



PORHURNO COASTAL COMMUNITY TEAM

ECONOMIC PLAN

No.	Heading	Information
1	Name of CCT	Porthcurno Coastal Community Team
2	Single Point of Contact (SPOC)	John Wheeler (Chairman) 20, The Valley, Porthcurno TR19 6 JY Cornwall. Tel: 01736 811067 Mobile: 07966 458823 Email: jjpwheeler@hotmail.com
3 (a)	CCT Membership	<ul style="list-style-type: none"> • John Wheeler - Chairman of PCCT and Porthcurno Residents' Association • Cllr. William Maddern - Cornwall Councillor • James Hardy - Community Link Officer - West Penwith and Cornwall Council • Cllr. Andrea Semmens - Chairman of St Levan Parish Council • Ian Marsh - General Manager of National Trust (West Cornwall Area) • Zoe Curnow – Director of Minack Theatre • Gareth Parry – Trustee of Telegraph Museum Porthcurno
3 (b)	CCT Membership	<ul style="list-style-type: none"> • Collette Beckham - AONB Partnership Manager- Cornwall • Martin Tucker – Director of Penwith College - Truro & Penwith College Cornwall • Malcolm Bell - Chief Executive – Visit Cornwall • Kim Conchie - Chief Executive – Cornwall Chamber of Commerce and Industry

		<ul style="list-style-type: none"> • Guy Botterill - RNLI Cornwall Community Manager • Deborah Bowden - Cornish Mining World Heritage Site (WHS) Coordinator • Derek Thomas - MP for West Cornwall & Isles of Scilly • First Group and other transport interests • Other community, heritage, cultural, sporting, environmental, marine and communications interests (including individuals, landowners, businesses, institutions and volunteers across diverse sectors)
4	Accountable Body	<p>Rob Andrew Assistant Head of Communities & Devolution Service Cornwall Council, Room 4S, New County Hall, Truro, TR1 3AY Tel: 07968892450 Email: randrew@cornwall.gov.uk</p> <p>Does the Accountable Body have a representative on the CCT membership? Y</p>
5	Local Area	<p>Porthcurno (<u>Cornish</u>: <i>Porth Kernow</i> - Port of Cornwall) is a small village comprising a long valley, cliff top and beach on the extreme south west coast of Cornwall. It is the main settlement in a civil and an ecclesiastical parish named St Levan, which comprises Porthcurno, St Levan itself, Trethewey and Treen. The village is centred 6.6 miles (10.6 km) west of the railway, market and resort town of Penzance and 2.5 miles (4.0 km) from Land's End, the most westerly point of the English mainland. Road access is via the north end of the valley along a long cul-de-sac with short branches off the B 3283; land traditionally associated with the village, including its beach, is on the South West Coast Path.</p> <p>From the junction with the minor road at its head, the village largely comprises farms, houses and apartment blocks, self-catering, B & B and hotel accommodation, together with a few commercial premises along the access road known as "the valley". The valley road curves towards the sea and then inland past Minack Point to St Levan's Church, about 0.5 miles (0.80 km) from the village. At the southern end are the large public car park and public toilets; Telegraph Museum, Learning Space, grounds and car park; Minack Theatre, visitor centre and car park; sports facilities, playing field, pavilion and tennis courts; a small seasonal cafe; a public house; and the South West Coast Path, west to Porth Chapel or east towards the Logan Rock.</p> <p>Porthcurno is connected by a low-frequency bus service to Penzance, Land's End and the nearby villages and hamlets of Newlyn, Paul, Sheffield, Lamorna, St Buryan, Treen, Trethewey, Penberth, Polgigga and Sennen.</p>

		<p>The cliffs and coastline around Porthcurno are officially designated as an Area of Outstanding Natural Beauty (AONB). The world renowned Minack Theatre, the most famous cliff side open-air theatre in Britain, is unique with its stage backdrop of Porthcurno Bay and the Logan Rock headland. It is a dramatic setting for plays staged during the summer months, ranging from traditional Shakespeare to the more contemporary.</p> <p>Porthcurno is unusually well known for its size because of its history as a major international submarine communications cable station village. Back in 1870 an undersea telegraph cable was laid from Porthcurno, via a series of relay stations; the cable stretched thousands of miles to Bombay, India, then the jewel in the British Empire. Eventually fourteen undersea cables connected to every corner of the world, making Porthcurno one of the most internationally connected places, and Cornwall's cultural melting pot. For a hundred years Porthcurno was a hub of high-tech global communications, until the cable station was superseded by more advanced technology. Porthcurno however remained a centre of learning, with engineers and operators from around the world continuing to live and train in the village until 1993.</p> <p>The coastal areas, which are maintained by the National Trust and St Levan Parish Council on behalf of Cornwall Council, are home to a large number of archaeological sites, which signal the inspiring and surprising historical development of the valley: from Mesolithic-Bronze Age settlements and Iron Age/Romano-British rounds, to the Holy Well, medieval St Levan Church; and 19th/20th Century telecommunications 'industrial' village, wartime tunnels, batteries and pillboxes, and 21st century educational facilities and award winning tourist attractions in the Telegraph Museum and cliff-top Minack Theatre. Much of the beach and surrounding shores previously owned by Cable and Wireless was donated to the National Trust in 1993. Many of the houses built for the former College have been converted to holiday flats, making the population very seasonally dependent - today the major industry in the area is tourism - and the fact of the model village infrastructure, the international significance of the site, the beauty of the local bay and landscape, the richness of the heritage and contemporary culture are all factors which would with appropriate support, crucially assist sustainability in the local economy. Porthcurno as a whole is a unique jewel in the crown of Cornwall and the UK, and through sensitive planning and qualitative destination marketing, can take full advantage of the sub-tropical micro-climate to extend the use of all the model village facilities throughout the year.</p>
6	Context – community	<p>The Purpose and Premise of the Strategy</p> <p>Porthcurno CCT is an enterprise partnership, which aims both to enhance and celebrate the rich landscape, building and people-based heritage of this beautiful valley in the extreme west of Cornwall, and its international significance as a rural, industrial model village and entrepreneurial hub.</p>

