberland Development Company), the Maltings Trust, Northumberland Tourism, Active Northumberland and Berwick Visual Arts will play an important role in the team as it matures along with other public and private sector organisations including businesses and schools.

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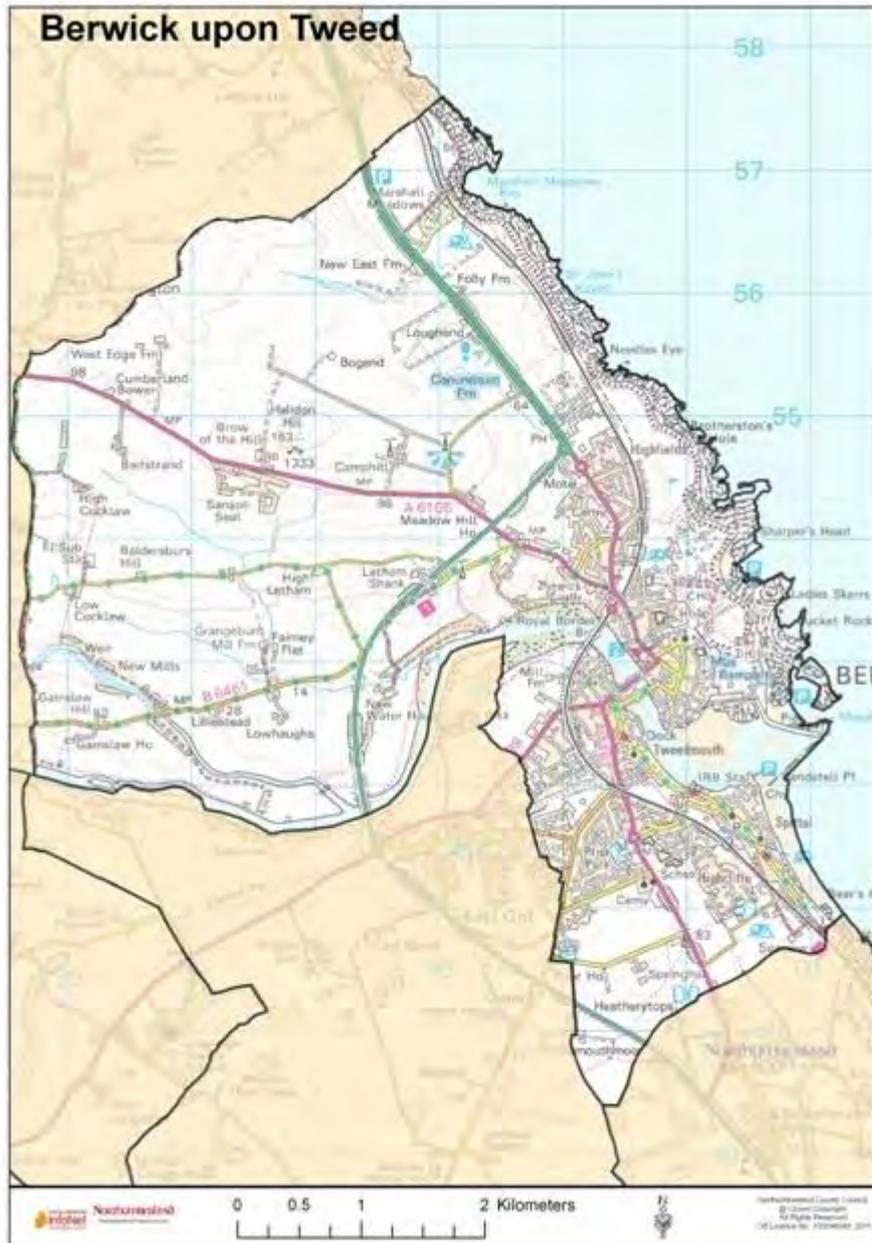
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## Context

### The Local Area



Berwick, incorporating the Parishes of Berwick upon Tweed, Tweedmouth and Spittal, is in North Northumberland and is the most northerly town in England; the Scottish border is less than a mile from the edge of the proposed team area. The River Tweed flows through the centre of the town which has a population of approximately 12,000 people. Tourism, Retail, Health Services and Agriculture are important sources of employment and are complemented by smaller scale manufacturing and construction sectors all supporting Berwick's continuing role as a local service centre.

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Berwick's economic footprint is much broader than just the town itself encompassing a wider travel to work and travel to learn area and important trading, cultural, health and service related relationships and interdependencies across the Borders community in both England and Scotland.

Berwick is one of Northumberland's most deprived towns. It has a vulnerable economy characterised by poor quality job opportunities, part time working, low wages and very limited education facilities.

Berwick is geographically remote from major centres of population and yet enjoys good connectivity with the outside world – Newcastle and Edinburgh are each only an hour away, the town enjoys good broadband speeds, is on the A1 and the East Coast Main Line. It's distance from major population centres and a low skill base means it is at risk of becoming increasingly less attractive to investors as a business base.

Tourism and the visitor economy is valuable to the town and while Berwick enjoys outstanding built, natural and historic heritage it must develop a distinct visitor offer, one which is complimentary to and integrated with the Borders and Northumberland tourism offer.

Berwick displays a lagging economy, held back by economic change and a largely seasonal tourism offer which has, in part, contributed to a decline in the quality of public spaces and the overall attractiveness of the town. Berwick has experienced a range of initiatives which due to a lack of leadership and integration have been unsuccessful in attempts to stimulate the towns economy.

The purpose of this Economic Plan is to ensure that Berwick addresses the fundamental structural problems within the local economy in order to have a sound base for future development and economic growth. The Plan seeks to put in place a series of measures which will collectively provide a base for the town to develop a flexible and adaptive response to future change in a post Brexit world – further change in trading and export markets, increased productivity through automation, further changes in retail patterns and the development of recreational retail, changes in tourism patterns both domestic and international and a changing demographic with a notable ageing of the population.

## Berwick-upon-Tweed Economic Plan

For Berwick to enjoy a vibrant future the town must begin to capitalise on its assets and exploit its positive connections. Berwick has many of the components for an excellent quality of life for its current and future residents, and for a quality visitor experience. At present these are disjointed and are underinvested. Through an astute programme of investing in business, people and place this Plan aims to realise the potential of Berwick for residents and visitors alike.

### **Our Community**

Berwick's resident population structure demonstrates a population age profile broadly in line with the Northumberland county position, 17.2% (2070) are under 16, 61.3% (7385) fall into the 16-64 age bracket and 21.5% (2588) are aged 65 or over. The county has an ageing population, the percentage figure for this age group being higher than both the North East (18.4%) and England (17.3%).

January 2017 figures record those out of work and receiving Job Seekers allowance as a percentage of the resident population aged 16-64 for Berwick as 2.1%, lower than the county figure of 2.5% but higher than the national figure (1.8%).

Economic activity rates in Berwick (79.1%) are higher than both the Northumberland average (77.3%) and England (76.8%). The town has a greater proportion of employees (63.9%) than Northumberland (61.4%) and England (60.6%) with a lower proportion of Self-employed, Berwick (9.9%), Northumberland (10.3%), England (10.4%).

Analysis of the residential skill set in Berwick reveals a greater proportion of those with no qualifications or lower level qualifications than the Northumberland and England averages. Berwick demonstrates a significant lack of higher skills (Level 4 and above) in comparison to both county and national averages.

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	Berwick (%)	Northumberland (%)	England (%)
Level 4 and above	18.2	27.3	29.7
Level 3	13.2	14.7	14.5
Level 2	21.1	19.5	17.2
Level 1	19.3	16.4	15.2
Apprenticeships and Other	9.3	7.2	8.6
No qualifications	18.7	14.9	15

The principal secondary school serving Berwick, Berwick Academy, records pupil destinations - pupils staying in education or going into employment after Key Stage 4. The most recent data available relates to the pupils finishing in 2014. The school records 90% of pupils staying in education or entering employment, this is against a county figure of 93% and an England average of 94%. Pupils undertaking funded apprenticeships represent a higher proportion in Berwick (10%) as against county (8%) and England (6%) averages. Berwick also records a higher percentage of pupils not staying in education or employment for at least two terms after key stage 4 (10%), against a county figure of 7% both above the England average of 5%.

Analysis of Employment by Occupation (2011) reveals that over a quarter of the Berwick workforce is engaged in elementary and process/machine based operations which is a significant difference to the county (18.8%) and national (18.4%) figures. Involvement in Sales and Customer Service is notable, reflecting the importance of tourism and food service activities. The low level of involvement in administrative and secretarial work reflects the limited amount of public service positions in Berwick and the limited range of professional services.

Of key note is the under-representation of Professional and Technical occupations, 16.5% in Berwick against a county figure of 26.9% and a national figure of 30.1%. Interviews with a range of business in Berwick revealed difficulties in recruiting technical and professional staff. This issue impacts on business productivity and the limited availability of such skilled staff will impact on those looking to invest and develop new businesses requiring higher level skills.

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	Berwick (%)	Northumberland (%)	England (%)
Managers & Senior Officials	9.7	10.6	10.8
Professional	8.9	15.5	17.4
Associate Professional & Technical	7.6	11.4	12.7
Administrative & Secretarial	8.4	11.5	11.4
Skilled Trades	14.7	13	11.5
Personal Services	11.2	10.6	9.4
Sales & Customer Services	12.7	8.6	8.4
Process Plant & Machine Operatives	12.9	7.8	7.2
Elementary Occupations	13.9	11	11.2

A third of the workforce in Berwick is engaged in part time employment, a level higher than both the county (30%) and the national figure (29.3%) this will limit overall earnings potential and will have an impact on disposable income with wider implications on the retail and service sectors of the local economy.

	Berwick (%)	Northumberland (%)	England (%)
Full Time in Employment	66.7	70	70.7
Part Time in Employment	33.3	30	29.3

Analysis of workplace earnings within the locality (Berwick Parliamentary Constituency) reveals that over the period 2010-2016 Gross Weekly Pay for full time workers within the locality has fluctuated around the £400 p.w. mark and in 2016 was £405.60. Over the same period steady wage growth has been apparent across the North East and Great Britain where 2016 full time weekly wages were £494 and £540.20 respectively.

