



## COASTAL COMMUNITY TEAMS

### ECONOMIC PLAN 2017



No.	Heading	Detail	Information
<b>Key Information</b>			
1	Name of CCT	N/A	Tin Coast Partnership
2	Single Point of Contact (SPOC)	Name Address Tel nos Email (this person needs to be readily accessible)	<p>Amanda Day Godolphin Count House, Godolphin Cross, Helston, TR13 9RE 01736 761853 <a href="mailto:Amanda.Day@nationaltrust.org.uk">Amanda.Day@nationaltrust.org.uk</a></p> <p>Please copy the following people into any communications: Ian Marsh <a href="mailto:ian.marsh@nationaltrust.org.uk">ian.marsh@nationaltrust.org.uk</a></p> <p>Esther Kieboom <a href="mailto:esther.kieboom@btinternet.com">esther.kieboom@btinternet.com</a> The Farm House, Bollowal, St Just, Cornwall TR19 7NP</p>
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor, community worker	<p>The Tin Coast Steering Group has currently 7 representatives from:</p> <ul style="list-style-type: none"> <li>• Local councillor Tom McFadden of St Just Town Council</li> <li>• Sue James, Cornwall Council, representing the St Just Ward</li> <li>• Deborah Boden, World Heritage Site Co-ordinator, Cornish Mining World Heritage Site</li> </ul>

			<ul style="list-style-type: none"> <li>• Mike Simpson, Mine Manager, Pendeen Community Heritage Trust (managers of Geevor Tin Mine)</li> <li>• Ian Marsh, General Manager West Cornwall, National Trust</li> <li>• Tamsin Daniel, Culture Programme Manager, Cornwall Council's Economic Development &amp; Culture Service</li> <li>• Fiona Wotton, Programme Manager, Visit Cornwall/Cornwall 365</li> </ul> <p>Administrator: Amanda Day, National Trust Facilitator: Esther Kieboom, independent consultant Environment &amp; Economics, St Just</p>
<b>3 (b)</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..	The Tin Coast Partnership encompasses local businesses and organisations, and links with other organisations, such as CoAST (Cornwall Sustainable Tourism,) LEAP (Land's End Accommodation Providers), Historic England, and PDTA (Penzance District Tourism Association), Penwith Landscape Partnership, and Cornwall AONB Unit (Area of Outstanding Natural Beauty).
<b>4</b>	Accountable Body	Local Authority Contact name & details	<p>Cornwall Council <b>Tamsin Daniel FRSA, FMA</b> Culture Programme Officer / <i>Sodhek Towlen Gonisogeth</i> Economic Growth and Development / <i>Tevyans ha Displegyans Erbysek</i> 5<sup>th</sup> Floor, Zone A / <i>5es Leur, Kwarton A</i> Pydar House / <i>Chi Peddra</i> Pydar Street / <i>Stret Peddra</i> Truro / <i>Truru</i> Cornwall / <i>Kernow</i> TR1 1XU Telephone / <i>Pellgowser</i>: 01872 224753 Mobile / <i>Klapkodh</i>: 07483 338765 Does the Accountable Body have a representative on the CCT membership? <b>Yes</b></p>
<b>5</b>	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	The geographic scope covers the area from around St Just and Pendeen, including the Cornish Mining World Heritage sites in this area. The boundaries of the Tin Coast area are only loosely defined, as the partnership will be based on existing relationships and connections. The size of the Tin Coast area should be large enough to have critical mass, and small enough to remain a manageable area. The appeal of the Tin Coast as a destination, however, has the potential to radiate out far beyond its boundaries.