		<p>The key priorities for Porthcurno CCT are to:</p> <ul style="list-style-type: none"> • Bring together a wide range of community partners. • Focus on maximising the potential and opportunities that the valleys’ world renowned cultural and heritage assets can bring to the community, in social, economic and environmental terms. • Protect and maintain the natural environment currently acknowledged as a Designated Area of Outstanding Natural Beauty in far west Cornwall. • Address some of the key challenges such as seasonality, transport, traffic management and facility infrastructure for visitors and residents. <p>On the national canvas, both the Minack Theatre and Telegraph Museum are registered charities and widely recognised cultural and heritage assets, making considerable contributions to the local economy, as well as acting as a gateway to wider West Cornwall by drawing visitors from all over the world. Porthcurno and much of the wider West Cornwall Community Network Area however, share many of the challenges of coastal and seaside areas nationwide with decline in traditional industries and employment, resulting in levels of multiple deprivation recognised at national and European level, combined with issues linked to rural isolation. On the IMD Index for 2010, West Cornwall communities are amongst the most deprived in the UK and in Europe.</p> <p>Work for the DCLG (Beatty – 2011) found that the more productive sectors of manufacturing and banking, finance, insurance and business services are under-represented in most seaside towns, and that equally, the share of jobs in distribution, leisure, accommodation and catering is markedly higher. Self-evidently this is the case for Porthcurno. For coastal communities nationally, hourly earnings of residents, both male and female, are on average up to 10 per cent below the English average, whilst the cost of housing/living can be significantly higher than in many other areas. The GVA per job in the sectors in which seaside tourism jobs are concentrated in Porthcurno is indeed low; this is partly because so many of the jobs are part-time, and partly because many are low wage and seasonal in nature.</p> <p>In a 2014 OCSI study for Government (2011 census), the West Cornwall area ‘cosmopolitan coast’ and ‘coastal retreat’ resorts like Porthcurno in the last decade have respectively revealed higher than average numbers of people educated to degree level in residence; higher than average population growth; average job growth; higher than average numbers of JSA claimants; higher than average seasonal unemployment; higher than average numbers of income support and incapacity benefit claimants; and higher than average numbers of self-employed people. It’s worth noting that the Coastal Retreat (A1, A2 and A3) areas have the lowest level of ‘dynamism’ with relatively few start ups or closures in a given year; the Coastal Retreat (A1, A2 and A3) areas have lower proportions of jobs connected with knowledge industries; the levels of businesses per head are highest in the Coastal Retreat areas (however, as many of these areas are rural, they are likely to comprise a greater number</p>
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of smaller businesses).

One starting point in effecting necessary change in the context of Porthcurno is therefore to put economic productivity and competitiveness at the centre of wider explanations of the social and economic processes under way in the local community; and from this perspective, it's important to understand the drivers of productivity growth in the extreme south west coastal areas. There is an argument to say that productivity and competitiveness are important for the area because more productive areas are not only wealthier, but also tend to provide a better social, cultural and environmental quality for their residents compared to other less productive areas. This perspective approach sees deprivation and social exclusion as outcomes of a process of economic failure, relative to other areas of the country. It is certainly not blind to social or environmental factors, but sees them as important contributors to a productive environment.

However, it is clearly not the only way of understanding coastal economic and social processes. In particular, the relationship between economic productivity and other cultural, environmental and social benefits could be contested; it is arguable some people in coastal communities like Porthcurno have made what is a perfectly legitimate choice to trade a reduced income for a higher quality of life, and their choice of a coastal environment they may contend is part of that choice. In other words, not every place will want to become an 'economic powerhouse', and so opportunities must be proportionate and appropriate. What some residents seek is more family friendly employment practices, an enhanced quality of life, and an 'alternative' lifestyle by the sea.

Whether a life-long resident or relative new-comer, business visitor or holiday maker, Porthcurno is for many a unique place. Whilst other parts of Cornwall may share similar qualities - a strong sense of community, a thriving creative and heritage economy, or stunning land and seascapes - it is the combination of the cultural, social and environmental that makes Porthcurno truly exceptional - it has a physical remoteness which has created a particularly strong sense of place – a lush, meandering valley with a granite backbone by the sea, its inhabitants and their traditions are a distinct part of Cornwall's rich cosmopolitan history. Early man-made features are now woven into the natural fabric of the landscape, and the industrial heritage remains as a surprising and intriguing background to contemporary life. With strong maritime connections over many centuries to Europe and beyond, the geographical distance from the rest of Britain has nevertheless played an integral part in preserving cultural and community identity, and has contributed to defining the place Cornwall holds within the United Kingdom as a whole.

		<p>Today Porthcurno is a place of great contrasts - many value the sense of space, and associated feelings of freedom and safety in a 'natural playground' where they can enjoy a different pace of life in a rural settlement which they describe as resourceful, friendly, and close-knit – the type of community that has generally eroded in many other places. Porthcurno is also regarded as a special place to work. From food to tourism, the creative industries to the digital economy, many sectors are thriving modestly, and utilising the local brand in order to innovate and grow.</p> <p>Porthcurno (in echo of its heritage) is seen as a place where business can be done differently, and where a strong entrepreneurial spirit exists. Although some workers do experience lower than average wages and limited career prospects, some balance this with the wealth of opportunities to enjoy life away from work. It is regarded as a place where flexible work patterns are accepted and a balance between work and home life is realised. Fundamental to what makes the area a unique and special place to live, work and visit is the beauty and proximity of the natural environment, where the land meets the ocean - the natural environment has shaped today's cultural and economic landscape and is integral to the sense of place.</p>
7	Context – economy	<p>The Challenge : Combining an Outstanding Quality of Life with Business Excellence</p> <p>In the community context, work by the Treasury has pointed out that economic output can potentially be increased in three ways:</p> <ul style="list-style-type: none"> • Increasing resources in the economy - deriving from longer hours or from improvements in skills • Increasing capital - an example in the tourism sector of Porthcurno might be investing in higher quality accommodation or added value to existing land and buildings, which allows the value of services to rise. • Increasing “total factor productivity” - possibly represented by technological investment, ways of working and culture, management, or economies of scale. <p>Through local consultation, consensus suggests that the most important way of generating long-term economic resilience in Porthcurno is by raising productivity. The alternative - that of constantly raising the number of hours worked – is not desirable, particularly in peak high season periods. <i>Therefore in the long-term the key drivers in the valley are likely to include investment in skills (human capital) and infrastructure (physical capital); innovation (including technological progress), competition and enterprise.</i></p> <p>As regards <i>skills</i>, in contrast to many coastal communities, there is less evidence of high proportions of young people in the Porthcurno area with low educational attainment levels and low aspirations; and regarding workforce skills levels, the level of qualifications of the workforce is not fundamentally different to the English average across seaside towns as a whole.</p>