At locality level the disparity between earnings by workplace and earnings by residence reveal a requirement for those seeking higher value jobs to work outside the Berwick area, taking the latest figures from 2016 this differential was worth £78.20 p.w for full time workers.

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It is notable that within the locality both earnings by workplace and earnings by residence fell in the last recorded period 2015-2016 down £19.10 p.w and £40.30 p.w respectively, this is significantly different to the continued wage growth experienced across the North East and Great Britain.

Public transport availability within the locality can be a limiting factor for those looking at accessing employment opportunities outside the immediate Berwick area. A number of employers within the locality and a Berwick recruitment agency have cited this issue as an initial barrier to accessing new job opportunities.

Within Berwick itself the collective impact of low wages and part time working has resulted in, After Housing Costs, Berwick having the highest number of households with mean weekly income lower than 60% of the national median weekly income (In Poverty) compared with other parts of Northumberland. Berwick averages 22.5% of households (In Poverty) compared with a Northumberland average of 18.7%.

% of households with mean weekly income lower than 60% of the national median weekly income	Berwick	Northumberland	England
Before Housing Costs	18.3	17.1	17.2
After Housing Costs	22.5	18.7	21.5

From analysis of the 2011 Census data 30.8% of households in Berwick were owned outright against a county figure of 33% whilst 26.1% of households in Berwick were owned with a mortgage or loan, at county level this figure is 32.6%. Consequently, the proportion of rented households within Berwick is notably higher (42.7%) than the Northumberland figure of 32%.

Research undertaken in preparation of the Berwick Housing Needs Assessment (2016) noted that discussions with a local estate agent indicated that demand for residential properties within Berwick is predominantly from older professionals/retired professionals. The majority of house sales are made to people aged over 50. There is a limited market for first time buyers and the perception is that young people that are born in the area tend to move out when they have finished their

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education.

House prices information relating to house values in Berwick was gathered through Zoopla, which reveals that the current average value of properties in the area is £183,478. This is a slightly higher average value compared to Northumberland as a whole, which has an average value of £181,364. Over the last 10 years, the average house price paid in Berwick-upon-Tweed has risen by £6,709, from £163,979 to its current £170,506. This represents a 4% increase. Compared to Northumberland as a whole, the average price paid has risen in 10 years from £164,619 to £168,899. This represents a 2.6% increase. The Assessment reflects that the difference in house values and prices between Berwick and Northumberland as a whole is minimal.

The Housing Strategy for Northumberland indicates that there are problems relating to the quality of Northumberland's private housing stock. In particular, the strategy highlights that 62% of private housing in the area of the former Berwick District Council is 'non-decent' compared to the national average of 36%. Discussions with a local estate agency indicated there is a perception that people are more interested in new build properties as some of the current private housing stock is not of decent quality.

The proportion of working-age residents of Berwick who are long-term sick or disabled is higher than the Northumberland and the England proportions.

Extent of activity limitation	Berwick-upon-Tweed Neighbourhood Plan area	Northumberland	England
Day-to-day activities limited a lot	10.8%	9.8%	8.3%
Day-to-day activities limited a little	11.3%	10.9%	9.3%
Day-to-day activities not limited	78.0%	79.3%	82.4%

*Rates of long-term health problems or disability in the Berwick-upon-Tweed Neighbourhood Plan area, 2011 (Source: ONS, Census 2011, AECOM calculations)*

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Workshop sessions and interviews undertaken as part of the development of this Economic Plan have all recorded Berwick as having a strong community spirit with a diverse and active voluntary and community sector. Berwick has a strong history of community initiatives which have generated real economic benefit e.g. Berwick Food Festival, Berwick Film Festival and the current work to find a sustainable future for Berwick Museum, Archives and Barracks.

*Analysis of data relating to the Community of Berwick Upon Tweed is drawn from a range of sources. Locality data is drawn from the Labour Market Profile for Berwick Upon Tweed Parliamentary Constituency. Berwick data is drawn from the Ward based 2011 Labour Market Profiles for Berwick North, Berwick East & Berwick West; the Berwick Upon Tweed Planning Area Census Profile 2011 and the Berwick Upon Tweed Travel Isochrone Fact Sheet 2011. Other data sources are referenced throughout.*

### **Our Economy**

As a market town Berwick has an established economic relationship with its surrounding rural hinterland covering north Northumberland and the Scottish Borders. This relationship is maintained to the present day with food processing businesses in Berwick trading with surrounding agricultural businesses, a significant proportion (19%) of the Berwick workforce commuting out to jobs in surrounding towns and a service and retail base delivering to the surrounding rural area. Berwick connects the coast to the countryside and has common interests with the surrounding rural area. In interviews tourism accommodation providers report visitors viewing Berwick as a good 'base' to explore the surrounding area, its historic attractions and natural environment being well connected through a series of walking trails, long distance walking routes and connections to the National Cycling Network.

A review of Census data (2011) suggests that in terms of employment Berwick is largely self-sufficient with 57% of those resident in Berwick working in the town, this is supplemented by a further 14% of residents reporting that they mainly work from home. For those out commuting to work 11% work in Scotland, 8% work in the rest of Northumberland, 3% work across the North East (excluding Northumberland) and 7% work elsewhere.

Analysis of VAT/PAYE records identifies business births (new business registrations) as a proportion

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of active enterprises. This gives a measure of entrepreneurial activity in an area. Over the period 2010 - 2015 the average annual business birth rate across Northumberland was 10.5%, the North East was 12.4% and England 12.7%. Whilst there is no directly comparable data available for Berwick a review of banking data recording small business starts would infer that over the period 2010 - 2016 Berwick experienced an annual business birth rate of 6.5% suggesting a low level of entrepreneurial activity.

This inference of low entrepreneurial activity is reflected in the table below which identifies that, at the former Berwick District Council area, over the period 2010 - 2016 the business growth rate and the expansion of the business base, was lower than the rate of business development within Northumberland. The sectoral growth trend at this District level shows notable growth in the Agricultural, Professional, science & technical and Business administration and support services sectors. The structure of the business base remains largely unchanged over the period with Agriculture, Accommodation & food services, Construction and Retail remaining as the dominant business sectors.

<b>Agriculture, forestry &amp; fishing (A)</b>	315	325	320	340	345	3450	355
<b>Mining, quarrying &amp; utilities (B, D &amp; E)</b>	5	5	5	5	5	5	5
<b>Manufacturing (C)</b>	50	40	45	45	55	60	60
<b>Construction (F)</b>	145	135	135	135	145	150	150
<b>Motor Trades (Part G)</b>	30	30	30	30	25	25	25
<b>Wholesale (Part G)</b>	45	40	40	40	45	40	40
<b>Retail (Part G)</b>	120	120	130	125	130	130	125
<b>Transport &amp; storage (inc postal) (H)</b>	45	40	40	35	35	35	35
<b>Accommodation &amp; food services (I)</b>	155	155	150	145	145	160	155
<b>Information &amp; communication (J)</b>	20	25	30	30	30	30	30
<b>Financial &amp; insurance (K)</b>	5	5	5	5	5	5	5
<b>Property (L)</b>	40	45	45	45	45	40	40
<b>Professional, scientific &amp;</b>	75	75	90	90	95	100	100

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technical (M)							
Business administration & support services (N)	65	65	65	65	70	80	85
Public administration & defence (O)	0	0	5	5	10	10	10
Education (P)	10	10	10	10	10	10	10
Health (Q)	45	40	45	45	45	45	45
Arts, entertainment, recreation & other services (R, S, T & U)	90	85	80	80	75	95	95
<b>Total</b>	<b>7,260</b>	<b>1,245</b>	<b>1,265</b>	<b>1,285</b>	<b>1,315</b>	<b>1,370</b>	<b>1,375</b>

Analysis of sectoral employment trends across this former District area reveals that over the period 2009-2015 the area experienced notable employment growth in the Health and Motor Trades sectors. The most recent data identifies the most significant employment sectors as Retail, Health, Agriculture, Manufacturing, Accommodation & food services.

Analysis of data at a lower geographic level (Berwick MSAO 1 2016) supports the view that the most significant business sectors in terms of number of businesses and number of employees in the town of Berwick are Retail, Accommodation & food services, Health, Manufacturing and Construction.

Employment by industry sector is as follows:

Agriculture, forestry & fishing (A)	980	950	950	950	1,100	1,100	1,100
Mining, quarrying & utilities (B, D & A)	50	80	150	130	95	110	100
Manufacturing (C)	965	930	980	945	980	850	845
Construction (F)	320	245	275	330	280	305	424
Motor Trades (Part G)	85	240	190	170	180	180	515
Wholesale (Part G)	135	135	90	75	200	180	205
Retail (Part G)	1,285	1,350	1,350	1,385	1,435	1,755	1,450

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Transport& Storage (inc postal) (H)	145	130	240	140	150	195	160
Accommodation & food services (I)	790	580	795	685	710	805	775
Information & communication (J)	50	70	150	50	50	75	100
Financial Insurance (K)	75	75	100	75	75	50	75
Property (L)	75	120	40	50	40	45	50
Professional, scientific & technical (M)	470	380	275	255	260	270	375
Business administration & support services (N)	45	155	80	100	165	140	100
Public administration & defence (O)	200	155	145	155	130	130	130
Education (P)	420	465	420	345	380	355	550
Health (Q)	805	880	780	1,210	1,260	1,655	1,450
Arts, entertainment, recreation & other services (R, S, T)	225	315	290	360	405	350	225
<b>Total</b>	<b>7,120</b>	<b>7,255</b>	<b>7,300</b>	<b>7,410</b>	<b>7,895</b>	<b>8,530</b>	<b>8,630</b>

Berwick Chamber of Trade have reported that the tourist visitor season in Berwick is 'critical' in maintaining the financial viability of the town centre retail and service offer. The lack of data at the Berwick level limits the analysis of the scale and value of tourism to the town. Consideration of visit numbers to the Berwick Tourist Information Centre (TIC) does however give an indication of the level of visitors (from day trip and tourist markets). Over the past 6 years Berwick TIC received between 51,000 and 69,621 visits (an average of approximately 59,334 visitors per annum).

