



COASTAL COMMUNITY TEAMS 2017

ECONOMIC PLAN

No.	Heading	Detail
Key Information		
1	Name of CCT	
	South Hams Coastal Community Team	
2	Single Point of Contact (SPOC)	
	Tim Beavon The Diverse Regeneration Company CIC Okehampton Business Park Okehampton EX20 1FJ 01837 658643 07887 827325 tim@drcompany.co.uk	

3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor, community worker																																																																																				
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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.
	None identified at present	
4	Accountable Body	
	<p>South Hams District Council Darren Arulvasagam Business Development Group Manager Follaton House Plymouth Road Totnes TQ9 5NE</p>	
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.
	<p>The area, totalling 468 sq km, is defined by its nationally important high quality coastline and five estuaries, with a rolling hinterland of mixed farmland. The deeply incised landscape gives the area a strong sense of rurality and remoteness despite its proximity to the Plymouth and Torbay urban areas.</p> <p>The area is dominated by nationally important designated landscape. 91% (307 sq km) of the South Devon Area of Outstanding Natural Beauty and all of the South Devon Heritage Coast (75 km) lies within the Coastal Community area. The Area contains nearly 5,000 acres of SSSIs, three European Special Areas of Conservation, 61 Scheduled Ancient Monuments, 42 historic Conservation Areas, around 1,300 Listed Buildings, over 1,200 acres of registered Historic Parkland, 26 regionally important geological sites, five estuaries holding nearly 6,000 moorings and marina berths, 68 miles of the SW Coast Path National Trail and 18 designated bathing beaches. Some 40% of the coast is owned by the National Trust</p> <p>The coastal area supports notably rich rocky reef and foreshore communities, seagrass meadows, estuarine mudflats and saltmarshes. The majority of the area's coastal waters, including the estuaries, are formally recognised and designated as Marine Protected Areas, from marine Special Areas of Conservation to Marine Conservation Zones – and other areas are now being considered.</p>	

6	Context – community	Description of local community with demographics.															
<p>The population of the Area is 41,434. The demographic spread shows a marked under-representation of the 20-44 age group, and a higher proportion of over 60's, compared to the SW average. It is estimated that there will be a 10% increase in population over the next 15 years.</p> <p>The Area is characterised by a dispersed pattern of villages and hamlets (61% of population) while there are four market towns of Dartmouth, Salcombe, Kingsbridge and Modbury (31% of population). The settlement pattern is closely related to the physical geography, with the market towns situated on and around the estuaries, and the villages spread out in the agricultural landscape. Population density across the area is 0.9 persons per hectare compared to an average for the South West region of 2.2 persons per hectare.</p> <p>There is a tradition of community self-help and co-operation, with a Local Action group, neighbourhood plan groups, estuary community forums, amenity groups, the AONB Partnership and economic sector groups all having established a track record of effective working partnerships.</p> <p>Village life is thriving, and the dispersed pattern of settlements, hamlets and farmsteads look to their market towns for services. Despite significant recent in- and out- migration, the Area retains a strong cultural identity centred on agriculture (agricultural shows, farm visits, orchard wassails), water (regattas, races, boating, fishing), village life (fetes, village shows, festivals) and visual and performing arts (art festivals, galleries, music festivals). These derive from the strong sense of place, of local identity and traditional economic activity.</p>																	
7	Context – economy	Local economy, e.g. business, tourism, manufacture, etc, 'Starting point', i.e. where are you now?															
<p>In terms of economic activity of the area's population has the following significant variances from the South West region average:</p> <table border="1" data-bbox="272 1601 1401 1843"> <thead> <tr> <th data-bbox="272 1601 855 1680">% population aged 16 to 74</th> <th data-bbox="855 1601 1141 1680">South Hams CCT area</th> <th data-bbox="1141 1601 1401 1680">South West Region</th> </tr> </thead> <tbody> <tr> <td data-bbox="272 1680 855 1720">Full time employee</td> <td data-bbox="855 1680 1141 1720">28%</td> <td data-bbox="1141 1680 1401 1720">37%</td> </tr> <tr> <td data-bbox="272 1720 855 1760">Self employed</td> <td data-bbox="855 1720 1141 1760">19%</td> <td data-bbox="1141 1720 1401 1760">11%</td> </tr> <tr> <td data-bbox="272 1760 855 1800">Retired</td> <td data-bbox="855 1760 1141 1800">24%</td> <td data-bbox="1141 1760 1401 1800">16%</td> </tr> <tr> <td data-bbox="272 1800 855 1843">Economically active but unemployed</td> <td data-bbox="855 1800 1141 1843">2%</td> <td data-bbox="1141 1800 1401 1843">3%</td> </tr> </tbody> </table> <p>The mean annual wage across jobs in South Hams District (£20,386) is 82% that of the Region (£24,907) (ASHE, 2016).</p>			% population aged 16 to 74	South Hams CCT area	South West Region	Full time employee	28%	37%	Self employed	19%	11%	Retired	24%	16%	Economically active but unemployed	2%	3%
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The low average wage and high levels of in migration and second home ownership have helped create a serious housing affordability gap, adding to the difficulties of attracting and retaining key workers. The table below uses house price (HMLR) and rental (VOA) data to understand the levels of income required to enter different tenures. The figures are for the whole of South Hams District. Data in South Hams District Council’s Strategic Housing Market Needs Assessment shows that house prices are higher than the district average in the coastal area.