	<p>However it should be noted that work for the DCLG (Beatty 2010) found that workers with the highest level of qualifications (Level 4/5) are generally under-represented in seaside areas. By contrast, work in places such as rural Sussex has successfully made the linkage between strong local environments, the attraction of a young, innovative populations, and economic resilience.</p> <p>Whilst Porthcurno is geographically on the edge, and obviously much further from major urban centres, fuelled by increasing mobility many households will continue to have a growing choice as to where they live, and may particularly value environmental factors. Natural, recreational, and lifestyle amenities are absolutely vital in attracting knowledge workers and in supporting leading-edge high technology firms and industries. Knowledge workers balance economic opportunity and lifestyle in selecting a place to live and work. Ubiquitous fast telecommunications may assist in the attraction of knowledge workers to the coastal environment. The Work Foundation suggests that the number of people working from home for at least one day per week has grown by 25% per annum since 1997.</p> <p>Recent government research has found that across seaside areas as a whole, the share of working age adults claiming the three main benefits for the non-employed is above average, and that incapacity claimants are by far the largest group of non-employed working age claimants. Clearly the amount of paid work done in West Cornwall and Porthcurno is further depressed by seasonality to a degree which is recognised to be far in excess of that found in other parts of the UK. It is also the case that a considerable amount of seasonal unemployment in West Cornwall is not picked up on claimant count measures of inactivity, owing to the prevalence of part-time working, and phenomena such as dovetailing, where people move between occupations on a seasonal basis; this applies as much to the fishing, trade, and building industries for example, as well as tourism. Porthcurno is also affected by significant amounts of in-migration by older people: low levels of economic activity because there are large numbers of retired people in the area, tends to reduce the per capita productivity of the area, and in some cases lower incomes may also mean low spending, which in turn means that there is less local job creation as those incomes are spent.</p> <p><i>Investment</i> generally increases labour productivity by increasing the ‘capital’ each prospective employee can utilise. It’s intended that Landscape & Infrastructure Plan investments in Porthcurno (through Coastal Revival and other subsequent applications) will help facilitate movement of people, goods and services, and so help influence the location decisions of SME businesses.</p> <p><i>Innovation</i> - the successful exploitation of new ideas - is one of the government’s productivity drivers. Recent research by NESTA and others shows that innovation is one of the main engines of long-term economic resilience and structural change. Perhaps of greatest importance to the future of the Porthcurno coastal economy is its prospective share of coastal</p>
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employment in knowledge based industries in which it's hoped that the UK will have competitive advantage in future.

Competition improves productivity by creating incentives to innovate. However micro and small businesses in a more remote area such as Porthcurno may face less competition, and hence reduced incentive to innovate. One useful way of thinking about economic development processes has been advanced by James Simmie for NESTA: "it is an area's economic inheritance that determines much of the social and economic conditions of communities today", and "it is difficult for new ideas to start in old industrial places. Nineteenth century industrial legacies can be difficult to overcome". Simmie puts the role of innovation and change at the centre of explanations of why areas have performed in the way that they do. He suggests that the economic future of places rests to a certain extent on their historic economic "path". Places are therefore said to be "path dependent". But equally, there are points when places lose momentum as a result of rising external competition or an internal decline in dynamism. This is the "path decay" phase, where sometimes institutional inertia sets in, including governmental, organisational or cultural systems that lag behind economic change. Simmie points out that the development of economies is not just the result of economic factors, but also simultaneous "technological, socio-cultural and institutional developments".

The challenge therefore is for diversification to create new growth paths for Porthcurno which accommodate innovation. New *enterprise* brings new ideas and technologies, and increase competition. Benchmarking work for the government shows that in relation to population, the stock of VAT registered businesses in England's principal seaside areas is lower than average, and there is therefore an argument in areas such as Porthcurno to respond to the challenge proportionately, but head-on by putting the development of new businesses and a highly enterprising environment at the centre of the strategy.

Being "at the edge" means that coastal communities are frequently peripheral; to help counter the inherent disadvantages, government work (2011) also stresses the economic value of connections: "smaller places are more likely to prosper if they are well connected to national and international markets", which points to the importance more generally of sensitive destination marketing. The tourism industry in Porthcurno suffers in some degree from problems with regard to reinvesting on the scale required to keep up with customer expectations; attractions in the valley have been able to modernise to meet and to exceed expectations about 'the offer', but the variety/availability and value of accommodation is not maximised out of season, and not always matched with incentives to further visit or invest. Walton, an economic historian of the coast (English Resorts - 2010) points out the importance of maintaining variety and accentuating local distinctiveness in coastal areas as key to their success:

"The key to survival and success is an atmospheric sense of history and identity. Seekers after history, authenticity, atmosphere and the picturesque, sustain a sense of romance and mystery; but among a broad spectrum of visitors, it's also important to take account of changing standards, expectations and preferences"

The Coastal Community Team is linking into the work of the Local Enterprise Partnership and represented on West Cornwall Local Area Group, to develop further projects linked to 'LEADER' priorities:

- Support for increasing rural productivity
- Support for micro and small enterprises
- Support for rural tourism
- Support for culture and heritage activities
- Provision for rural services

Lottery, Corporate, or Coastal Revival investment for example, will at this stage prospectively also seed fund projects that link to a number of European transnational programmes which are of potential relevance to community needs. These strands relate to cultural heritage, amongst which cultural tourism; festivals; linkages regarding wartime heritage; the marine environment; energy programmes; corporate cross-sector partnerships; communication; social and digital media; education; twinning and destination marketing.

Through improved infrastructure and communications, Porthcurno's local, regional and global connections could readily support social and economic resilience in the 'shoulder' months, and so assist the sustainability of individuals, families and business in future. The feasibility for enhancing and promoting the benefits of the rural, but nevertheless 'industrial' model-village which exists in Porthcurno, are also similar in concept to the 'Kulturhaus' campus. Bearing in mind the history and significance of this influence in terms of the development of the natural landscape, cultural, social and economic impacts, it's important to maximise the potential for present day residents and businesses in Porthcurno.

Where this has been widely recognised elsewhere in more urban industrial environments such as Saltaire, Port Sunlight, Bournville or New Earswick for example, contemporary benefits continue to accrue for residents, businesses and visitors through destination marketing based upon the history and 'sense of place'. The same may be said prospectively of Porthcurno in terms of life-work balance, owing to the sense both of peace and inspirational retreat that the valley consistently offers.

It will be clear that the Porthcurno Coastal Community Team aims to balance the expansion of local opportunity throughout the year, with the need to preserve those qualities which make the valley such a special place to live, work and visit. Porthcurno is one of the most beautiful parts of Penwith and Cornwall, which in itself is widely regarded as one of the most scenic and unspoiled areas of Europe. It is predominantly a rural maritime area, and is an Area of Outstanding Natural Beauty (AONB) and Site of Special Scientific Interest (SSSI). The area round the valley and cove is a diverse coastline that attracts millions of families, adventurers, and maritime and water sports enthusiasts each year. It also has a very rich cultural heritage that encompasses the performing arts, visual arts and crafts; festivals, museum and archives; historic places, buildings and countryside; and extensive facilities for accommodation, sport, entertainment and recreation.

The West Cornwall area as a whole is a serious business location, most especially for lifestyle businesses. Few places can match its high quality living and working environment. Its economy is diverse and its businesses are largely growth-oriented and outward looking. The area is home to:

- A thriving and home-based micro-business sector and specialist micro-retail sector
- A wide range of businesses built around the area's culture and heritage
- A strong tourism and visitor economy
- A food and catering business cluster of some significance
- A strong, diverse and entrepreneurial creative industries, design, media and virtual economy
- An important healthy-living and sports sector
- A wide range of businesses linked to and supporting education and training
- A maritime heritage focus including links with fishing, boatbuilding, sailing and surfing
- An excellent international connectivity through the provision of superfast broadband
- A balanced resident population with access to good school/college/university education

Porthcurno needs to build on its economic successes and address its challenges so that it continues to be a place where ambitious businesses choose to locate, stay and grow. One of the area's key assets is the diversity and quality of its natural environment; development therefore needs to be appropriate within this context. This may mean that there is a continuing need to focus on digital infrastructure and sustainable tourism, as much as on physical development; attracting and growing businesses that are not land-hungry or transport dependent may therefore be a priority; issues of seasonality and a low-wage economy will need to be addressed; and similarly supporting Porthcurno's human and natural resources and heritage as positive assets.