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A measure of seasonality of tourism to Berwick can be gained from a monthly profile of visits to Berwick TIC. Available data from 2011 and 2013, giving an indication of the seasonality of Berwick tourism. The TIC typically attracts 60-65% of its total annual visits from May to October. July and August are typically the busiest months – in 2013 there were approximately 9,500 visits to the TIC in July and approximately 10,100 visits in August. This illustrates the significance of the summer months for tourism in Berwick.

Berwick Chamber of Trade consider that the visitor season currently extends from February to November with the development of a range of autumn festivals being significant in extending the shoulder season.

When reviewing the overall current condition of the town centre the Chamber of Trade considered that the general situation, in comparison to the Benchmarking work of 2013, was a deterioration in trading conditions manifest in shop voids, a large number of charity shops and an increasing presence of high street discount retailers and that many of the findings of the report remain valid.

The Market Town Benchmarking work, undertaken in Berwick in 2013, measured the performance of town centres and compares this with other towns across the country and through user and business surveys reported:

- 79% of town centre users stayed in Berwick town centre for less than 2 hours,
- 90% of businesses and 73% of town centre users stated that car parking was a negative aspect of Berwick town centre,
- 85% of town centre users felt the variety of shops in the town centre was either 'Very Poor' (43%) or Poor (42%) which is 38% higher than the National Small Towns average. Improvements to the retail offer was one of the main suggestions made by town centre users,
- The report noted a limited market traders offer, noticeably lower than regional and national averages,
- 74% of town centre users felt the physical appearance of Berwick was either 'Poor' (51%) or 'Very Poor' (23%), 48% higher than the National Small Towns average,
- 74% of town centre users stated that 'shopping' was a negative aspect of Berwick,

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- When businesses were asked what the positive aspects of having a business located in Berwick town centre, 85% identified that potential tourist customers were a positive aspect, with only 5% identifying it as a negative aspect.

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### SWOT Analysis

Analysis of Berwick's context is summarised as follows.

STRENGTHS	WEAKNESSES
Physical and Digital Connectivity	Perceived 'remoteness'
Location between major Cities	Low wages and high incidence of part time and seasonal working
Heritage Status and surrounding heritage assets	Seasonality of visitor economy
Environmental quality of area and environmental designations	Reliance on low skills base
Long established 'family run' businesses	Lack of entrepreneurship
Availability of serviced development land	Limited career development and career progression opportunities
Established tourism accommodation base and local tourist 'population'	Lack of coordinated visitor 'destination' offer
Active voluntary and community sector	Limited retail offer
Community spirit	Limited 'wet weather' offer
	Physical appearance of town centre
	Ageing population accelerated by young people leaving to access Higher Education,
	Poor quality of private housing stock v house prices
OPPORTUNITIES	THREATS

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Committed transport infrastructure investment	Lack of coordinated action,
Available sites for business growth	Failure of joint working and collaboration,
Market demand for heritage tourism	Failure to respond and adapt to change, e.g.
Popularity of walking and cycling pursuits	retail patterns, tourism trends
Development of 'landmark' visitor attractions, e.g. Borders Heritage Hub, Quayside,	Failure to address Workforce succession
Establishment of a local Skills Centre,	planning and develop Workforce resilience
Development of Food and Drink offer	Further reductions in public spending and investment
Development of more frequent calendar of events, culture, heritage, arts,	Removal of grant mechanisms and reduction in grant source availability
in-Work career progression in favour of graduate career development	Protracted economic uncertainty, e.g. Brexit, stalling business and inward investment
Refreshed marketing, promotions and interpretation	
Promotion by 'Town' and 'Business Ambassadors'	
Business clustering and inward investment	

### Related Initiatives

This Plan is being established to ensure Berwick is ready to take forward a new, programme led approach to investment across its range of economic assets and infrastructure priorities.

The Berwick Economic Plan is supported by County and Regional plans. This includes the Northumberland Economic Strategy, Local Plan, North of Tyne Devolution Proposals and the North East Strategic Economic Plan. This means that Berwick's investment priorities are firmly embedded and supported regionally, for instance major schemes including A1 dualling, Berwick Borders Heritage Hub, the Ramparts Enterprise Zone and the development of Berwick Port are all key parts of the regional investment pipeline aiming to create more and better jobs for the area.

A process to develop a new Berwick 'Economic Growth Plan' was initiated in 2016 and this work has been integrated into the new CCT approach and this Economic Plan. The town is also developing a Neighbourhood Plan with a number of stakeholders coming together to consider how the town can,

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and should, develop. This Economic Plan and the development of CCT will benefit from and build on this work and these established relationships to re-imagine how the local economy could operate and then support actions to realise a new future for Berwick.

Berwick's investment priorities will evolve over time and this Economic Plan, as a 'living document', is intended to be both flexible and adaptable, providing the framework for addressing challenges and opportunities as they arise and guiding the response and work of the CCT. A focus on adding value to activity and investment through effective partnership working and collaboration will be a priority for the CCT. This principal will be applied to current and future initiatives.

Current funding regimes of relevance to Berwick CCT include:

North East Rural Growth Network (NERGN) 2015-2020, a successor to an earlier programme the NERGN is funded through Local Growth Funding from NELEP and Central Government and aims to support the growth and development of rural businesses across Northumberland, Durham and Gateshead. This includes the following two grant programmes:

Strategic Economic Infrastructure Fund – a capital fund to provide 40% of eligible costs for business infrastructure projects, including supporting the development of new or refurbished business accommodation, unlocking potential sites for development and tourism infrastructure projects;

Rural Business Growth Fund – designed to support small businesses capital investment projects to expand capacity or diversify into new products or market through grants of £10,000 to £60,000 to support 40% of eligible costs.

Northumberland Coast and Lowlands LEADER Local Development Strategy 2014-2020 covers an area stretching from Berwick to Lynemouth. The LEADER programme brings a particular focus on economic development with 70% of the funding to be used to support projects that directly support job creation and economic growth. To do so the programme will provide grants to small businesses, farmers, foresters and communities for projects that create jobs and grow the rural economy in the Coast and Lowlands LEADER area.

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North East Business Support Fund - business support grants for business improvement project costs between £ 3,000 to £ 8,000 contributing up to 35% of eligible costs.

### **Our Ambition**

In publishing this document Berwick upon Tweed CCT establishes a new unified plan for growth. Its aim is to provide a platform to deliver a long-term, integrated and transformational programme focused on increasing economic productivity, investing in people, and ensuring Berwick is a vibrant and successful place for businesses, residents and visitors. The plan and CCT will help secure the future prosperity of the town as the centre of a successful borders community which reaches into both England and Scotland.

The CCT believe that through the delivery of the Economic Plan Berwick can realise a future that better capitalises on existing resources, ensuring the existing economic base is more resilient to change, and exploits the opportunities brought by its connectivity, digital and physical, an improved skills base, enabling more knowledge based industries, and greater exploitation of existing cultural assets. The Economic Plan will develop a more year-round, more sophisticated and more competitive tourism offer leading to increased employment opportunities and economic growth that benefits residents and retains the local workforce.

The Economic Plan has four **Priority Themes**:

#### ***1: Investing in Business***

The focus of this Priority is to ensure the existing business base has access to good quality support infrastructure including business support to enhance networking and develop sectoral collaboration. Supporting and proactively working with businesses will assist inward investment objectives as local business leaders can become Ambassadors for the town.

#### ***2: Investing in a Skilled Workforce***

The focus of this Priority is to establish a new local skill centre to develop local skills and talent and building collaboration between providers. Developing the skill base is essential for economic diversification and for the town to develop a realistic inward investment offer to knowledge based businesses.

### ***3: Investing in Destination Tourism***

The focus of this Priority is to develop a high-quality tourism destination 'offer'. The development of a landmark visitor attraction supported by a range of complimentary attractions and a good quality local food and drink offer. Destination brand development and promotion, effective marketing and a varied and more regular events calendar is essential for the town to extend visitor stays, the visitor season and offer a quality visitor experience.

### ***4: Investing in Infrastructure***

The focus of this Priority is to enhance the quality of the public realm. Making public spaces more attractive contributes to delivering a quality visitor experience and inward investment objectives, not just as a good environment for business but as a quality of life improvement for existing and future residents and workers.

It is the collective and collaborative implementation of these Priority Themes and their supporting investment Programmes which will stimulate a virtuous cycle of economic growth for Berwick to both deliver and sustain a quality of life offer for its current and future residents and deliver a quality visitor experience

The Priority Themes identified in the Economic Plan will be developed flexibly and agilely with a view to ensure Berwick can accelerate and maximise its economic potential as short to medium term resourcing opportunities emerge, whilst maintaining a clear focus on the need to address long-term challenges and delivering tangible outcomes which benefit the locality.

The adoption of this approach will enable Berwick to:

- Take a **long-term strategic approach** to the development of our key assets and opportunities – focussing on areas where there is significant local evidence of unmet demand, market failure or an opportunity for supply-side interventions to improve productive capacity.
- Work **more effectively in partnership** with the private sector collaborating closely with the public and VCS sectors to deliver growth, the investment plans role will be to facilitate joint

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decision making to present the strongest possible business case for investment in Berwick minimising uncertainty and risk; enabling the town to maximise private sector leverage; and exploit the cocktail of funding sources available. This will result in improved economic outcomes and value for money (VFM).

- Adopt a joined-up and **place-based approach**, progressively integrating decision making on interventions from skills to infrastructure. This will include ensuring that major new projects are integrated, as appropriate, with existing assets and those projects that are currently under development.