	Affordability Benchmarks – Annual Income Required			
	To purchase Lower Quartile House (3.5 x income – 10% deposit)	Private Rented Lower Quartile 1-bed Dwelling (25% income)	Private Rented Lower Quartile 2-bed Dwelling (25% income)	Private Rented Lower Quartile 3-bed Dwelling (25% income)
South Hams 2013	£45,771	Not available	£25,200	£30,144
South Hams 2016	£50,142	£21,600	£28,128	£34,800
% increase	9.5%	-	11.5%	15.5%

The sectors employing the most people are Wholesale and retail trade (15%), Health and social welfare (11%) and Accommodation and food services, Education and Construction (all 10%). The percentage of the workforce in agriculture, forestry and fishing and in accommodation and food services (sectors which are dominated by low average wages and seasonality) is twice that of the south west region, whilst the respective figure is half in manufacturing and in financial and insurance activities. Average earnings in the South Hams are 82% of the regional average and 71% of the national average.

The landscape deeply incised by estuaries and rivers, and the intricate network of narrow winding rural lanes, give the area charm and character, but also inaccessibility and a sense of remoteness. The main A-road linking across the area is in some places single carriageway and the A38 dual carriageway by-passes the area entirely. River transport is a distinctive feature with 13 ferry and riverboat enterprises running scheduled services. The area is inwardly focused in terms of character and identity, yet retains its connectivity with significant commuting from the periphery to the adjoining urban areas.

8

Related initiatives

What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF

[Neighbourhood Plans](#): 19 under development
[South Hams District Council Annual Delivery Plan](#): Economic Development Programme

	<p>SHDC: Strategic Housing Market Needs Assessment South Devon Area of Outstanding Natural Beauty: Management Plan Sherford new community: Nusiness opportunities, employment space, training South Devon Coastal Local Action Group: Local Development Strategy Connecting Devon and Somerset: Superfast broadband roll out programme Heart of the South West LEP: Strategic Economic Plan Plymouth and South West Peninsula City Deal: Marine Industries Production Campus, Growth Hub, Youth Deal</p>	
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>Overall aim: To enhance the wellbeing of the local community and environment in a sustainable manner by focusing on local needs, assets and characteristics.</p> <p>Three objectives:</p> <p>1. To help businesses develop, grow and remain in the area This objective is about supporting a vibrant business community in which new business formation is encouraged and existing businesses have access to the resources needed for their development in the area.</p> <p>2. To support development which aims to address the area's age imbalance A significant issue in the area is the high proportion of older, non-economically active people. At the other end of the scale, young people are frequently choosing to leave the area in order to find work with perceived better pay or more affordable housing. This has resulted in a dramatic population imbalance. This programme will aim to take some steps to address this issue through:</p> <ul style="list-style-type: none"> i. providing employment and business opportunities for young people, along with support and guidance to help them succeed ii. encouraging proposals which provide housing for key workers <p>3. To develop our local identity and use that for economic benefit The local area offers lots of opportunity to enhance the local economy, drawing on the natural environment, the extensive and increasing network of trails and routes, the exceptional food and drink industry, the range of designated areas, the inspiration of local businesses, and the historic built environment and market towns. Underpinning this objective is a requirement to sustain the natural environment and conservation efforts.</p>	