Porthcurno Coastal Community Team's strategic vision is that the Porthcurno valley will continue to be naturally diverse, beautiful and healthy, supporting a thriving society and prosperous economy. Strong local economic strategy needs both to be a way of thinking and a practical means to ensure resilience and support in the future. The PCCT strategy has been therefore been developed to inform and improve strategic investment, and offers a framework for stakeholders and partners to work more effectively together; It also provides long term structure to focus the ways in which we can all act to increase environmental, social and economic prosperity in the Porthcurno area.

The time is right to capture some great opportunities for the extreme west of the region. There are opportunities for transformational plans to be effected but Porthcurno must maximise the potential of the existing assets, and improve the basic and fundamental elements of the visitors' experience if the valley is to maximise benefits. The principal opportunity is to

	<p>develop a sustainable tourism offer, and to encourage a responsible sector, ensuring maximum local benefit and positive impact for visitors, businesses and residents alike: 'Passport to Porthcurno' destination-marketing initiative will produce and help unlock wide-ranging benefits through both the production of the Landscape & Infrastructure Plan, and first and second stage work programmes.</p> <p>The economic benefits of Passport to Porthcurno include the direct, indirect, and induced benefits of diversification, and of current local policies and programmes. Cornwall Council, the Local Economic Partnership and private companies will be encouraged to help match fund the Coastal Revival Fund and Coastal Community investments, and so assist production of economic benefits for the valley, including jobs, increases in gross domestic product, economic output, economic growth, and personal income or earnings in an area which is presently highly deprived. When considered along with the relatively modest costs, these benefits will clearly be substantial and have prolonged local and regional effect for this richly-layered 'silicon valley'.</p> <p>Direct economic benefits will derive from on-site or immediate effects created by the investments in the Plan and first stage works.</p> <p>For example, the direct effects of having produced the Plan will be increases in the ability of the Coastal Community Team to :</p> <ul style="list-style-type: none"> * Understand the extent, management requirements and scheduling of second phase works * Fulfil necessary planning/conservation/other requirements in relation to the Plan * Achieve match-funding for all second stage works * Set up appropriate satellite project partnerships * Improve business and individual start-up/innovation/support potential in the valley * Improve income potential through springboard activities/job creation * Generate jobs through production of the Plan - estimate 2 part-time positions * Generate indirect/induced economic benefits through production of the Plan/associated re-spend <p>Direct, indirect and induced effects of the first stage works will be to :</p> <ul style="list-style-type: none"> * Improve visual amenity, efficiency, logistics, safety, management, marketability, accessibility and income potential for all residents, individuals/businesses and visitors, through the essential repairs proposed to public buildings and facilities prior to the start of the next season - currently estimated to affect 250 - 300K people over the course of the year; increasing to an estimated 500K/pa by 2020 * Secure/conservate important landscape in the AONB * Secure/conservate important National Heritage List structure * Create 15 temporary part-time positions; 2 permanent fte positions; est. 20 fte induced jobs
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	<p>* Promote additional economic benefits through economic spend/re-spend - estimate additional net car-park sales and toilets income benefits for the Coastal Community Team of £25K (2016/2017); estimate additional net miscellaneous sales accruing to CCT of £10K (2016/2017); and to valley partners of estimated £150K (2016/2017)</p> <p>It will be noted that the proposed first and second phase works are linked through the production of the Landscape & Infrastructure Plan. In examining the wider potential outcomes of the linked work phases, comparative analysis of the successes experienced through the improvement and destination marketing of other industrial village sites would suggest that the cumulative effects of a national and international campaign would be considerable. The Porthcurno brand already possesses much customer goodwill, and 'Passport to Porthcurno' has both rich visual and content appeal for a wide variety of users, residents and visitors, whether this be in terms of amenity, business, education, services, leisure, sport, environmental, enterprise or cultural pursuits.</p> <p>Investment from the Coastal Revival Fund will assist both high level objectives through the production of the Landscape & Infrastructure Plan, and lower-medium scale objectives alike through first stage attention to Valley Trails, Heritage List property and essential valley facilities.</p> <p>Target benefits will include progress towards high level, "strategic" objectives for the CCT :</p> <ul style="list-style-type: none"> * Direct Growth of CCT annual sales revenues by est. 10% year on year. * Indirect/Induced growth for valley partners by est. 20% year on year to achieve optimum balance. * Becoming industrial village 'leader' in terms of customer satisfaction. * Establishing 'brand leadership' in the market as an accessible family destination with diverse offers. * Becoming a leading destination for business retreat, SME/innovation/technological support. * Bolstering sustainable year-round social, educational and economic opportunities in the valley. <p>Target lower level benefits will include :</p> <ul style="list-style-type: none"> * Reduction of loss of income potential from the area, through provision of better facilities. * Increased direct, indirect and induced spend/re-spend. * Sharpened business objectives for the CCT, including : <ul style="list-style-type: none"> -Financial objectives : increased earnings, increased profits, reduced costs -Sales objectives : extended saturation, more business, higher revenues -Marketing objectives : extended interest and geographic reach, market share and brand position, establishment of diversified offers, and recognition for 'Passport to Porthcurno' brand quality -Customer objectives : building satisfaction, attraction of SME/innovation/enterprise interests -Employee objectives : expanding job opportunities and return, reduce seasonality and turnover -Operational and efficiency objectives : improved communications infrastructure, higher productivity
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		-Problem avoidance objectives : achieve better access/safety, proactively conserve, strive for balance
8	Related initiatives	<p>PCCT planning will maximise socio-economic benefits most effectively when marine and terrestrial planning works, together with economic development, area-based policies, economic strategies, tourism and transport policies remain fully integrated; similarly employment land reviews, sustainable community strategy, economic development and sustainability appraisals, many of which are current with the LEP, LIP and LAG's.</p> <p>Housing and community services and facilities have not at this stage been included or assessed, and may therefore be areas of work for further consideration. Housing is an important indicator of socio economic circumstances in a number of ways, ranging from issues of second homes and the extent of affordable housing, through to housing conditions and different types of tenure. Activities are more likely to have an indirect, rather than a direct impact on housing indicators, for example through provision of local employment opportunities, thus generating income into the local economy and increasing purchasing power in the local housing market. In some instances it is of course arguable that the provision of affordable housing or live-workspace will assist start-ups and SME businesses, which may be a consideration for local finance and support through a Community Land Trust, CIC or other community finance model.</p> <p>Investment from the Coastal Revival Fund will assist both high level objectives through the production of the Landscape & Infrastructure Plan, and lower-medium scale objectives alike through first stage intervention around valley trails and destination marketing, as well as other essential valley facilities.</p> <p>Target benefits will include progress towards high level, "strategic" objectives for the CCT :</p> <ul style="list-style-type: none"> * Direct Growth of CCT annual sales revenues by est. 10% year on year. * Indirect/Induced growth for valley partners by est. 20% year on year to achieve optimum balance. * Becoming an industrial village 'leader' in terms of customer satisfaction. * Establishing 'brand leadership' in the market as an accessible family destination with diverse offers. * Becoming a leading destination for business retreat, SME/innovation/technological support. * Bolstering sustainable year-round social, educational and economic opportunities in the valley. <p>Target lower level benefits will include :</p> <ul style="list-style-type: none"> * Reduction of loss of income potential from the area, through provision of better facilities. * Increased direct, indirect and induced spend/re-spend. * Sharpened business objectives for the CCT, including : <ul style="list-style-type: none"> -Financial objectives : increased earnings, increased profits, reduced costs -Sales objectives : extended saturation, more business, higher revenues