On this basis, the Berwick Economic Plan will be particularly focused on:

- Targeting intervention in economic opportunities and addressing market failures constraining the growth of key sectors
- Developing innovation, skills and education assets
- Investing in incubation and business facilities
- Supporting inward investment, including making the case for support for strategic projects
- Developing a landmark visitor attraction as a focal point of the tourism offer and deliver a year-round facility
- Improving the attractiveness of Berwick through investment in the public realm, enhancing the town centre environment and developing flexible spaces suitable for evolving retail and leisure uses
- Developing an enhanced tourism offer with a clear proposition and brand for Berwick and supporting market segmentation and product development activities
- Developing a more regular festival/events programme based on culture, arts and food to promote the early evening economy and strengthen the visitor season shoulder offer
- Developing an improved wet weather leisure facility for residents and visitors
- Investing in a combination of Berwick assets which are locally and regionally significant to help create sustainable communities and boost growth
- Supporting the case for Investment in transport infrastructure priorities, developing transport hubs and improving transport links
- Promoting the development of digital infrastructure and use of smart data

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- Providing more and better tailored support to those residents who are out of work or in work but facing economic challenges
- Unlocking housing sites and accelerating housing development

### Interventions

Drawing on the analysis of the Berwick economy and building on our economic strengths and assets the Berwick Economic Plan proposes four key intervention themes delivered through targeted investment programmes.

#### *Priority Theme 1: Investing in Business*

Berwick has a number of businesses with long established links to the town, over time they have provided multi-generational employment for the towns workforce, their roots are in Berwick and through committed and planned investment and workforce development they show a future commitment to the town. As a stabilising force for the Berwick economy it will be important for this Plan to support this base over forthcoming economic challenges. Whilst some challenges are not specific to Berwick there are local issues which the Plan can address which will help to promote business continuity, these interventions will include developing and maintaining public infrastructure to support business and to work with businesses to address concerns over work force succession.

Existing Berwick based businesses can play a significant role in developing and diversifying the towns economy as principal 'Ambassadors' for the town, promoting the inward investment offer. The current, and developing, presence of food manufacturing and processing businesses on Tweedside Trading Estate creates the potential for developing a Food Enterprise Zone (FEZ), a cluster of related business activity benefiting from working in close proximity and improved networking, exploiting cost saving opportunities and establishing the relevant 'mass' to address workforce skills, critically creating career paths within the locally economy to both attract and retain talent and develop and secure productivity gains.

In order to attract inward investment to Berwick the Ramparts Business Park, located north of the town, has been designated as an Enterprise Zone. The site is 6.6 hectares in size and will provide 27,981m<sup>2</sup> of new floor space with discounted business rates. The focus for the site will be on

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improving the quality of manufacturing and industrial premises building on the existing economic strengths in Berwick.

For Berwick to realise the benefit from new business investment and higher value job growth it is important for the town to consider and address the current factors that influence business location, in particular with regard to 'footloose' high-tech and knowledge based businesses. Whilst traditional quantitative criteria such as cost of raw materials and other supplies, access to market, transport costs, labour supply, land and site costs are still valid, they are balanced with qualitative criteria such as housing, education, healthcare, amenities, crime, environmental quality. These factors play an increasingly important role in business location determination alongside workforce skills and the quality of technology infrastructure and services (e.g. broadband).

New investment has recently seen the first new speculative commercial development in the town centre for a number of years on Walkergate through Arch complementing the existing award winning Berwick Workspace.

In recent years Berwick has seen some growth in professional and knowledge based businesses and it will be important for this Plan to facilitate the growth of this formative cluster in order to develop a more diverse economic base for the town and to secure full time, better paid employment opportunities.

*Interventions will include:*

- Developing integrated business and procurement support
- Delivering effective integrated business growth support
- Introducing sector initiatives, e.g. construction skills pathways
- Securing new commercial development and investment – Enterprise Zone /Town Centre / Employment Site facilities
- Developing new innovation facilities on Berwick Ramparts in partnership with the HE sector
- Developing initiatives to boost town centre trade including considering the potential for the development of a Business Improvement District (BID).

### *Priority Theme 2: Investing in a skilled workforce*

Berwick's economy faces significant challenges in terms of long term constraints on employment and skills performance. Despite economic recovery across the wider region, the area continues to perform poorly in employment, inclusion and skills due in part to its relative isolation and contained economy. Unemployment and economic inactivity rates are relatively high compared to other market towns in Northumberland with low pay and seasonal work both key factors.

Skill levels remain relatively low and access to quality and range of skills provision is a key issue. As with much of Northumberland, the pipeline of skilled labour for some industries will be a key issue due to demographic change. Demand for higher skills is relatively low, with a lack of opportunity for in-work progression and career escalators. Consequently, many people leave the area for career development or remain underemployed.

In particular, further efforts are required to tackle issues before they become entrenched and acute problems that increase the strain on public sector spending. More and better tailored support is needed for those who are struggling, including those who are in work but just coping. There are several critical points across the life course (early years, transition from education to work, and older workers, etc.) where there is a compelling and personal case to intervene.

Local employers report a commitment to workforce development through in-house training to address specific business needs. In this regard employers have an interest in recruiting school leavers but report a lack of engagement with the education sector in promoting work as an alternative to Higher Education and in the development of employer led Apprenticeships. The creation of a school leaver scheme in Berwick would be significant in developing the workforce skill set, supporting productivity within established business and contributing to the towns 'offer' to potential inward investors.

There is an opportunity now for partners to work together with local businesses to boost both the availability of good quality skills provision and training facilities in Berwick and connections to wider provision elsewhere. This would act as a catalyst for realising these ambitions and demonstrate the value of introducing targeted solutions that are focused on early intervention and prevention and/or are specifically tailored to addressing local needs.

### *Interventions will include:*

- Connecting the potential workforce to local employers,
- Developing new skills facilities in Berwick to support young people and adults,
- Securing new partnership and collaboration arrangements involving local skills partners and specialist support for sector opportunities,
- Improving levels of digital skills, particularly among those who are out-of-work and at a distance to the labour market,
- Promoting active travel through behaviour change initiatives that aim to both improve accessibility to work and training as well as improve the health and well-being of the workforce.
- Improving school readiness and child health in order to support improved in-school development and achievement,
- Reducing the number of young people who are NEET,
- Providing mentoring support to Looked After Children,
- Improving outcomes for young offenders,
- Supporting workless residents with health conditions, and those aged 50 and over, to engage or re-engage with the labour market,

### ***Priority Theme 3: Investing in Destination Tourism***

Berwick is a historic market town with a range of visitor assets. The town's profile and offer can be improved to secure a more coherent and higher quality offer to visitors. Through the development of new and enhanced visitor attractions the town can create a new brand identity establishing the town as a destination providing a quality visitor experience. Establishing a focal point 'landmark' visitor attraction to draw visitors into the town will be achieved through the proposed development of the Borders Heritage Hub located at Berwick Barracks, strengthening and improving the town's heritage offer. A mutually supportive relationship between this 'landmark' attraction and the town is essential for Berwick to deliver an authentic high quality visitor experience. Broadening the visitor offer will be achieved through the development of complimentary proposals reflecting the environment, arts and cultural interests of the town. Creating a good quality local Food and Drink offer within an attractive townscape supported by a regular calendar of events will help to connect

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visitors to the town to its attractions, maximising the economic benefit from tourism and delivering a quality visitor experience.

Being on the Border with Scotland creates opportunities and challenges that are unique. The shared history with Scotland, it's many battles, it's natural beauty all make Berwick a very good place to attract visitors looking to explore the many assets of the Border Region. However, the level of collaboration between Northumberland the Scottish Borders Region is very limited. Engagement, cooperation and collaboration is required and if achieved the benefit will be significant and mutual to both Berwick, the wider County of Northumberland and to Scotland.

Unsurprisingly, both the County Destination Management Organisation, Northumberland Tourism, and the Scottish DMO, VisitScotland, report similar visitor interests in the area; heritage tourism, natural heritage and wildlife and exploring the areas landscapes, with walking and cycling featuring as popular visitor activities. Berwick is the hub of this activity, connecting with a number of long distance walking and cycling routes - Northumberland Coast Path, Berwickshire Coastal Path, Ravenber Way walking routes and National Cycle Network Route 1 (Coast & Castles), NCN Route 76 (Round the Forth), NCN 68 (North Pennines Cycleway) and Sandstone Way (Mountain bike route to Hexham). There is the opportunity to further develop these networks and cross-Border links through the creation of local paths and routes playing an important role in enhancing the visitor experience and extending the visitor stay within town. Both DMOs reflect that delivering authentic experiences for visitors throughout the year is an important component of the 'visitor offer' and that the quality of the local Food & Drink offer is key to the delivery of a 'quality visitor experience'.

Berwick and the surrounding area provides a significant visitor accommodation base with a range of bed and breakfast, hotel, camping and touring pitches, holiday homes, lodges and holiday cottages available. This provision will be supplemented with an additional County Park provision planned within the surrounding area and the proposed development of a new 60 bed Premier Inn Hotel and restaurant within the town walls.

The Tourism derived economic opportunities for Berwick are apparent. Visitor accommodation providers however report that staying visitors view the town as a good 'base' to explore the surrounding area with the Berwick offer itself inadequate with a limited engaging heritage interpretation facility and attraction, a limited wet weather offer, a disappointing town centre retail

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offer all compounded by a lack of car parking capacity within town affecting the car borne visitor majority.

Tourism is one of the growth sectors in Northumberland and it has been identified as a key industry for Berwick if it is to achieve improved economic growth and grow jobs in future. Visitor numbers are growing in the region as a whole and it is believed that there is an opportunity to grow the local tourism economy significantly due to the town's historical and military background as well as its natural environment. To exploit this potential, infrastructure and services need to be developed to cater for a market of visitors with medium to high disposable incomes and develop a more engaging visitor experience based on the towns heritage and arts assets with the development of a landmark visitor attraction e.g. Berwick Heritage Hub, supported by a range of complimentary attractions e.g. the Quayside, enhanced interpretation and underpinned by an improved food and drink offer delivered within a high-quality setting.