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>Needs of the community: Better paid employment More affordable housing Diversity of job opportunities Access to training and apprenticeships Development and retention of a skilled workforce Access to services Affordable transport to places of work Maintenance and enjoyment of the high quality built and natural environment Suitable business premises Good ICT infrastructure A greater return from tourism to the local economy Support for locally developed plans</p> <p>Priorities for action The team will develop and support actions in the following areas:</p> <table border="1" data-bbox="272 1120 1370 1984"> <tr> <td data-bbox="272 1120 710 1189">Accessibility</td> <td data-bbox="710 1120 1370 1189">To improve access to work, training and services</td> </tr> <tr> <td data-bbox="272 1189 710 1296">Business growth and development</td> <td data-bbox="710 1189 1370 1296">To provide better quality jobs and a more resilient local economy</td> </tr> <tr> <td data-bbox="272 1296 710 1404">Business Infrastructure</td> <td data-bbox="710 1296 1370 1404">To encourage the development and retention of sites and premises for business use</td> </tr> <tr> <td data-bbox="272 1404 710 1554">Business networking and cooperation</td> <td data-bbox="710 1404 1370 1554">To help businesses work together, both within and across sectors, to strengthen local supply chains and increase local purchasing</td> </tr> <tr> <td data-bbox="272 1554 710 1704">Environment</td> <td data-bbox="710 1554 1370 1704">To maintain the high quality of the area's environment and to increase the enjoyment of it by residents and visitors</td> </tr> <tr> <td data-bbox="272 1704 710 1854">Housing</td> <td data-bbox="710 1704 1370 1854">To increase the supply of housing that makes the area an affordable place in which to live and work</td> </tr> <tr> <td data-bbox="272 1854 710 1984">Information and communication technology</td> <td data-bbox="710 1854 1370 1984">To secure appropriate information and communication technology for the area and to use emerging technologies to address the area's</td> </tr> </table>			Accessibility	To improve access to work, training and services	Business growth and development	To provide better quality jobs and a more resilient local economy	Business Infrastructure	To encourage the development and retention of sites and premises for business use	Business networking and cooperation	To help businesses work together, both within and across sectors, to strengthen local supply chains and increase local purchasing	Environment	To maintain the high quality of the area's environment and to increase the enjoyment of it by residents and visitors	Housing	To increase the supply of housing that makes the area an affordable place in which to live and work	Information and communication technology	To secure appropriate information and communication technology for the area and to use emerging technologies to address the area's
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		needs
	Local plan delivery	To deliver actions to enhance the local economy identified in plans developed by the community
	Succession Planning	To support the transfer of businesses to the next generation and encourage new people into business
	Tourism initiatives	To extend the season and increase visitor spend by promoting the inherent characteristics of the area
11	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).
	<p>STRENGTHS Stunning natural environment High levels of entrepreneurship Established tourism industry High value employment in marine sector Effective business networking Motivated voluntary resources Active young farming community Favourable (mild) climate High value regional shellfish product with strong export market Local food production</p> <p>WEAKNESSES Poor connectivity (physical and virtual) Reliance on private transportation (mainly cars) Imbalance in age demographic Seasonal employment Low value employment Ineffective marketing of individual businesses Lack of suitable business premises Reliance of land businesses on subsidy Limited tourism season High ratio of house prices to average earnings Difficulty in attracting key staff Strong reliance on agri-environment schemes, which have an uncertain future</p> <p>OPPORTUNITIES Underexploited links between sectors</p>	