			<p>Historically, people in Penwith were mainly employed in the primary sector making direct use of natural resources. Today, however, agriculture, fishing and mining only account for about 5% of the workforce. Employment in the mines has disappeared, and fishing has become capital intensive. Agriculture and fishing are estimated to represent 7% of the Penwith economy in terms of Gross value added (GVA).</p> <p>Tourism is an important sector, but is highly seasonal. There is need to extend the season, and to increase the local spend in the economy.</p>
6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	See ' <b>Tin Coast Community profile</b> ', by Cornwall Council, Department Economic Development and Culture, May 2016 (Ref 1)
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, 'Starting point', i.e. where are you now?	See ' <b>Tin Coast Community profile</b> ', by Cornwall Council, Department Economic Development and Culture, May 2016 (Ref 1); and ' <b>A brief economic research study of Penwith, 2012</b> ' (Ref 3)
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	<p>There are a range of related initiatives that complement the Tin Coast Partnership's aims.</p> <p>Within Tin Coast area: investments by Geevor, National Trust, Kurt Jackson Foundation (see section 2.7 Visitor Facilities of the <b>Tin Coast Destination Management Plan (DMP)</b> (Ref 2)</p> <p>CCF; Coastal Community Teams in nearby Penzance, St Ives, and Porthcurno</p> <p>LEADER (Defra's rural development programme), which focuses on growth of rural businesses, boosting rural tourism, and providing cultural and heritage activities. The West Cornwall Local Action Group (LAG) priorities include supporting growth and development in businesses, improving productivity, and developing business collaborations.</p> <p>First and Last Landscape Partnership. Project seeks to better manage the heritage (natural, historic and landscape)</p>

			in an economically sustainable way and enable people to get involved in the heritage through learning and volunteering. Activities focus on the historic environment, farming support, access and the Tinnors' Way as well as biodiversity, arts and Cornish language.
<b>CCT Plan</b>			
<b>9</b>	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'.	See section 1.1 Aim and section 2.1 The Vision of the <b>Tin Coast Destination Management Plan (DMP)</b> , by the Tin Coast Partnership (Ref 2)
<b>10</b>	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, Measurable, Achievable, Realistic and Timed (SMART).	See <b>Tin Coast Destination Management Plan (DMP)</b> , by the Tin Coast Partnership (Ref 2) <ul style="list-style-type: none"> <li>• Section: 2.3 Current issues</li> <li>• Section 2.4 Trends and economic challenges</li> <li>• Section 2.5 SWOT analysis; strengths &amp; weaknesses (internal), opportunities &amp; threats (external)</li> <li>• Section 3: Priorities</li> <li>• Section 4: Action Plan (attached is an updated Action Plan)</li> </ul>
<b>11</b>	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	See <b>Tin Coast Destination Management Plan (DMP)</b> , by the Tin Coast Partnership (Ref 2) <p>2.5 SWOT analysis; strengths &amp; weaknesses (internal), opportunities &amp; threats (external)</p>
<b>12</b>	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	For further data, please refer to <ul style="list-style-type: none"> <li>• '<b>Tin Coast' Community profile</b>' (Ref 1)</li> <li>• '<b>Tin Coast DMP</b>'(Ref 2)</li> <li>• '<b>A brief economic research study of Penwith, 2012</b>' (Ref 3)</li> </ul>

		be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	
<b>Delivering the Plan</b>			
<b>13</b>	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	<b>Tin Coast Destination Management Plan (DMP)</b> , by the Tin Coast Partnership (Ref 2), Section 4: Action Plan (see attached updated Action Plan)
<b>14</b>	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<b>Tin Coast Destination Management Plan (DMP)</b> , by the Tin Coast Partnership (Ref 2), Section 4: Action Plan (see attached updated Action Plan)
<b>15</b>	Performance measures	For first 6 months – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc	<ul style="list-style-type: none"> <li>• Increased number of visitors to cultural heritage sites</li> <li>• Increased footfall out of season</li> <li>• Number of people 'signed up' as a Tin Coast Business Supporter</li> </ul>
<b>16</b>	Medium term goals/actions	For 6mths to 5 years	<p><b>Tin Coast Destination Management Plan (DMP)</b>, by the Tin Coast Partnership (Ref 2), Section 4: Action Plan</p> <p>In the medium term, we want to develop the Tin Coast website further, adding e-commerce functionality, Tin Coast Members and Friends donations, and a Tin Coast visitor giving scheme. We intend to expand the Tin Coast Membership Scheme. Businesses will have the opportunity to promote their business on the Tin Coast website, linked in with the Tin Coast membership scheme.</p> <p>We aim to make improvements in local</p>