'Market Town Welcome' the Destination Management Plan (DMP) for Berwick was produced in 2008, many of the report's findings remain valid and recommendations relevant. The Plan includes a vision for Berwick as a visitor destination, which is:

By 2018 Berwick will have an international profile as the destination where England meets Scotland and the River Tweed meets the sea. Visitors will come to learn about its rich heritage as an ancient crossing place with three dramatic bridges and unique Elizabethan walls built to protect this much fought-over town. Visitors follow in the footsteps of Lowry, attracted by the superior quality of the light, to enjoy the stunning views of the river, estuary and sea and the distinctive skyline of the town itself. A thriving artistic community and distinctive retail and food and drink sectors enliven the well maintained historic environment, which together give Berwick the feel of a mini Mediterranean principality.

The objectives of the Destination Plan are to:

- Strengthen Berwick's identity and profile as an attractive and uniquely interesting visitor destination;

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- Broaden Berwick's visitor market and attract more upmarket, higher spending visitors, to complement the more traditional budget holiday market which will continue to be an important part of the visitor economy;
- Establish Berwick as a year-round destination encouraging short breaks throughout the year;
- Develop a sustainable visitor economy offering excellent service, customer care and value for money;
- Increase visitor satisfaction levels which will extend their length of stay, encourage repeat visits and recommendations;
- Better promote and enable visitors to enjoy the natural and built heritage in and around Berwick;
- Widen the range and improve the quality of the retail and food and drink offers in the town;
- Encourage more visitors to walk, cycle and use public transport;
- Encourage new business investment; and
- Encourage and support collaboration between local organisations and businesses to enable joint delivery of the actions.

The Destination Plan for Berwick sets out ambitious plans for the town cover the period to 2018 and contains a range of proposals which collectively will establish Berwick as a high-quality visitor destination delivering a good quality visitor experience. While progress in achieving some of these objectives has been slow they largely remain relevant and have informed the planned interventions of this economic plan.

### *Interventions will include:*

- Creating, and supporting the adoption of, a brand identity to position Berwick as an international and domestic destination complementary to the other market towns in Northumberland and the Eastern Borders.
- Improving product development activities utilising the towns heritage assets as a great 'walled' town and including culture assets such as the Lowry Trail and Berwick Film Festival
- Securing new investment in key locational assets and focussing on the proposed £15m

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Borders Heritage Hub at Berwick Barracks

- Ensuring the town provides effective wider leisure and sports facilities to underpin the tourism offer
- Capitalising on the towns location as a border town to boost the arts and food & drink offers
- Marketing and promoting Berwick as a destination to DMP target markets building on the current visitor profile
- Co-ordinating the towns offer to promote Berwick as a key destination (it is always in the top 10 most popular pages on visitnorthumberland.com partnering closely with local organisations and County tourism support to source up to date stories, content and imagery
- Working with the Northumberland Group Travel Partnership to provide a coordinated product attractive to international group travel providers
- Linking specialist food suppliers with hoteliers and event managers working with the 'Produced in Northumberland' project
- Enhancing existing recreational routes through improved interpretation and develop an enhanced recreational network,
- Enhancing the town centre public realm to create a quality and adaptable 'shared space' to enable an enhanced events calendar and develop the 'early evening' economy,
- Establishing a designated 'Visitor' car park as part of a parking assessment and exploring the development of a 'Park and Ride' facility,
- Developing an options appraisal for the Quayside to shape a Coast & River regeneration proposal to better connect the town to its river and coastal environments and develop the economic potential of the Quayside,
- Exploring the development of a Woodland/Environmental Education facility alongside the River Tweed.

### ***Priority Theme 4: Investing in Infrastructure***

As England's most Northerly town Berwick provides a strategically important opportunity for growth however at present growth is constrained by limitations on the infrastructure of the town and this is a major priority to enable development in the future.

Good quality and robust transport infrastructure across road, rail and sea is critical to maintaining

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and developing Berwick's prospects for economic growth. Viable transport networks are essential for the movements of raw materials, goods and services, labour and visitors within and throughout the area. The Port of Berwick is committed to a major refurbishment of facilities in order to secure and expand operations and has now received a major funding commitment of £2M. The town looks forward to the economic benefits of the investment in improvements to the A1, the redevelopment of the Port of Berwick and enhanced rail services following the ScotRail announcement that 70 brand new electric trains will be rolled out by December 2018 on a number of routes in Central Scotland, including Edinburgh Waverly to North Berwick/ Dunbar/ Berwick.

The quality of built infrastructure is equally important. Businesses require premises which are fit for purpose, adaptable to changing practices and energy efficient in order to contribute positively to productivity. Equally residents want access to a housing stock which provides secure, comfortable and energy efficient homes.

Collectively this infrastructure forms the built fabric of the town sitting alongside and within Berwick's walls and ramparts. As such the condition of Berwick's infrastructure and built fabric contribute to a perception of the town and represent a barometer to judge the level of economic prosperity of the area. The quality of public realm space contributes significantly to this overall perception which may be 'unattractive' in an aesthetic sense for the visitor and as a measure of economic vitality 'unattractive' to a potential investor.

As noted previously, Berwick Market Town Benchmarking 2013, the offer of Berwick town centre was viewed by the majority of town centre users as 'Poor' or 'Very Poor'. When asked specifically about the physical appearance of Berwick 74% of town centre users felt the town's physical appearance was either 'Poor' (51%) or 'Very Poor' (23%). This figure is 48% higher than the National Small Towns Average.

Located principally within the walls and ramparts the town centre is an integral part of the Berwick 'offer' and its enhancement will be an essential contribution to delivering a quality visitor experience, supporting the level of retail employment, developing the local food offer and developing a more varied retail offer.

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*Interventions will include:*

- Developing the infrastructure and trading potential of Berwick Port,
- Develop new Public Realm activity to improve the town centre and strategic gateways into Berwick
- Developing the towns Market offer, re-establish a Farmers Market, as part of the enhanced events calendar, promoting the local Food and Drink offer,
- Work with Virgin Trains on additional parking at the railway station and the access from the train to the town.
- Supporting investment to the A1 including the existing proposals for partial dualling and route improvements and continuing to press for full dualling,
- Delivering economic growth and excellent services in Berwick as part of the Market Towns Initiative.
- Investing and supporting business, commercial and residential developments including major developments on Walkergate and the redevelopment of the historic Cowes Buildings.
- Delivering integrated customer service facilities in partnership using the new Berwick Library and McDonald House.
- Developing new leisure facilities at The Swan Centre.
- Progressing plans for town centre transport network and parking improvements including further development of coach parking.
- Exploring the development of a district heating scheme as a stimulus for building/property refurbishment.

## Delivering the Plan

### Key Projects

The investment programme is grouped under the four **Priority Theme** headings detailed above.

#### *Priority Theme 1: Investing in Business*

To address the challenges faced by businesses in Berwick the Economic Plan proposes the delivery of an investment programme package of projects.

Overall the programme will support inward investment ambitions by delivering physical improvements to key employment sites ensuring they offer efficient infrastructure, contributing to business productivity, and an attractive working environment. Building on the Enterprise Zone offer of The Ramparts Business Park a Food Enterprise Zone will be developed, around the cluster of food processing and manufacturing business, contributing to the inward investment marketing offer.

Building on the Business Northumberland offer of bespoke activity to support Berwick businesses and potential entrepreneurs with Finance for Business, Leadership and Management, Growing Existing and Entering New Markets and Employment and Training will be a range of activities which will promote business networking and support joint working and collaboration and could include: Innovation and Product development, Productivity advice, Networking and the development of Sector Alliances.

Reflecting the Berwick business base, the sectoral focus will include; Food, Manufacturing, Retail, Tourism, Knowledge Based Services and Public sector e.g. health and social care.

<b>Economic Plan Theme</b>	<b>Investing in Business Project</b>
<b>Project</b>	Industrial Estate Improvement Programme
<b>Partners</b>	Arch, Chamber of Trade, NCC, Businesses
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018 – 2018/2019

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<b>Funding/Status</b> <b>Secured (S)/Bid (B)</b>	£200,000 B
<b>Outputs</b>	Improved public realm, greater confidence for resident businesses, new businesses attracted

<b>Economic Plan</b> <b>Theme</b>	<b>Investing in Business Project</b>
<b>Project</b>	Food Enterprise Zone (FEZ) and Network
<b>Partners</b>	Arch, Chamber of Trade, Northumberland College, Businesses
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2018/2019 2019/2019
<b>Funding/Status</b> <b>Secured (S)/Bid (B)</b>	£50,000 (B)
<b>Outputs</b>	Businesses supported. Town and producer profiles raised, marketing capacity enhanced and new products developed. New networks established, new markets developed and producer skill development.

<b>Economic Plan</b> <b>Theme</b>	<b>Investing in Business Project</b>
<b>Project</b>	Business Support and Procurement
<b>Partners</b>	Arch, Chamber of Trade, Northumberland College, Businesses
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018-2018/2019
<b>Funding/Status</b> <b>Secured (S)/Bid (B)</b>	£60,000 (B)
<b>Outputs</b>	Businesses supported. New networks established, owner/management capacity developed, workforce and marketing development.

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### *Priority Theme 2: Investing in a skilled workforce*

To address the need for developing a skilled workforce in Berwick the Economic Plan proposes the delivery of an investment programme package of projects.

Critical to this ambition is the development of a New Skills Centre located centrally within the Town. This will improve access to training and skills development for the residential population and overcome employers concerns over lost productivity, due to the current time and distance requirement to access quality training provision.

The development of an Employer Led Skills Programme will ensure training and skills development will enable the growth and development of the local economy. This will look to inspire local young people to explore work as an alternative to higher education through an effective school leaver scheme, employer led Apprenticeships and talent development.

Working collectively with the towns businesses will enable the development of initiatives to address concerns relating to workforce resilience and succession planning and begin to develop a number of career pathways through the local economy further building the quality of the work offer to local residents and the skill and talent set making the town more attractive to inward investors.