	<p>Potential to link product and place more clearly Links to Local Entrepreneur Forum Development sites identified Technological advances to allow smarter working Community initiatives, e.g. community energy Developing links between natural environment/heritage/ community activity and rural economy Alternative modes of transport Increase level of tourist spend Tourism season shoulder months Attraction of overseas visitors Increasing business in the marine sector To support the implementation of emerging Neighbourhood Plans</p> <p>THREATS Unresolved broadband and mobile phone issues Young people leaving to seek higher value employment elsewhere Succession planning issues for businesses and farmers Risk of extreme weather events which are costly to mitigate against Loss of existing business premises for higher value redevelopment Loss of facilities to support marine sector Bio security impacts on food production Sea water quality and marine litter Erosion of farm incomes</p>	
12	<p>Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i></p>	<p>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.</p>
	<p>Data which supports the intentions of the plan has been drawn from the key documents cited in 8. above. Additional data for the CCT area has been taken from the 2011 census and the 2016 Annual Survey of Hours and Earnings</p>	
<p>Delivering the Plan</p>		
13	<p>Key projects and/or bodies of work.</p>	<p>High level description of discrete pieces of work showing CCT role, indicative partners and timescales.</p>
	<p>The new South Hams Coastal Community Team began to develop the Economic Plan</p>	

	in January 2017. The process of identifying and developing projects is underway but this aspect of the plan is not yet fully worked up and requires discussion with partners and consultation with stakeholders.	
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.
	<p>The CCT will, in conjunction with partners, develop project briefs for priority actions. After consultation and any necessary amendment we will draw up funding/ investment proposals for projects, identify potential sources of funding and assist with drafting funding applications. We anticipate supporting proposals seeking funding from the next Coastal Communities Fund round.</p> <p>We will continue our engagement with local Neighbourhood Plan groups to identify ways in which we can best support their work to benefit the local economy.</p>	
15	Performance measures	For first 6 months – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc
	<p>May 2017: Identify initial priority actions June 2017: Prepare funding proposals for the above June 2017: Support submissions for CCF Sept 2017: Respond to Neighbourhood Plan groups' delivery plans</p>	
16	Medium term goals/actions	For 6mths to 5 years
	<p>Identify opportunities arising from the Plymouth and South West Devon Joint Local Plan following its examination in public.</p> <p>Refresh the Economic Plan to include a list of potential projects which support the three objectives of the plan and fit with the priority actions set out in 10. above, with performance measures set out against which our progress in implementing the plan can be judged.</p>	
17	Performance measures	For 6mths to 5 years – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc
	<p>March 2018: Refreshed Economic Plan drafted for consultation Sept 2018: Consultation on Economic Plan concluded, amendments made and</p>	

	refreshed plan signed off	
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate. Include desired outcomes.
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.
	<p>We anticipate that barriers will include:</p> <p>Limited sources of and strong competition for external funding</p> <p>Pressure on partner organisation resources limiting match funding</p> <p>The need for permissions and licences</p>	
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.
	<p>The work identified in sections 13 to 17 above will be carried out by the DR Company, funded from existing resources, working closely with members of the CCT and project promoters. Expertise and knowledge available in the community will be identified and supported. We anticipate that there will be opportunities for sharing experience and knowledge amongst the project promoters for mutual benefit.</p>	
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)
	<p>Detailed costings will be established as project briefs are worked up. It is expected that the refresh of the Economic Plan will include budget costings for each element, including the resources needed for implementation.</p>	
22	Funding	Identification of funding streams and how costs of project(s) will or could be met.
	<p>The CCT has a close relationship with the South Devon Coastal Local Action Group which steers the development of a £1.2m LEADER programme to support the local</p>	