			services, facilities and infrastructure that are important for visitors and local people, including toilets, car parking, transport, and other facilities.
17	Performance measures	For 6mths to 5 years – to be SMART This could include increased footfall, extension of season, new businesses, jobs, training, etc	<ul style="list-style-type: none"> <li>• Increased number of visitors to cultural heritage sites</li> <li>• Increased footfall out of season</li> <li>• More all year around jobs</li> <li>• Number of people 'signed up' as a Tin Coast Business Supporter</li> <li>• Increase in business turnover since 2016 (through business survey)</li> <li>• Brand awareness; in collaboration with Exeter University, a master degree student could measure the increase of brand awareness of Tin Coast.</li> </ul>
18	Long term goals and actions <b>Optional</b>	Strategic plans beyond 5 years – include performance measures where appropriate. Include desired outcomes.	<p>The long term goal is to create a sustainable economy, that transforms a post-industrial landscape into a thriving all-year round economy.</p> <p>The Tin Coast Partnership will initially focus on the tourism economy (which accounts for a quarter of the local economy) to create more robust and sustainable businesses. Tourism plays a part in the regeneration of this post-industrial landscape, but is not the end goal.</p> <p>In the long term, the aspiration is for the Tin Coast to establish new businesses that fit with this post-industrial landscape. For example, underground technology and renewable energy, working with partners such as Camborne School of mines and Eden Project.</p> <p>Entrepreneurial businesses that can work remotely, find a vibrant and supportive community here, and are part of this regeneration process.</p>
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	<ul style="list-style-type: none"> <li>• Peripheral location; Tin Coast is the most south western part of the Cornwall peninsula, is surrounded by sea, and a long distance away from markets and industrial clusters.</li> <li>• Lack of momentum due to lack resources to make things happen</li> </ul> <p>To overcome these barriers, we will:</p> <ul style="list-style-type: none"> <li>• Focus on industry sectors that are not hampered by its remoteness</li> <li>• Need a co-ordinator/facilitator who progresses the action plan (this requires resources)</li> <li>• Develop an investment and fundraising</li> </ul>

			plan that local businesses support.
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>See Tin Coast DMP (Section 4. The Action Plan and Section 5. The Tin Coast Partnership)</p> <p>The Partnership will identify actions that can be delivered with varying levels of resources (including human resources, such as officer time from organisations as well as volunteering), some of which requiring minimal investment, while others may be dependent on attracting additional external funding.</p> <p>The Partners are all contributing what they can, in terms of resources. For example:</p> <ul style="list-style-type: none"> <li>• the National Trust has provided some seed funding for a facilitator to write the Destination Management Plan, and hosted an engagement event</li> <li>• the Cornish Mining World Heritage has developed our branding and logo (at no cost),</li> <li>• Geevor has provided their venue and catering for a Business Engagement Event</li> <li>• Visit Cornwall / Cornwall 365 have organised engagement events, and provide promotional support.</li> </ul> <p>Part of the initial £10,000 from the Coastal Community Team is used for developing the website, the Business Membership scheme and for business engagement, including the project manager/co-ordinator / facilitator who has progressed things so far. This cross partnership co-ordinator/ business driver plays a crucial role in progressing the action plan in the future (this will require further funding).</p> <p>Future sources of funding include:</p> <ul style="list-style-type: none"> <li>- Donations, investment, contributions in kind, by businesses and other organisations to support Tin Coast's infrastructure/facilities.</li> <li>- The Tin Coast Membership Scheme is a vehicle to support investment in the Tin Coast website, visitor information, and updating facilities.</li> <li>- Other funding, e.g. Coastal Community Funding, Community Led Local Development Funding, Local Economic Partnership (LEP), World Heritage Site, Visit England and Historic England</li> </ul>