Working jointly with business will develop confidence within the business community enabling the development of a business 'Ambassadors' approach where business leaders can promote Berwick as a business base through their established networks and contacts.

<b>Economic Plan Theme</b>	<b>Investing in a Skilled Workforce</b>
<b>Project</b>	Skills Centre
<b>Partners</b>	Northumberland College, Community Trust, NCC
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017 – 09.2018

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<b>Funding/Status Secured (S)/Bid (B)</b>	Total cost £850K. £150K Secured, £700K bid. Majority expected private sector.
<b>Outputs</b>	New fit-for-purpose post 16 education facility. Increased student numbers leading to improved financial sustainability and broader curriculum offering. Enhanced ability to meet aspirations of students and employers. Improved quality of life offer for residents through enhanced lifelong learning opportunities. Improved skill levels in local workforce and greater business productivity.

<b>Economic Plan Theme</b>	<b>Investing in a Skilled Workforce</b>
<b>Project</b>	Employer Led Skills Programme
<b>Partners</b>	Northumberland College, Arch, Schools, Chamber of Trade, Businesses
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018 – 2018/2019
<b>Funding/Status Secured (S)/Bid (B)</b>	£60k over 2 years (B)
<b>Outputs</b>	Increased take up of Apprenticeships. Established network of schools and employers, better understanding of mutual needs and capabilities. Four sector led training projects established. Workforce capacity increased.

### ***Priority Theme 3: Investing in Destination Tourism***

To ensure Berwick gains the maximum economic benefit from tourism, establishing the town as a 'destination' providing a good quality visitor experience, the Economic Plan proposes the delivery of an investment programme package of projects.

The establishment of a brand identity for Berwick will be critical in communicating the towns enhanced 'destination' offer. This brand identity will be developed as part of the delivery of a local

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Destination Management function to ensure the new Berwick visitor offer is effectively marketed and promoted. This will include creating and refreshing a range of marketing and promotional materials, ensuring the currency of website content and developing the current shoulder season festivals programme into a more frequent offer with a range of 'taster' events focused on heritage, culture, arts and food and drink.

The development of a 'landmark' visitor attraction to draw visitors into the town will be achieved through the proposed development of the Borders Heritage Hub located at Berwick Barracks. In total the redevelopment of the Barracks is estimated to cost £15 Million and will be a significant attractor for the heritage visitor market underpinning the offer of the 'historic market town'. Broadening the visitor offer will be progressed through the development of a complimentary proposal for the regeneration of the Quayside as part of a wider approach which reflects and strengthens the connections between the town the river and the coast.

The proposed expansion of The Maltings, the principal cultural facility in the area, to provide a year-round cinema offer, events and conferencing space and the development of both leisure facilities, at the Swan Leisure Centre, and cultural and arts facilities with the proposed development of the Gymnasium Gallery will play a significant role in broadening the visitor offer and delivering an enhanced range of 'wet weather' attractions.

Connecting visitors to the dispersed attractions across the town is essential to both gain the maximum economic benefit from tourism and demonstrate the variety of experiences and attractions available. New trail development will be undertaken, exploiting visitor interests in walking and cycling, supported by improved 'engaging' marketing materials and enhanced signage and interpretation, e.g. Lowry Trail enhancements Phase II.

<b>Economic Plan Theme</b>	<b>Investing in Destination Tourism</b>
<b>Project</b>	Local Destination Management function
<b>Partners</b>	Businesses, Northumberland Tourism, Town Council, Chamber of Trade, Community Trust, NCC.

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<b>CCT Role</b>	Project Deliverer. Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018 – 2019/2020
<b>Funding/Status Secured (S)/Bid (B)</b>	£100,000 p.a. (3 years) (B)
<b>Outputs</b>	Coherent branding for the town. An enhanced visitor website and improved content. A range of new and improved marketing and promotional materials. New events calendar will be developed (six per year). Greater exploitation of digital marketing channels and enhanced business marketing capability.

<b>Economic Plan Theme</b>	<b>Investing in Destination Tourism</b>
<b>Project</b>	Borders Heritage Hub
<b>Partners</b>	English Heritage, Woodhorn Charitable Trust, Kings Own Scottish Borderers Association, Berwick Visual Arts, Berwick Community Trust, Town Council
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	Staged delivery. Target completion 2021.
<b>Funding/Status Secured (S)/Bid (B)</b>	Initial requirement of £90k to progress next stage of work, £45k secured. £15M for full delivery of entire proposal, delivery is expected to be staged.
<b>Outputs</b>	Regionally significant visitor destination telling the story of Berwick and the Borderlands. Revitalised Barracks complex incorporating modern amenities and providing a permanent home to resident museums and the Berwick Archive. Diverse programme of events and both temporary and permanent exhibitions. Significant uplift in visitor numbers and creation of jobs.

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<b>Economic Plan Theme</b>	<b>Investing in Destination Tourism</b>
<b>Project</b>	Quayside/Coast & River Corridor Project
<b>Partners</b>	Homes & Communities Agency, Town Council, NCC, Arch, Community Trust, Residents Association
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018
<b>Funding/Status Secured (S)/Bid (B)</b>	£10,000 (S) for mooring study. Additional funding needs will develop as feasibility work is completed.
<b>Outputs</b>	Completed feasibility study for pontoon moorings. Scoping and options appraisal undertaken to develop Quayside / Coast / River project proposal. Explore opportunities to develop community woodland and environmental education services along the Tweed corridor. Possible asset transfer or lease of woodland and development of educational facility.

<b>Economic Plan Theme</b>	<b>Investing in Destination Tourism</b>
<b>Project</b>	Enhanced cultural facilities offer
<b>Partners</b>	Berwick Visual Arts, English Heritage, The Maltings, NCC,
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018
<b>Funding/Status Secured (S)/Bid (B)</b>	£650k (B) at Gymnasium. £250k (B) at Maltings
<b>Outputs</b>	Refurbished Gymnasium Gallery operating within the Barracks complex to modern gallery standards and delivering a year-round programme of temporary exhibitions to 10,000 additional visitors per year.  The refurbishment and expansion of the Maltings will generate £150k additional annual revenue, enable an additional 350 events per annum

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	and support 2 new apprenticeships. The long-term sustainability of the Maltings Trust will be secured alongside resident private businesses and social enterprises.
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<b>Economic Plan Theme</b>	<b>Investing in Destination Tourism</b>
<b>Project</b>	Trails, Signage & Interpretation Project
<b>Partners</b>	NCC, Town Council, Community Trust
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018-2018/2019
<b>Funding/Status Secured (S)/Bid (B)</b>	£100,000 (B)
<b>Outputs</b>	Improved legibility of town centre for residents and visitors. New trails provide opportunity and motivation to explore town generating more visitors and increased spend. Improved interpretation leads to enhanced visitor experience.

### ***Priority Theme 4: Investing in Infrastructure***

To ensure Berwick benefits from good quality transport and built infrastructure which contributes to and enhances the quality of the built fabric the Economic Plan proposes the delivery of an investment programme package of projects.

Transport infrastructure will be improved with the redevelopment of the Port of Berwick through a scheme which will redevelop the Tweed dock jetty and groyne. Commitment of funding of £2m has already been secured and the Port is now working to secure the necessary match funding and deliver the project. The rebuilding of the jetty and groyne will protect the Port's ability to service existing traffic, secure jobs and contracts and preserve the ability of local businesses to utilise the facility. The refurbished facilities will enable the port to agree new contracts and expand its business base for a range of local producers and manufacturers transporting bulk materials.

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Improvement to the town centre fabric and quality of space will be important to maintain and develop the retail offer. The establishment of a flexible 'shared space' which can accommodate a variety of uses including an improved market offer and an enhanced Food and Drink, Heritage, Arts and Culture events programme and which can adapt to changing patterns of shopping, e.g. recreational retail, will be essential. Enhancing the retail offer will include measures such as shop front improvements, window displays, retail campaigns and the development of discount and loyalty schemes.

Accessibility and car parking provision will be important in enhancing town centre vitality and viability, balancing the need to maintain provision for town centre workers whilst creating capacity for those who want to visit Berwick and travel by car. The actions promoted will be guided by the outcomes of a Parking Study.

The quality of public space is recognised as important to supporting both the quality visitor experience offer and the ambition to attract inward investment to the town. A range of public realm improvements will be undertaken throughout the town to complement work in the town centre, these include enhancements to strategic gateways, key transport corridor improvements, street scene and heritage led developments.

Collectively these public realm improvements will begin the creation of a 'green infrastructure' network throughout the town. This will build on the restoration of Castle Vale and Coronation Parks, funded by the Heritage Lottery and Big Lottery Funds, and capture the developing opportunities arising from sites such as The Goodie Patch and connect to the environmental improvements delivered through project outcomes e.g. Barracks. This developing green infrastructure network will be further supported through the Trail, Signage & Interpretation Project and will underpin the desire to improve the connectivity between the town and the River, a key component of the Quayside/Coast & River Project. Overall this 'green infrastructure' network will deliver an additional recreational offer, adding to the sense of place, enhancing the visitor experience and will support the package of project investments across the Priority Themes of the Economic Plan.

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<b>Economic Plan Theme</b>	<b>Investing in Infrastructure</b>
<b>Project</b>	Port of Berwick Redevelopment
<b>Partners</b>	Port of Berwick, NCC, Community Trust
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	09.2019 09.2019 September 2019
<b>Funding/Status Secured (S)/Bid (B)</b>	£2 Million (S) £1 Million (B)
<b>Outputs</b>	Port infrastructure redeveloped. 10 jobs secured. 70 additional jobs created.