- Marketing objectives : extended interest and geographic reach, market share and brand position, establishment of diversified offers, and recognition for 'Passport to Porthcurno' brand quality
- Customer objectives : building satisfaction, attraction of SME/innovation/enterprise interests
- Employee objectives : expanding job opportunities and return, reduce seasonality and turnover
- Operational and efficiency objectives : improved communications infrastructure, higher productivity
- Problem avoidance objectives : achieve better access/safety, proactively conserve, strive for balance

The Landscape & Infrastructure Plan will be the essential framework document for second phase investment and accrual of benefits from better facilities, improved marketing and improved social and economic development in the Porthcurno valley. It will sit within the framework of the main Cornwall Council Strategies, the combined aim of which is to create a sustainable Cornwall. This means a prosperous Cornwall that is resilient and resourceful - a place where communities are strong and where the most vulnerable are protected. Based on an extensive engagement programme with elected members, staff and partners there are 8 strategic themes which set out new direction for the organisation over the course of the next four years and beyond; 'Future Cornwall' is the Sustainable Community Strategy for Cornwall, which prioritises a set of goals through which private, voluntary and community organisations can participate; the Local Transport Plan identifies the vision for transport in Cornwall and presents the strategy for how this will be achieved and how the Council will measure progress towards that vision; the Economic Growth Strategy is the vision and prioritised objectives for the Cornwall and Isles of Scilly Local Enterprise Partnership from 2012 to 2020 - it identifies four priority areas - Business Growth, Skills, Knowledge and the Environment; and the Local Investment Plan identifies the aims and priorities for development and investment across Cornwall- it builds on the vision set out in 'Future Cornwall' and is focused on targeting resources to improve housing, employment opportunities, local transport and green infrastructure. Cornwall's Environmental Growth Strategy 2015-2065 is currently in preparation, and will assist in guidance for policies which help improve the built and natural environment across the county.

The scale of impact that the Coastal Revival Fund investment will effect in Porthcurno will be substantial for local residents, businesses and visitors alike. It is a scale of investment which would not generally be available in a remote rural landscape, and as such arguably presents a 'once in a lifetime' opportunity for the Porthcurno Community Coastal Team to begin unlocking change and latent potential. Porthcurno is itself a surprising and inspiring place, and presents something of a paradox in that it is both the 'home of the Victorian internet', which unlocked modern international communication and commerce as we know it, and yet is found in the rural, remote western landscape, at the end of the line; it is home to some of the greatest scientists, creative people, engineers and entrepreneurs that the country has ever known, and yet it is the very sense of peace and retreat which makes the place so special, that gives rise to its springboard potential for further innovation and enterprise, relaxation and education.