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)	<ul style="list-style-type: none"> <li>• Basic website £2000</li> <li>• E-commerce bolt-on to website £xxxx</li> <li>• Business Engagement events £600</li> <li>• Project manager facilitating the Partnership, the development of the website, the business membership scheme, planning engagement events, project management). It will require about £12,000/year to support the Partnership in this way, plus an estimated £6,000 for ad hoc specialist expertise. Once we achieve a 'steady state' (within 2 years) cost will go down, and will be for some administrative costs only.</li> <li>• Business Membership Scheme; this won't cost much money to develop, but will help make the website become self-funding. Any excess money can support further improvements to the Tin Coast</li> <li>• Investment in local facilities.</li> </ul> <p>Recent consultation with local businesses confirmed that there is a requirement to invest in local facilities, such as upgrading toilets, visitor information, signage, transport, car parking. These items need to be specified in more detail, and budgeted accordingly. A business plan will need to be written to enable the Partnership to attract funding.</p>
22	Funding	Identification of funding streams and how costs of project(s) will or could be met.	<p>Of the £10,000 Coastal Community Funding, only £2000 will be used for writing this Economic Plan. The remaining amount will be used for:</p> <ul style="list-style-type: none"> <li>• Developing the Tin Coast website</li> <li>• Developing the Tin Coast Membership Scheme</li> <li>• Business engagement events</li> </ul> <p>Future investment in local facilities will have to be met by other income streams, such as :</p> <ul style="list-style-type: none"> <li>• Private investment, donations</li> <li>• Tin Coast Supporter payments (inc Visitor giving schemes)</li> <li>• LEADER</li> <li>• Coastal Community Funding</li> <li>• CIL / Section 106</li> <li>• Other.....</li> </ul>
23	Maximising	Describe how	It is part of our philosophy. The Tin Coast



	resources and costs	this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	Partnership will always try to reduce costs by sharing, re-using, and learning for previous experience (locally or from further afield). For example, rather than creating a new Tin Coast Brand, we piggy-backed on the Cornish Mining World Heritage brand, saving considerable time and money. We meet at local council offices at no cost. Visit Cornwall contributes time and resource to help organise events. We work with local suppliers, minimising travel cost, maximising the amount of money that stays in the local economy. The Tin Coast Partnership will include many local businesses, with a potential for contributing skills, resources, and goods-in-kind.
<b>Communications</b>			
24	Consultation	Describe existing results of consultations, planned consultation exercises and expressions of support.	<p>The Destination Management Plan (DMP) has taken into account previous consultations, such as:</p> <ul style="list-style-type: none"> <li>• ‘The future for St Just and Pendeen, Community Survey 2014’</li> <li>• ‘Community engagement and consultation, towards a vision and delivery plan for the Penwith Landscape’, 2012.</li> </ul> <p>The facilitator of the DMP also did a short survey amongst 19 LEAP (Land’s End Accommodation Providers), and interviewed the following organisations: Cornwall Wildlife Trust (Penwith Landscape Partnership), CoAST (Cornwall Sustainable Tourism,) LEAP (Land’s End Accommodation Providers), Historic England, and PDTA (Penzance District Tourism Association), and Cornwall AONB Unit (Area of Outstanding Natural Beauty). The results are described in the DMP (Ref 3), section:</p> <ul style="list-style-type: none"> <li>• Section: 2.3 Current issues</li> <li>• Section 2.4 Trends and economic challenges</li> <li>• Section 2.5 SWOT analysis; strengths &amp; weaknesses (internal), opportunities &amp; threats (external)</li> <li>• Section 3: Priorities</li> </ul> <p>A business engagement session took place on 17 November 2016. The latest consultation with local businesses is on 29 March 2017 showed strong support for all the priorities described in the Destination Management Plan.</p>