<b>Economic Plan Theme</b>	<b>Investing in Infrastructure</b>
<b>Project</b>	Town Centre Improvements
<b>Partners</b>	NCC, Chamber of Trade, Town Council,
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018 – 2019/2020
<b>Funding/Status Secured (S)/Bid (B)</b>	£1 Million (B)
<b>Outputs</b>	Improved public realm, businesses supported, greater confidence for resident businesses, new businesses attracted

<b>Economic Plan Theme</b>	<b>Investing in Infrastructure</b>
<b>Project</b>	Public Realm Improvements
<b>Partners</b>	NCC, Chamber of Trade, Town Council,
<b>CCT Role</b>	Partner liaison. Project support and review.
<b>Timescale</b>	2017/2018 – 2021/2022

## Berwick-upon-Tweed Economic Plan

<b>Funding/Status</b>	£1 Million (B)
<b>Secured (S)/Bid (B)</b>	
<b>Outputs</b>	Improved public realm, greater confidence for resident businesses, new businesses attracted

### Short Term Goals/Actions

Our activities for the first six months will therefore comprise:

#### Establishing the team:

Following on from the consultation work and discussions undertaken in developing the Economic Plan it is intended to extend the CCT Partnership base, as proposed. The CCT Partnership will therefore be developed either as an unincorporated collective or as a more formal structure, should that be necessary to take any of our proposed actions forward.

The Partnership will develop and agree Terms of Reference for the CCT and set up a calendar of meetings for both the Partnership and any identified 'task and finish' sub groups addressing specific issues within the Economic Plan.

#### Communications:

A priority for the CCT Partnership will be to ensure the effective dissemination of the Economic Plan. This will include direct contact with those consulted during the consultation processes, making the Plan available through Partner websites, requesting organisations across Berwick disseminate the Plan through their newsletters and communications networks and developing media coverage through the Berwick Advertiser.

The CCT Partnership will utilise the Community Trust website and existing communication channels including social media. CCT Partners will report on progress to the Town Council through their public meetings and ask all partners and team members to report to their stakeholders.

In addition, the CCT will use some of the CCF grant money to publish printed matter and to host public events, both for the general public, and also targeted at particular sections of the community such as employers.

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### Supporting projects:

The Partnership will support project proposers in establishing appropriate sources of funding and developing project proposals which will contribute to the delivery of the Economic Plan.

### Project Pipeline:

The Partnership will promote the availability of grant funding regimes to stimulate the interest of potential project proposers to develop project proposals contributing to the delivery of the Economic Plan. This will be achieved through established communications channels.

### Early success:

Using resources made available through the CCF priming grant the partnership will agree on the support of a small number of projects capable of providing early success in order to demonstrate the value of the Economic Plan, build confidence and stimulate interest in local project development.

### Funding for CCT Capacity:

The Partnership will develop a proposal for funding in order to develop the capacity of the CCT. The Partnership recognise that capacity will be required within the CCT to enable the effective delivery of a 'catalyst' function- stimulating the development of projects and initiatives which will enable the delivery of the Economic Plan.

### Short term performance measures

Activity	Target	Date Achieved
Establishing the team:	Increase CCT Partnership membership, reflecting Economic Plan priorities	May 2017 2017 2017
	Maintain currency and validity of Economic Plan	Ongoing
Communications	Complete dissemination of Economic Plan	May 17 May 17 May 17
	Hold dissemination and Project Pipeline Event	June 17 June 17

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<b>Supporting Projects</b>	Support project proposers and deliverers in the development and delivery of projects and initiatives	Ongoing
<b>Project Pipeline</b>	Run Project Pipeline Consultation Event	June 01/06/17
	Establish 4 Task & Finish Groups to review Plan Priorities and develop project proposals	July 01/07/17
<b>Quick win Project(s)</b>	Complete the delivery of quick win projects programme	October 01/10/17
<b>CCF Application</b>	Develop CCF Application based on Economic Plan proposals	01/08/17
<b>CCT Capacity</b>	Develop a proposal to secure funding to build capacity within the CCT.	01/08/17

### Medium Term Goals/Actions

The current planned medium term actions (up to 5 years) comprise:

#### ***Priority Theme 1: Investing in Business***

***Industrial Estate Improvement Programme:*** Completion of physical infrastructure improvement works, environmental enhancements. Improvement programme referenced as part of business inward investment promotional materials.

***Food Enterprise Zone (FEZ) and Network:*** Established and promoted a FEZ, developed collaborative working amongst food producers and manufacturers and strengthened links with the local Food & Drink retail offer.

***Business Support and Procurement:*** Developed a range of sector specific networks and established a number of joint working projects amongst business to improve productivity.

#### ***Priority Theme 2: Investing in a skilled workforce***

***Skills Centre:*** Established a local Skills Centre and improved access to training.

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***Employer Led Skills Programme:*** Established an Employer Led Skills Programme including a school leaver scheme and employer led Apprenticeships.

### ***Priority Theme 3: Investing in Destination Tourism***

***Local Destination Management function:*** Established a new 'brand' and effectively communicated the new marketing profile for Berwick as a quality visitor destination delivering a quality visitor experience and established a varied and regular events calendar.

***Borders Heritage Hub:*** Completed development of Berwick Barracks and the establishment of the Borders Heritage Hub.

***Quayside/Coast & River Project:*** Completed scoping and feasibility work and developed a funding proposal.

***The Maltings & Gymnasium Arts & Culture Centre:*** Completed development of new arts and cultural facilities.

***Trails, Signage & Interpretation Project:*** Established and promoted a local network of footpaths and cycle routes, enhanced interpretative materials and improved traffic and pedestrian signage.

### ***Priority Theme 4: Investing in Infrastructure***

***Port of Berwick Redevelopment:*** Completed the redevelopment of the Port.

***Town Centre Improvements:*** Completed a programme of physical and built environment improvements to create an attractive and adaptive town centre space capable of hosting an enhanced Market offer and a regular events calendar.

***Public Realm Improvements:*** Completed a range of physical and built environment improvements across the town focused on key transport gateways and corridors.

Medium term performance measures

Activity	Achievements (Outputs)	Date Achieved
<i>Priority Theme 1: Investing in Business</i>		
<i>Industrial Estate Improvement Programme</i>	Improved public realm, greater confidence for resident businesses, new businesses attracted.	April 2019
<i>Food Enterprise Zone (FEZ) and Network</i>	Businesses supported. Town and producer profiles raised, marketing capacity enhanced and new products developed. New networks established, new markets developed and producer skill development.	April 2019
<i>Business Support and Procurement</i>	Businesses supported. New networks established, owner/management capacity developed, workforce and marketing development. New networks established, businesses supported	April 2019
<i>Priority Theme 2: Investing in a skilled workforce</i>		
<i>Skills Centre</i>	New fit-for-purpose post 16 education facility. Increased student numbers leading to improved financial sustainability and broader curriculum offering. Enhanced ability to meet aspirations of students and employers. Improved quality of life offer for residents through enhanced lifelong learning opportunities. Improved skill levels in local workforce and greater business productivity.	September 2018
<i>Employer Led Skills Programme</i>	Increased take up of Apprenticeships. Established network of schools and employers,	April 2019

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<p>Priority Theme 3: Investing in Destination Tourism</p>	<p>better understanding of mutual needs and capabilities. Four sector led training projects established. Workforce capacity increased.</p>	
<p><i>Local Destination Management function</i></p>	<p>Coherent branding for the town. An enhanced visitor website and improved content. A range of new and improved marketing and promotional materials. New events calendar will be developed (six per year). Greater exploitation of digital marketing channels and enhanced business marketing capability.</p>	<p>April 2020</p>
<p><i>Borders Heritage Hub</i></p>	<p>Regionally significant visitor destination telling the story of Berwick and the Borderlands. Revitalised Barracks complex incorporating modern amenities and providing a permanent home to resident museums and the Berwick Archive. Diverse programme of events and both temporary and permanent exhibitions. Significant uplift in visitor numbers and creation of jobs.</p>	<p>January 2022</p>
<p><i>Quayside/Coast &amp; River Project</i></p>	<p>Completed feasibility study for pontoon marina scoping and options appraisal undertaken to develop Quayside / Coast River project proposal.</p>	<p>April 2018</p>
<p><i>Enhanced Cultural Facilities Offer</i></p>	<p>Refurbished Gymnasium Gallery operating within the Barracks complex to modern gallery standards and delivering a year-round programme of temporary exhibitions to <b>10,000 additional visitors per year</b>. The refurbishment and expansion of the</p>	<p>January 2019</p>

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	Maltings will generate £150k additional annual revenue, enable an additional 350 events per annum and support 2 new apprenticeships. The long-term sustainability of the Maltings Trust will be secured alongside resident private businesses and social enterprises.	
<i>Trails, Signage &amp; Interpretation Project</i>	Improved legibility of town centre for residents and visitors. New trails provide opportunity and motivation to explore town generating more visitors and increased spend. Improved interpretation leads to enhanced visitor experience.	<b>April 2019</b>
<i>Priority Theme 4: Investing in Infrastructure</i>		
<i>Port of Berwick Redevelopment</i>	Port infrastructure redeveloped. 10 jobs secured. 70 additional jobs created.	September 19
<i>Town Centre Improvements</i>	Improved public realm, businesses supported, greater confidence for resident businesses, new businesses attracted	<b>April 2020</b>
<i>Public Realm Improvements</i>	Improved public realm, greater confidence for resident businesses, new businesses attracted	<b>April 2022</b>

### Long Term Goals and Actions

The Economic Plan will contribute to the following long-term outcomes over the next 10 years:

- Increased the number of full time, well paid local job opportunities;
- Increased and diversified the local business stock;
- Improved the local skill set and developed a resilient workforce;
- Established Berwick as a visitor destination delivering a good quality visitor offer and

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experience;

- Increased visitor footfall and spend per head;
- Increased and diversified the town centre retail offer;
- Enhanced the quality of the built environment and the built fabric, and
- Increased community participation and enhanced community 'spirit'.