		<p>The direct, indirect and induced benefits which will accrue from the combined first stage investment are in themselves considerable; the accrued benefits from the second stage investments which will be possible following consultation and production of the Landscape & infrastructure Plan will allow the 'Passport to Porthcurno' to be progressed in the next financial year. In addition to earned income which begins to be unlocked through the Coastal Revival Fund investment, the CCT would aim to achieve further necessary match-funded support from the Local Enterprise Partnership, Local Area Group, Lotteries, Trusts & Foundations, Corporate Finance, European and Enterprise funds.</p> <p>In this regard, the main objectives of the Landscape & Infrastructure Plan will be :</p> <ul style="list-style-type: none"> - to scope existing economic valuation tools for application to landscape/infrastructure investments - to audit existing issues and contrast different approaches - to identify optimum evaluation at a scale appropriate to the site <p>Having defined the project, the CCT will consult widely, identify options, impacts and indicators, costs and benefits, analyse sensitivities and make recommendations. Core research questions will be :</p> <ul style="list-style-type: none"> - Who exactly will benefit from the planned investments, how and to what extent? - What are the individual users' or non-users' expectations and preferences? - How and where should the future investments be targeted in order to maximise environmental, social and economic benefits? <p>In summary it is anticipated that the main economic benefit of the first stage Coastal Revival investment in Porthcurno will be:</p> <ul style="list-style-type: none"> - direct use benefits such as work towards establishment of the valley trails, improvements to buildings and facilities, recreation and leisure benefits, land and biodiversity benefits, tourism, health and well-being benefits, land management and infrastructure benefits, climate change adaptation and mitigation benefits; - indirect use or spill-over benefits such as economic growth, business activity and investments, land and property conservation and appreciation, labour productivity, public safety, tourism, health and well-being benefits, management benefits, climate change adaptation and mitigation benefits; - symbolic values such as enhanced 'quality of place,' itself associated with potentials of job creation and the development and support of local pride, innovation and image building.
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9	Ambition	<p>Aim and Objectives</p> <p>The aim of Porthcurno Coastal Community Team’s Strategy is: to facilitate a resilient local economy in Porthcurno, serving a prosperous community through its connections with nature, culture, well-being and the knowledge economy.</p> <p>Porthcurno Coastal Community Team’s strategic vision is that the Porthcurno valley will continue to be naturally diverse, beautiful and healthy, supporting a thriving society and prosperous economy. Strong local economic strategy needs both to be a way of thinking and a practical means to ensure resilience and support in the future. The PCCT strategy has been therefore been developed to inform and improve strategic investment, and offers a framework for stakeholders and partners to work more effectively together; It also provides long term structure to focus the ways in which we can all act to increase environmental, social and economic prosperity in the Porthcurno area.</p> <p>The Porthcurno Economic Strategy is therefore about increasing the space and improving the conditions for resilience and growth through:</p> <ul style="list-style-type: none"> • Protecting what we have got and improving it through better management • Increasing the size and number of areas in which the environment, economic and social fabric can thrive • Ensuring that new developments are designed to support and enhance the environment, the community, and the services it provides <p>The objectives of the PCCT therefore are to build on the diversified network of micro and SME business in the valley, and to assist the further establishment of initiatives that serve the business and public sectors, particularly through the creation of meaningful, non-seasonal jobs, and the fostering of community involvement in helping shape opportunities; also to manage the tourism pressures on the valley in a sustainable way through sensitive planning, and by ‘plugging leaks in the bucket’ to strengthen supply chains, creating linkages and add value locally.</p> <p>The Porthcurno Coastal Community Team consists of the Porthcurno Enterprise Partnership, which was formed in 2013 in order to assist social, economic and enterprise development through partnership working in the valley. PEP represents County and Parish Council interests as well as those of constituent partners and groups through local government democratic processes and accountability. Other members are the Porthcurno Residents' Association, which is open to all residents in the valley, and which hosts its own website, meetings and events; the National Trust, which co-ordinates the interests of historic, landscape and environmental interest parties, individuals and groups in the valley; the PK Trust, the Charity which manages the industrial village land, buildings, communications archive, cultural and educational interests for public benefit; and the Minack Theatre Trust, which manages the cliff-top theatre site and helps manage other</p>
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	<p>tourism, transport and cultural interests. Each partner liaises regularly with other valley communities of interest, business, visitors, media and national organisations or businesses with interests in the area.</p> <p>The economic as well as environmental significance of the AONB in Porthcurno should not be underestimated. Exploitation of natural resources has been the key historical source of the area's wealth. Agriculture, fishing and mining were the dominant forces in an economy that shaped the West Penwith landscape, and these industries provided a common link between many of the communities within the district. The dynamic economic activity of AONB communities both past and present, creates the settlement patterns; field patterns, harbours, quays and valley buildings; houses and road networks around Porthcurno, that give the AONB a very individual and typically Cornish sense of place.</p> <p>Porthcurno has a rich and diverse history of human activity with some of the earliest evidence of settlement in the country, and among the highest densities of archaeological monuments in Europe. The Cornwall AONB is one of the oldest continually farmed landscapes in the world, the ancient field pattern marked out by Cornish hedges which, in parts of West Penwith, are thought to be older than the Egyptian pyramids. Much of the visual interest of the AONB is created by its historic buildings and structures, from the wonderfully varied vernacular housing and farm buildings to Iron Age hill forts and coastal cliff castles.</p> <p>In Porthcurno it is therefore particularly important that this special variety is both conserved and interpreted, because the AONB has a landscape that is for the most part both ancient and still readable - the historic environment is a vital educational asset and fosters strong communities:</p> <ul style="list-style-type: none"> • Museum education and interpretation, learning opportunities and digital media provide excellent venues and channels through which to promote the historic resource • The website 'Historic Cornwall' is a great portal for access to information and studies on Cornwall's heritage, containing links to 'The Cornwall Industrial Settlements Initiative', 'The Cornwall Urban Survey', Access 2 Monuments- interactive mapping, the 'Flying Past' aerial archaeology project and information about the World Heritage Site • The Cornwall AONB and the Cornwall and West Devon Mining Landscape World Heritage Site (WHS) between them cover over 35% of the Cornwall • There is an opportunity to build upon active Cornish associations such as the Cornish Gorsedh, Cornwall Archaeological Society, Cornwall Heritage Trust and Old Cornwall Societies <p>Conservation and historic building maintenance can potentially offer long term sustainable employment opportunities:</p> <ul style="list-style-type: none"> • The Cornwall Sustainable Buildings Trust aims to mainstream sustainable construction and gives advice and training in the understanding and practical use of traditional building skills
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	<ul style="list-style-type: none"> • There are a number of groups in Cornwall dedicated to the management and construction of Cornish hedges such as The Stone Academy in Bodmin, the Guild of Cornish Hedgers and the Cornwall Hedge Research and Education Group • A Cornwall Culture White Paper is being revisited in 2016 by Cornwall Council, which will set out a new 5 year programme to continue the development of the cultural sector <p>For Porthcurno, another critically influential factor is that the Cornwall AONB is entirely defined by the sea, from distant shimmering views in the north of the county, to the crashing waves on white sand shores at Porthcurno in the extreme south west. Adjacent to and on top of the water, the coastline, beaches and sea come under competing pressures from recreation and development to meet the needs and demands of tourism and local communities. Although a land based designation, the management of the marine environment is integral to the conservation and enhancement of the unique character and local distinctiveness of the AONB coast, from the vibrancy of traditional fishing harbours such as Penberth to the level of litter that are washed up on any of the beaches all year round.</p> <p>The unique landscape, natural beauty, bio diversity and cultural heritage is central to Cornwall's tourist economy and the 'star attraction' for visitors. Hence the sustainable management of the landscape is essential both to the tourism industry and Cornwall's economy. Historically the tourism industry has focused on increasing visitor numbers. However, over recent years, the emphasis has shifted to attracting more visitors at the times of the year when they are needed. Cornwall's natural beauty is now appreciated throughout the year, contributing to a high quality tourism experience and helping create successful year round business, which in turn sustains better quality employment.</p> <p>The context for landscape and infrastructure support in Porthcurno takes in to consideration Cornwall's 'Sustainable Tourism Strategy':</p> <ul style="list-style-type: none"> • A high quality landscape is integral to tourism, attracting 4.5+ million visitors annually with spend of 1.5 billion, supporting 40,000 jobs which is estimated to account for 25% of all employment in Cornwall • The recognition of the Cornwall AONB as a high quality landscape can bring added value to tourism businesses in terms of profitability and quality of visitor experience • 'Visit Cornwall', the Cornwall Development Company tourism service provides leadership, support and targeted services and projects to ensure the wise growth of tourism as a key sector of the Cornish economy, and aims to achieve an industry that is internationally competitive, innovative and sustainable • Visit Cornwall administers the Visit Cornwall Partnership which is a public/private partnership with the aim of assisting the service with its strategic plan • CoaST (Cornwall Sustainable Tourism Project) is an independent social enterprise whose aim is to work towards a tourism
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		<p>industry which operates within our social, financial and environmental means. CoaST has supported over 150 businesses to gain Green Tourism Business Scheme certification in Cornwall</p> <p>In respect of green tourism, transportation is one key area where policy needs to be defined and agreed for the Porthcurno and West Penwith area as a whole. The rural road network is one of the defining elements of the local landscape with narrow winding lanes bounded by Cornish hedges of differing pattern and geology; however traffic pressures from increased tourism in peak periods have consistently placed a strain on the local landscape and community both in terms of access/safety and parking considerations. Rights of Way criss-cross farmland and moorland, enabling access to the countryside and coast on foot, by bicycle or on horseback. Traditional infrastructure associated with the road and Rights of Way network, like the iconic fingerposts and milestones, stone stiles and historic pathways are part of the rich history of the protected landscape. Large parts of West Penwith are also areas of 'Open Access' land over which the public have legal rights of walking access. The AONB is also significant therefore in terms of Cornwall's Rights of Way, with over a third of Cornwall's total length of rights of way within the AONB (86% of which are footpaths), and over 70% of the South West Coast Path passing through the protected landscape.</p>
10	Needs of the community and intentions of the team to meet them.	<p>Consensus opinion gained from research, consultations, meetings, Q & A sessions and questionnaires is that continued enhancement of the local environment primarily will provide the stability and resources required to support the resilience that Porthcurno needs to grow. The inherently unsustainable approach of short term economic growth is challenged therefore, and replaced with a more secure and prosperous model which will deliver more benefits to more people in the future. By focusing investment into the environment, the foundation is made on which both the community and the economy can then prosper - the environment and the economy need not then be regarded as opposing forces which are mutually exclusive - viewing the environment as an obstacle to economic growth is an 'outdated' idea, and one which fails to recognize the role of nature in supporting business and rural industries.</p> <p>By acknowledging that the economy is inextricably linked to the environment, it's important to accommodate natural features and functions when planning use and management of the land. Through intelligent planning, creative design and project management, Porthcurno can be home to resilient growth, minimal high quality development and optimal land use.</p> <p>Whilst the role of traditional industries is much reduced in Penwith as a whole, they have nevertheless created much of the landscape setting for the predominant tourism industry. 5 million staying visitors were recorded in Penwith in 2014, and in the same year the renowned global publishing giant Lonely Planet included the South West among the top three places to visit in Europe, on a par with heavyweight holiday spots such as Greece and Italy. Visit Cornwall (2014 Surveys) show that most holiday trips to Penwith are motivated wholly or partly by the conserved landscape; and scenery, landscape and views</p>