	<p>economy. The area has already benefitted from the Coastal Communities Fund and will look to submit proposals for the 2018 round. Each of the plan's projects will be required to develop its own funding package with input from the CCT. Members of the CCT have experience and expertise in securing funding from a range of local and national sources.</p>	
23	<p>Maximising resources and costs</p>	<p>Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.</p>
	<p>The co-ordinating role of the CCT will help avoid duplication, allow successes to be replicated (minimising development costs), make the most of opportunities for collaboration and developing new partnerships and target resources on opportunities where there is a consensus for action (reducing costs and delays associated with overcoming resistance to new ideas).</p>	
<p>Communications</p>		
24	<p>Consultation</p>	<p>Describe existing results of consultations, planned consultation exercises and expressions of support.</p>
	<p>One of the criteria used in identifying potential members of the CCT was their linkages and networks as this was considered an important way to engage with stakeholders throughout the CCT area. All 18 Neighbourhood Plan groups within our area have been sent draft copies of the plan and asked to submit information on any relevant projects which are being considered. Our database of key stakeholders will continue to develop allowing us to further consult on priorities and key projects. It is proposed that there will be a review of progress and refresh of the Economic Plan at least biennially, which will include consultation with stakeholders.</p>	
25		<p>Describe plans to involve and inform partners and other bodies, including accountable body, DCLG and CCA.</p>
	<p>We will continue to engage with potential partners and other bodies as part of our ongoing work to develop and implement proposals to support the local economy. We envisage project teams being formed to take forward particular proposals, with representatives joining the CCT to ensure good co-ordination with other initiatives. The accountable body is already a member of the CCT. We are keen to build connections through the CCA (perhaps initially with other CCTs in South Devon and South Cornwall) and intend to work with the CCA in providing intelligence on the development of specific coastal activities and campaigns. Information on the CCT is</p>	

	already available on our website - http://drcompany.co.uk/coastalcommunities We will provide all information required by DCLG promptly and will respond to general information requests when these are relevant to our work.	
26	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes.
	As our work progresses the website will develop, providing information on the projects which are underway and our future work. We will issue press releases for main developments and use social media to report progress more informally. We will seek to engage with the community and stakeholders when reviewing progress and refreshing the plan.	
27	Communications Contact	Details of local contact for comms, media and informing DCLG et al of updates, events, etc. Name, tel, email, address, etc
	<p>Tim Beavon The Diverse Regeneration Company CIC Okehampton Business Park Okehampton EX20 1FJ 01837 658643 tim@drcompany.co.uk</p>	
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.
	<p>The CCT is seen as the steering group for the development and implementation of the Economic Plan. It is anticipated that the team will meet every two months, with additional meetings arranged as necessary. Where the CCT leads the implementation of a project, specific project management arrangements will be made. For projects supported, but not led, by the CCT a team member will have responsibility for reporting back to the CCT. In forming the CCT we have been aware of the need to include representation from key organisations and sectors. Team members have a responsibility to ensure engagement with the organisation/sector they are representing.</p>	
29	Support structure	Network of support built to enable CCT to deliver the economic

		plan
	<p>The Diverse Regeneration Company (DR) will support the work of the CCT. As a CIC it is committed to reinvesting any profit made from its activities in supporting the local economy. DR's core activity is to support the delivery of public funding programmes, and this is complemented by a range of support and consultancy services which have been provided to the private, public and voluntary sectors including project development and management, monitoring and evaluation, economic research and intelligence and business advice. Other organisations supporting the CCT have a strong record of project delivery and are committed to working for the benefit of the area.</p>	
30	Costs	<p>Running costs of CCT itself. These may be approximate and are likely to include, purchases, admin, attendance, travel & subsistence, etc</p>
	<p>The CCT's running costs are minimal. Team members give their time at no cost and the limited costs of meetings, consultation etc are met by member organisations.</p>	
31	Sustainability	<p>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</p>
	<p>As stated above the role of the CCT as a steering group is very low cost and sustainable over time. It is envisaged that the majority of projects will be carried out by local partners with the CCT having a co-ordinating role both in making sure that relevant projects link together or are replicated throughout the area and in assisting with securing funding. Were the CCT to become directly involved in delivering projects then project costing would be on a full cost recovery basis.</p>	
32	Areas of Specific Interest	<p>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.</p>
	<p>None identified at present</p>	