### Barriers to Delivery

Barrier	Implication	Contingency
CCT Resourcing	The current CCT Partnership operates as a collective and has access to limited, mostly 'in kind' resources which will limit CCT functionality to a core function limiting a potential 'game changing' role.	CCT Partners will commit to in kind support to ensure the core function of the CCT will be delivered. Funding for a higher-level functioning CCT will be sought through the development of a funding proposal or through project funding contributions.
Bid Capacity	As funding opportunities are identified and developed the development of successful bids may be limited by the relatively small pool of organisations with successful bidding track record.	The CCT will promote available sources of funding through supporting project proposers and sharing experience will build and expand bidding capacity, improve the prospects of securing project funding.
Leadership	To date projects and initiatives have been delivered in a piecemeal fashion by a range of organisations and have failed to achieve the critical mass of demonstrated change.	The CCT will be the focal point for local regeneration and will provide leadership for the collective and collaborative project development and delivery creating a project delivery momentum and visible improvements and change.
Cynicism	Berwick has experienced a plethora of studies over recent	The CCT will develop effective public communication channels to report on the

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<p>years; many recommendations remain valid yet undelivered developing a sense of defeatism and thwarted aspiration.</p>	<p>implementation of the Plan. The delivery of a well promoted 'quick wins' package of projects will be undertaken to build confidence in and enthusiasm for the CCT.</p>
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### Project Costs and Funding

Summary costs shown below are indicative, based on actual (S) planned activity and proposed (B) project activity over the five-year investment programme identified.

Activity	Capital	Revenue
<i>CCT Partnership</i>		
<i>CCT Capacity</i>		£60,000 (B)
<i>Priority Theme 1: Investing in Business</i>		
<i>Industrial Estate Improvement Programme</i>	£200,000 (B)	
<i>Food Enterprise Zone (FEZ) and Network</i>		£50,000 (B)
<i>Business Support and Procurement</i>		£60,000 (B)
<i>Priority Theme 2: Investing in a skilled workforce</i>		
<i>Skills Centre</i>	£850,000 (B)	
<i>Employer Led Skills Programme</i>		£60,000 (B)
<i>Priority Theme 3: Investing in Destination Tourism</i>		
<i>Local Destination Management function</i>		£300,000 (B)
<i>Borders Heritage Hub</i>	£15 Million (B)	
<i>Quayside/Coast &amp; River Project</i>		£10,000 (S)
<i>Enhanced Cultural Facilities Offer</i>	£900,000 (B)	
<i>Trails, Signage &amp; Interpretation Project</i>	£100,000 (B)	

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<i>Priority Theme 4: Investing in Infrastructure</i>		
<i>Port of Berwick Redevelopment</i>	£2.98Million (S)	
<i>Town Centre Improvements</i>	£1 Million (B)	
<i>Public Realm Improvements</i>	£1 Million (B)	

The Economic Plan will be delivered through a range of project interventions and investments. Projects will each develop and secure a funding package to enable delivery.

The CCT will advise and support project deliverers in the development of deliverable propositions to access a range of key investment funds including future Local Growth Fund (LGF) allocations, existing European funding programmes - European Social Fund (ESF), European Regional Development Fund (ERDF), European Agricultural Fund for Rural Development (EAFRD), and their successor funds, Coastal Communities Fund and Lottery funds.

The CCT through its partners delivering business and community support will promote the availability of available grant funding regimes in order to stimulate and maintain a delivery pipeline of projects.

### **CCT Operation**

#### **Management of the Team**

The CCT is a new partnership embracing the structures and relationships of other effective local networks and groupings. Through the availability of a CCF priming grant and administrative support from Berwick Community Trust the CCT has developed the Economic Plan and through engaging with local community groups and businesses has developed its partner and stakeholder base.

The CCT is committed to reviewing its governance and establishing clear terms of reference for its work at the earliest opportunity. The Team is initially chaired by the Chief Executive of the Community Trust which currently operates as the 'secretariat' for the CCT.

The activity profile of the CCT will vary over time given access to resources and capacity. The 'core'

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function of the CCT, maintaining partnership coordination and networking, will be delivered by the Community Trust supported by 'in kind' contributions from the CCT partnership. With resources and capacity, the CCT will develop its 'catalyst' function - stimulating the development of projects and initiatives which will enable the delivery of the Economic Plan.

A resourced CCT will undertake an active project development and coordination role, supporting project applicants and project deliverers, actively communicating and promoting local projects and initiatives and monitoring, reviewing and evaluating project delivery.

Through its 'core' function the CCT Partnership will provide local oversight of the issues raised within the Economic Plan and provide the base for coordinated responses to challenges and issues as they arise. Whilst the CCT itself is not structured as a delivery body, given resourcing, the Team will take on 'task and finish' activities which provide a stimulus to the implementation of the Economic Plan and contribute to achieving the Plans objectives.

### Resources and Costs

The CCT benefits from the support of Northumberland County Council, Berwick Town Council and Berwick Community Trust. Through the availability of a CCF priming grant and considerable in kind administrative support from Berwick Community Trust, the CCT has developed and delivered a 'catalyst' function in establishing the Economic Plan. Beyond this priming phase, it is anticipated that the CCT will continue a partnership management and networking function on a voluntary basis. The CCT is committed to seeking funding to support its operation and impact where possible.

The CCT will take a project led approach to minimise revenue costs and maximise the delivery impact of funding and investment to implement the Economic Plan.

With resources and capacity, the CCT will develop and deliver its 'catalyst' function - stimulating the development of projects and initiatives which will enable the delivery of the Economic Plan. Adequately resourced the CCT can undertake an active project development and coordination role, supporting project applicants and project deliverers, actively communicating and promoting local projects and initiatives, monitoring, reviewing and evaluating project delivery, identifying delivery 'gaps' and maintain the currency and validity of the Economic Plan.

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As an entity, the activity profile of the CCT will vary over time. The CCT may become a project deliverer and therefore be able to absorb some administrative costs from project funding. The essential CCT 'core' function, partnership coordination and networking, will remain throughout and is likely to be resourced through an administrative contribution from successful project applications.

### Impact and Value

At this stage, it is not possible to provide a projection of the quantitative and qualitative impacts and benefits of implementing the Economic Plan over an initial five-year period, particularly as this coincides with a period of significant economic uncertainty due to Brexit. The Plan itself has been developed as a 'living' dynamic document with the CCT providing a vehicle to stimulate project development activity in response to both current and arising opportunities and challenges.

Adopting a project led approach will result in a value for money discipline, an assessment required by all funders, being applied to each individual project as it is brought forward. Successful funding applications will be determined to have addressed these criteria and therefore contribute 'value' to the Economic Plan.

Aside from project reporting outputs, to funders, the CCT will develop a monitoring and evaluation framework to ensure project outputs and outcomes are captured as a direct contribution to the implementation of the Economic Plan. This approach will enable the CCT to continuously review the impact of the Plan and promote and develop interventions to any identified delivery gaps.

Given the Priorities of the Economic Plan the CCT will closely monitor a number of key output measures including:

- Number of businesses receiving support and new business starts leading to increased **employment** in the area,
- New training places for young people, trainees gaining qualifications and uptake of Apprenticeships enhancing the areas **skills** base,
- Increased **profitability** in businesses, reflected in increased GVA for the locality;
- New tourism events and facilities supported, increase in visitor numbers and visitor spend, to

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maximise the **visitor value** to the area,

- Public realm enhancement/creation (sq/m) and buildings improved as a measure of improving **environmental quality**,
- Number of volunteer places developed and community projects supported as a measure of **community spirit** and local **pride** in the area.

### Consultation and Engagement

The Economic Plan has been developed through a process of documentary review and data analysis underpinned by a programme of engagement and consultation with local communities, organisations and businesses within Berwick and the local area.

The programme of consultation, including two Economic Growth Workshops and a series of face to face and telephone interviews, has been undertaken to identify the economic challenges and opportunities facing the town and test the currency of recent research and the validity of proposed interventions.

The Plan has been developed as a 'living' document and the CCT propose to maintain its currency and validity through a process of continuous review supported by regular updates and progress reports disseminated through partner networks, the media and through a series of additional general, public, and sector specific workshops.

Through relationships with Northumberland County Council and Berwick Town Council and by virtue of being embedded within Berwick Community Trust the CCT has excellent linkages to local groups and organisations and national networks and through the development of the Economic Plan has developed a considerable stakeholder base.

The short-term priority for the CCT is to maintain these communication channels through the publication and circulation of the Economic Plan. CCT partners will play a key role in publicising the work of the team and the dissemination of the Economic Plan through:

- Direct contact with consultees,
- Publishing the Plan through partner and local websites,

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- Existing internal communication activities and external regional and local networks,
- Securing media coverage through the Berwick Advertiser,
- Exploiting social media channels.

The CCT will look to actively participate in the Coastal Communities Alliance network in order to exploit opportunities for peer learning and knowledge transfer.

In addition, the CCT will explore using some of the CCF grant money to publish printed matter and to host public events, both for the general public, and also targeted at particular sections of the community such as employers.

### **Sustainability**

The CCT will be a catalyst for the stimulation of projects and initiatives which will enable the delivery of the Economic Plan. The actions promoted may themselves be a short-term stimulus delivered within a long-term ambition for sustained growth.

Through working with a range of appropriate and experienced project deliverers it is intended that market focused project interventions will be 'mainstreamed' to ensure their ongoing contribution to the local economy. All projects will be developed through a business case approach and will detail a funding exit strategy to ensure their ongoing viability, e.g. physical improvements will only be undertaken where appropriate ongoing maintenance arrangements are in place.

The collaborative project led approach proposed by the CCT is intended to support project deliverers in the development and delivery of projects which contribute to wider economic, community and environmental objectives therefore positively contributing to the sustainability of the town.

## Appendix 1

### Reference Data

Berwick-upon-Tweed Planning Area Census Profile:

[Berwick Upon Tweed Planning Area Census Profile](#)

Berwick's three wards:

<https://www.nomisweb.co.uk/reports/lmp/ward2011/1140851824/report.aspx?town=berwick>

<https://www.nomisweb.co.uk/reports/lmp/ward2011/1140851823/report.aspx?town=berwick>

<https://www.nomisweb.co.uk/reports/lmp/ward2011/1140851825/report.aspx?town=berwick>

Berwick-upon-Tweed Isochrone Census Factsheet:

[Berwick upon Tweed Travel Isochrone Census Factsheet](#)