		<p>were cited by the largest proportion of visitors as their favourite aspect of visits.</p> <p>Other sectors of the economy beside tourism also benefit from the quality of the landscape, notably the creative industries; knowledge based sectors; horticultural, local produce and marine businesses. Penwith in particular is cited in Chamber of Trade and Commerce surveys as an attractive place for entrepreneurs to establish, and/or expand many types of business. The economic value of the environment is hence not only relevant in terms of jobs and businesses in the tourism, recreation or agricultural sectors. In recent years Cornwall has been actively promoted to businesses, with marketing focusing on the environment and quality of life - the area's attractiveness as a place to live and as a leisure destination are likely to remain as key features in future economic progress.</p> <p>To adapt to the changing environment, new approaches need to fuse traditional knowledge and skills with cutting edge technologies and practices that are consistent with the valley's heritage as 'home to the internet', and the opportunities offered by the digital age. <i>Connecting to nature</i> not only makes working lives stimulating and healthy, but also gives rise to a professional and creative workforce, and a business community, that are locally resilient and in demand globally. Despite the recent economic downturn, employment in the environmental goods and services sector across Europe has grown by 20% since 2007, compared to only a 1% increase in total employment growth. By having the ambition to increase the capacity of <i>the knowledge sector</i> through awareness and skills programmes, and by potentially investing in new products, methods and research associated with this, the intention would be to achieve growth that would simultaneously benefit nature, local culture, community well-being and the economy.</p>
11	Analysis	<p>SWOT Analysis</p> <p>Strengths –</p> <p>*The wild beauty and diversity of the landscape and seascape in and around Porthcurno is second to none, and will continue to be at the heart of why it is valued so highly by residents and visitors alike. The valley has an elemental, natural beauty which is timeless, coupled with a sense of heritage present in the elegantly simple industrial architecture. The whole is strikingly memorable, unspoilt and intriguing, and full of contrasts.</p> <p>*A visit to Porthcurno offers enjoyment and opportunity on many levels from the scenic appreciation of a diverse landscape and dramatic seascape – cliffs, beaches, headland, lowland valley, upland pasture and woodland - varied sports, activities and catering offers, to cultural participation, education and interpretation. Visitors are consistently both surprised and delighted by what they discover, and their enjoyment prompts loyalty and repeat visits.</p>

*Porthcurno's history and heritage, importance a centre of technological advancement, entrepreneurial strength and creative flair, alongside the quality of its natural environment and contemporary culture, mean that it is a truly world class destination. As well as those drawn by the beauty of the place itself, the area also continues to attract innovators, aesthetes and entrepreneurs; its 'retreat' qualities continue to be inspirational. There is as a result a small but thriving micro and SME business sector which is resident, and which will continue to attract attention, and a rich diversity of community organisations, groups and networks relative to the size of the village.

Weaknesses –

*Porthcurno's local employment economy is heavily reliant upon a handful of SME's whose stability is critical in the face of declining activity in the more traditional area industries, and other evident economic pressures. Declining economic diversity is therefore a concerning trend, potentially with much wider 'cascade' implications.

*Other pressures in evidence locally are high living costs, particularly as this relates to transport, housing and lack of choice or competition in the retail sector; and resultant high unemployment and benefits dependency for some residents. There is some lack of cultural cohesiveness in this respect in the locality, and pockets of long-term rural deprivation exist.

*Whilst the Porthcurno 'offers' are diverse, it is arguable that there are relatively few opportunities for young people in particular to enjoy community facilities, activities and events, or to break into the local housing and employment market owing to the lack of well paid year-round employment opportunities and other effects of seasonality.

Opportunities –

*Environment and the economy have long been regarded as opposing forces - environment has been dismissed as a barrier to development, 'resolved' through a sequence of trade-offs where there is only one winner. If the environment continues to be eroded, ultimately we all lose; however viewing the environment as an obstacle to economic growth is an equally outdated idea which fails to recognize the role of nature in supporting business and industry. Economic and environmental growth is not mutually exclusive; through intelligent planning, creative design and informed management Porthcurno can be home to resilient growth, high quality development and optimal land use.

- Resources are replenished
- Locality/environment is revitalised

- Business and food webs are re-built

Leading towards Economic benefits such as:

- Natural resources to boost new and existing businesses
- A long term, stable economy
- The right conditions to attract and retain investment
- A healthier, happier, more productive workforce
- Strengthening of the Porthcurno 'brand'
- An attractive place to work and do business
- Increased business resilience and sustainability
- Happier community with improved wellbeing
- Greater connection to the natural and cultural heritage
- A strengthened sense of place
- An attractive place to live, work and raise a family
- A better quality of life

It's of course possible to develop appropriate areas of land and follow simple design principles, to create buildings and infrastructure that will be valued for both appearance and function - with the right type of activity or development at the right scale and in the right place, Porthcurno could potentially support limited resilience growth.

Thus environmental growth by design could potentially:

- Retain existing features such as hedgerows, trees and wetland
- Invest in extensive landscaping and native planting
- Create swales, green roofs, permeable surfaces & ponds
- Adopt sustainable construction standards

*Despite the economic downturn, employment in the environmental goods and services sector across Europe has grown by 20% since 2007, compared to only a 1% increase in total employment growth. Investing in this sector in Cornwall provides significant opportunities - by increasing the capacity of the knowledge sector through awareness and skills programmes, and investing in new products, methods and research associated with Cornwall's environment, growth can be achieved that will benefit nature, the community and the economy. Examples of innovation in this arena may include hub/interchange sites;

