



COASTAL COMMUNITY TEAMS 2017

ECONOMIC PLAN

No.	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	Sheringham CCT
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Sandra Portas Council Offices, Holt Rd, Cromer, NR279EN 01263 516208 economic.growth@north-norfolk.gov.uk
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor, community worker	Detailed membership still to be agreed but will involve representatives of the following: NNDC, Sheringham Town Council, Sheringham Chamber of Trade, Sheringham Society
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved, e.g. there may be members of the team who come in for specific projects, etc.	Still to be agreed but likely to involve local attractions and events organisers or those with a specific role in a project
4	Accountable Body	Local Authority Contact name & details	Sandra Portas Project Enabler North Norfolk District Council Does the Accountable Body have a representative on the CCT membership? Y
5	Local Area	Provide brief geographical description of the	Sheringham is a small coastal town, with a vibrant town centre, an attractive and

		locality and a brief history if relevant.	popular tourism offer and an active fishing industry.
6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	Sheringham’s resident population in 2015 was 7359, approximately 38% of whom were over 65 years of age. Nevertheless (or in some cases because of this) it maintains a wealth of facilities, clubs, shops etc. and a full calendar of events and activities. Of the 4075 dwellings in the parish, approximately 13% are second or holiday homes.
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, ‘Starting point’, i.e. where are you now?	The local economy of the town (and the District as a whole) is heavily dependent upon tourism and service sector businesses, however there is a balance with a good proportion of jobs locally within public administration and industrial sectors (including manufacturing). Unemployment is currently very low and many local employers are seeking to attract employees (particularly young people).
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	The Sheringham Chamber of Trade is very active, with a number of initiatives in train and ‘Experience Sheringham’ has just launched a new website to help promote businesses and attractions in the town. Sheringham Museum has extended and revamped its offer and the North Norfolk Railway has recently celebrated the completion of improvements and developments at Sheringham Station.
CCT Plan			
9	Ambition	A positive statement of the aims and objectives of the plan and a description of what the team will achieve by its delivery. Description of ‘what success will look like’.	<p>The Team’s draft mission statements is as follows:</p> <p><i>We are a team of people representing the diverse interests of the local community.</i></p> <p><i>We want to drive Sheringham’s economic growth and reinforce Sheringham’s appeal as a vibrant and attractive place in which to live and work</i></p> <p><i>We will do this by developing an economic plan and delivering projects within the community for the community</i></p> <p><i>We will know we have been successful if the town’s economy continues to grow, as measured by:</i></p> <ul style="list-style-type: none"> • <i>business growth and new start-ups</i>

			<ul style="list-style-type: none"> • <i>improved off-peak visitor numbers</i> • <i>employment and training opportunities</i> • <i>feedback/ public opinion</i>
10	Needs of the community and intentions of the team to meet them.	Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed (SMART).	<p>The key challenges for the local community relate to:</p> <ul style="list-style-type: none"> • Its demographic imbalance (being heavily weighted towards an elderly and increasingly aging) population • A heavy dependence upon tourism, which is highly seasonal, largely low value-added and fragile • The scarcity of skills development and meaningful employment opportunities for young people
11	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	<p>A full SWOT analysis will be undertaken once the full network is engaged in the CCT. The following is a prioritised list of key issues</p> <p>Vital</p> <ul style="list-style-type: none"> • <i>Lack of facilities for youth (advice, mentoring etc.)</i> • <i>Age of population – need to attract younger people (jobs – not just seasonal)</i> • <i>Keeping young folk in town</i> • <i>Lack of start-up/office/studio premises</i> • <i>Business centre (with good connections)</i> • <i>Wi-Fi in town centre</i> • <i>Mobile phone signal</i> • <i>Lack of hotel accommodation</i> • <i>Lack of all year round jobs in mixed economy</i> • <i>Narrow economic base</i> • <i>Better lighting in specific areas (particularly the promenade)</i> • <i>Lack of promenade businesses or water related activities</i> <p>Important</p> <ul style="list-style-type: none"> • <i>Improve children’s play facilities in town</i> • <i>Improved signage to shops, car parks etc</i> • <i>Traffic management</i> • <i>Town signage –spreading the tourists in different directions</i>

			<ul style="list-style-type: none"> • <i>Market in better position – releasing car park</i> • <i>Lack of car parking in summer season</i> • <i>Redundant buildings are an eyesore</i> • <i>Infrastructure</i> • <i>Maintain the art works (and public spaces) throughout the town – good design</i> <p>Of Concern</p> <ul style="list-style-type: none"> • <i>Improve access to sea front area – through pedestrianisation</i> • <i>Vehicular/ pedestrian conflicts - town centre pedestrianisation– also loading times</i> • <i>Access to and from A148</i> • <i>Loss of B&B/ guest houses</i> • <i>Need to encourage broad based investment</i>
12	Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i>	Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	NNDC is compiling data in relation to the District’s economy and will provide an economic profile of Sheringham in collaboration with the CCT partners.
Delivering the Plan			
13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	<p>Having such an active community, there are always a number of projects going on in Sheringham. The CCT will help coordinate and promote such activities but will also hope to achieve wider benefits from collaborative activity. The following is an example of some initiatives that will assist the CCT in its activities.</p> <ul style="list-style-type: none"> • The Sheringham Chamber of Trade will be working with Barclays Bank on a business skills competition. This year Sheringham High School students will be asked to discuss what they think would be of economic benefit to the area and what