25		Describe plans to involve and inform partners and other bodies, including accountable body, DCLG and CCA.	The facilitator provides regular updates on progress of the Action Plan to the partners, including the accountable body. The facilitator would like to discuss with DCLG and the CCA how we best communicate back progress (level of detail, format, frequency)
26	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>The Tin Coat Partnership will communicate through engagements events, the Tin Coast website, through our partners channels (e.g. Cornwall 365). See also point 24.</p> <p>We are currently developing a Tin Coast Website. This website will have a section, where local businesses (and the wider community) can follow progress of the Tin Coast Partnership. The Tin Coast Destination Management Plan is already on the website, for anyone who is interested in it.</p> <p>We are currently developing a Business Membership Scheme. There will be different levels of membership: Members, Supporters, and leading Partners, depending on the level of involvement they prefer. Businesses are already showing an interest in this.</p> <p>Members can sign up to receive newsletters, and can add events that are relevant to visitors, businesses and the wider community.</p> <p>There will also be a 'Friends' of Tin Coast scheme, for everyone who wants to keep the Tin Coast special.</p>
27	Communications Contact	Details of local contact for comms, media and informing DCLG et al of updates, events, etc.	<p>Esther Kieboom, The Farm House, Bollowal, St Just, TR19 7NP</p> <p>Esther.kieboom@btinternet.com</p>
<b>CCT Logistics</b>			
28	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc.	<p>This is described in section 5 of the DMP (Ref 3):</p> <ul style="list-style-type: none"> <li>5.1 Building the partnership</li> <li>5.2 Partnership structure</li> <li>5.3 Engagement with stakeholders and wider community</li> <li>5.4 Terms of Reference TBA</li> </ul>

		How the team is representative of the community.	
<b>29</b>	Support structure	Network of support built to enable CCT to deliver the economic plan	This is described in section 5 of the DMP (Ref 3): 5.1 Building the partnership 5.2 Partnership structure 5.3 Engagement with stakeholders and wider community 5.4 Terms of Reference
<b>30</b>	Costs	Running costs of CCT itself These may be approximate and are likely to include, purchases, admin, attendance, travel & subsistence, etc	Running costs: The main cost is for the project manager/facilitator. Once the website and the membership scheme are up and running, this will become a less time-consuming task. All other running costs are being kept to a minimum, by using: <ul style="list-style-type: none"> <li>• Town Council offices for meetings</li> <li>• Use partners staff time for admin support</li> <li>• No travel cost, as these are local meetings within our own patch</li> <li>• No subsistence cost – bring your own</li> </ul>
<b>31</b>	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	The members of the Tin Coast Partnership will contribute their time to further the aims of the partnership. The Business Membership Scheme is key to generate funds for future There will be an option for Business Supporters to contribute to a 'visitor giving scheme'. They can chose, whether they want to make a voluntary donation per year, or a donation per stay or cup of coffee. The Partnership will jointly develop a clear policy for visitor giving and transparent process of how this money is used. Tin Coast Supporters can carry the Tin Coast logo which recognises them as a Tin Coast Supporter or Tin Coast Partner, and will benefit from promotional support, and increased footfall.
<b>32</b>	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,	<ul style="list-style-type: none"> <li>• Transport and parking</li> <li>• Visitor information (Tin Coast Website, info resources, info points) and visitor marketing</li> <li>• Visitor facilities</li> </ul>

		housing, piers, sport, transport, heritage, marketing, etc.	
--	--	--	--

Additional information resources attached:

1. **'Tin Coast' Community profile**, by Cornwall Council, Department Economic Development and Culture, May 2016
2. **'Tin Coast Destination Management Plan'**, by Tin Coast Partnership, 2016
3. **'The relationship between the economy and the Penwith landscape**, a brief economic research study of Penwith', for Cornwall AONB and Cornwall Wildlife Trust and partners, December 2012