			<p>projects could help. The 'challenge event' will be held on 21 April. The winner could do a presentation to the CCT, with a prize donated by NNDC. This could be a good source of quite different project ideas, that might be more relevant to the needs of young people.</p> <ul style="list-style-type: none"> • This challenge event has resulted in 6 highly individual potential projects which will be discussed at the next CCT meeting in October 2017. Each project's strengths and weaknesses were assessed by the students and the presentations were very well received by the CCT representatives present. • NNDC has appointed a Business & Skills Co-ordinator to work with local schools. The role involves employer engagement and supporting businesses to take on apprentices. Businesses are encouraged to work with young people to develop skills such as customer service, CV writing, interview skills. The CCT will assist in linking local businesses with local students. • NNDC has identified that North Norfolk businesses are finding difficulties in recruiting able young people. A research project is planned to survey businesses and young people in the District to better identify the problems and barriers employers are experiencing in recruiting young people and the views of young people on working in the District. The CCT will be a useful means of focusing the results of this on local needs.
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<p>The immediate activities relate to the establishment of the Team and raising awareness of it, however it is recognised that assisting in the early delivery of projects will assist in that endeavour. The Barclays Bank/ CoT/ High school Challenge will be an important means of drawing publicity to the existence and ambitions of the CCT.</p> <p>The CCT partners are therefore keen to help some emerging projects get off the ground. The most immediate include:</p> <ul style="list-style-type: none"> • A town centre Wi-Fi initiative being developed by Sheringham CoT and a local business ≈ £3K is needed to implement this.

			<ul style="list-style-type: none"> • A local diver has identified an opportunity to develop a 'snorkel trail' at Sheringham beach. This will help expand the tourism offer, assist local businesses and attract interest in the town. The trail will need support and promotion.
15	Performance measures	For first 6 months – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc	<p>Performance measures will be developed in relation to specific initiatives, as they develop. Initially, the following will provide evidence of initial outcomes.</p> <p>Availability of Wi-Fi throughout the town centre is a real possibility in the first six months. This will go hand in hand with the new Experience Sheringham website and a new town trail that is intended to draw visitors to parts of the town that have much lower footfall.</p> <p>The numbers of young people with an awareness of and interest in the economic functionality of the town and its businesses should increase as a result of the business skills competition. This will provide information on the level of engagement of young people, providing baseline data on which the CCT can build.</p>
16	Medium term goals/actions	For 6mths to 5 years	Ambitions for the medium-to-long term have yet to be determined but are likely to relate to the matters set out in 11 above.
17	Performance measures	For 6mths to 5 years – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc	Not yet established
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate. Include desired outcomes.	N/A
19	Barriers	Identify any barriers to delivering the plan	Barriers (or risks) are likely to relate mostly to the buy-in of local stakeholders, this will be mitigated by good communication within

		and if you have contingencies to manage them.	the locality and between local organisations/ partners.
20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilised and/or grown.	Yet to be determined
21	Costs	Detail of costs of each element of plan. This should describe likely spend, revenue to be raised, resources – including time for volunteers, social/virtual banking (i.e. swapping, sharing resources, skills, time, etc)	Yet to be determined
22	Funding	Identification of funding streams and how costs of project(s) will or could be met.	Yet to be determined
23	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	Yet to be determined
Communications			
24	Consultation	Describe existing results of consultations, planned consultation exercises and	A workshop was held on 20 th March 2017. This established: <ul style="list-style-type: none"> • local issues and priorities • who the CCT should engage with • project ideas • the 'mission statement' • next steps

		expressions of support.	A diary of further meetings and workshop events to undertake a SWOT analysis and develop actions and project ideas will be established shortly.
25		Describe plans to involve and inform partners and other bodies, including accountable body, DCLG and CCA.	The membership and awareness of the CCT will be developed and expanded through the preparation and implementation of a consultation strategy.
26	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes.	An engagement strategy will be developed.
27	Communications Contact	Details of local contact for comms, media and informing DCLG et al of updates, events, etc.	Sue Lawson, NNDC sue.lawson@north-norfolk.gov.uk 01263 516344
CCT Logistics			
28	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.	The team currently consists of representatives of local community and business interests. This will be expanded according to feedback resulting from the project ideas coming forward. The team is supported by Sheringham Town Council and meets at its offices. Meetings will be arranged at the mutual convenience of those involved
29	Support structure	Network of support built to enable CCT to deliver the economic plan	The organisations that currently form the backbone of the Team are committed and sufficiently resourced to steer the development and implementation of the Economic Plan.
30	Costs	Running costs of CCT itself. These may be approximate and are likely to include, purchases, admin, attendance, travel & subsistence, etc	It is likely that the administrative costs will be absorbed by the accountable body and those currently represented on the team, thus freeing up costs for project development and delivery.

31	Sustainability	Long term plan for team and how this will be managed. E.g. how are businesses sustained while giving to team, how are volunteers supported, co-funding, shared locations, etc	To be determined
32	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	To be agreed