		<p>consideration of bio-fuels, re-cycling; native planting, wildlife support; solar schemes; food production; transport, communication and housing proposals.</p> <p>*In Porthcurno, prolific opportunities exist around improving local access to places and landscapes where people can enjoy and experience nature, and around improved accessibility to quality environmental information to inform and educate. In turn this provides innovative ways to communicate with a wider audience, and to create the cultural and behaviour change required to benefit the environment; and for residents and visitors to share personal responsibility in caring for the environment.</p> <p>*Seaside tourism was defined by Sheffield Hallam (The Seaside Tourism Industry – 2012) as a wider category “than just set-piece family holidays on the beach”. For Porthcurno there are a wide range of leisure, heritage, cultural, sporting and other recreational opportunities on offer through the ‘Passport to Porthcurno’. Furthermore ,work from the LGA Coastal Special Interest Group on Economic Development noted that “changing visitor trends and behaviour can be exploited as new market opportunities (e.g. people taking more second and third holidays, people increasingly unwilling to fly abroad) thus appealing to a different market and helping to promote the valley area as an all year round holiday destination. An innovative approach to this growing market might take domestic tourism in to broader, more diverse market sectors.</p> <p>*Local connectivity may be enhanced by the travel demand created by tourism, recreation and education; however, it is important to note that tourism has significant effects on local transport infrastructure. In Porthcurno, the tourism related impacts, and potential solutions, are the issues that have consistently generated the most interest and debate around access; traffic congestion; road safety for drivers and pedestrians; and parking. Tourism, and the infrastructure associated with it, can create valuable year-round amenities for local residents that improve the quality of life offered by an area. Heritage and environmental assets can be upgraded for tourist use, and also be used by local communities; however, Porthcurno could easily be damaged by the weight of tourism numbers, particularly in high season, so the impacts need to be managed very carefully.</p> <p>Threats -</p> <p>*A word cloud of indicated behavioural threats generated through a residents’ workshop event (2015) includes: ‘social inertia, scientific evidence ignored, short termism, disconnection, lack of understanding, rate of change, political agenda and priorities, lack of enforcement, weak legislation, lack of inspiring leadership, green washing, austerity, self-interest, materialism, inconsistency, deregulation of planning system, poor decision making, lack of action on climate change, dishonesty, devalued environment’.</p>
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*Economic vulnerability breaks out two principal ways - exposure to single industry/business failure - where too few sectors/companies dominate the local market, and failure/ decline has a profound impact on the local economy; and where exposure to cuts is expected over the medium term to result in job losses that affect the local economy. Coastal communities run a higher risk of being less economically successful than others in the country. One inevitable threat is therefore deprivation, which is a relative concept, and so compares the conditions of individuals to others in society, but it can broadly be seen as the outcome of economic and social underperformance in an economy over time.

*The Marine Policy Statement (MPS) sets out eleven “key activities which take place in the marine environment”, all of which inherently pose threats to the local environment, some to a much greater degree than others: these are defence; energy production and infrastructure; ports and shipping; marine aggregates; marine dredging and disposal; telecommunications cabling; fisheries; aquaculture; surface water management; waste water treatment and disposal; tourism and recreation. Modern economies are spatially integrated, as a result of which economic activity in one place has economic, social and even environmental consequences in other places which can be physically very distant. Some threats also represent opportunities, where these can be contained, particularly as this relates to recreation and tourism.

*Impacts can really only be measured case by case according to the following questions:
How local are impacts? Is activity likely to increase employment? What is the extent of market catchments and supply chains? Does the activity generate above-average skills demands in the local economy? When the activity creates jobs, are these often seasonal or part time? Does the activity generate above average wages? Is the activity likely to affect investment in local infrastructure and connectivity? Is the activity likely to affect local environments, heritage or neighbouring uses? Is the activity likely to affect deprivation levels in the local area?

Porthcurno Economic Strategy & Plan: Development Framework

The implications of the Porthcurno strategy point strategically to investment in training, skills, research and development; the digital economy; conservation and enhancement of the cultural heritage; green retail and supply chains; leisure, energy housing and transport investments. The Porthcurno Economic Strategy sets out how the Porthcurno Coastal Community Team’s ambitions can be realized; the building blocks which are outlined in each of the four areas set out the targets and conditions required for a a more resilient local economy. There are 6 targets, each of which is framed in a schedule for delivery over the next 5 years (the Plan). The targets sit within 4 discrete areas, which also identify the tools, activities and/or information that are needed in order to achieve them:

		<p>1. <u>Connecting with Nature</u></p> <p>Target : Nature in Porthcurno is abundant, diverse and well connected</p> <p>a) Protect and expand existing designated terrestrial and marine protected areas. b) Establish ‘growth areas’ to ensure the geographical coverage and quality of local ecological networks; increase in the abundance and distribution of local priority habitats, species and wildlife; where relevant to assist local supply chains. c) Manage opportunities and challenges around access and transportation in the valley/local area</p> <p>Target : Porthcurno’s environment assists in providing economic prosperity and stability</p> <p>a) Increase environmental resilience and resource security to underpin a sustainable local economy and vibrant community. b) Develop planning towards a circular, low carbon economy, which maximises resource efficiencies. c) Increase investment by businesses and the community into the appropriate management of environmental assets. d) Strengthen the Porthcurno ‘brand’.</p> <p>2. <u>Connecting with Culture</u></p> <p>Target : Porthcurno’s local and visiting communities are connected with the area’s heritage and culture</p> <p>a) Promote local access to places and landscapes where people can enjoy and experience the valley. b) Inform and communicate the area’s culture creatively through the ‘Passport to Porthcurno’ and ‘Industrial Village’ destination marketing and programme initiatives c) Facilitate effective collaboration between the arts, culture, heritage and natural environment sectors to communicate the significance and potential of Porthcurno both to new audiences and to residents who are actively engaged in quality ‘citizen science’ initiatives and volunteering schemes.</p> <p>3. <u>Connecting with Wellbeing</u></p> <p>Target : Porthcurno is a happy and healthy place to live</p> <p>a) Increase local ability to provide goods and services. b) Support good quality housing, private and public open spaces (gardens, leisure facilities, footpaths, beaches and</p>
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		<p>woodland), and green infrastructure both in the home and workplace c) Facilitate access, opportunities and activities which use outdoor and indoor spaces for education, health, exercise, recreation and wellbeing</p> <p>4. <u>Connecting with Knowledge</u></p> <p>Target : Porthcurno has an excellent data and skills base reflective of Areas 1-4, and is exporting its knowledge worldwide</p> <p>a) Facilitate interconnected approach to skills development programmes around Areas 1-4 for individuals, organisations, professionals and community in Porthcurno b) Develop networks of people in Porthcurno (and across Cornwall) with traditional and contemporary skills to provide accessible, useful information to understand the characteristics of Cornwall’s heritage; its terrestrial and marine systems; its, culture and associated networks</p> <p>Target : The specific characteristics of Porthcurno are well understood within local and global contexts</p> <p>a) Support a world class knowledge economy based around Areas 1-4, identifying gaps in local knowledge, prioritising research and data collection, informing Cornwall’s global connections, and focussing on opportunities to shorten supply chains /develop a circular economy. b) Engage in a community programme to widen awareness of 1-4, collect and manage data (e.g. SWOT analyses, mapping, monitoring, evaluation), catalyse delivery and invest resources c) Reflect the vision of the Cornwall AONB in protecting and promoting the distinctive landscape character of the area – its scenic beauty, biodiversity, geology, history and culture – to be fully understood and respected.</p>
12	Data	<p>Economic Landscape & Headline Statistics</p> <p>Cornwall as a whole faces an uncertain future, indeed one that may look very different to today. An increasing human population, changes in land-use and agriculture practises, the make-up of the economy, and climate change will all influence both the way we live our lives, and also shape the environment that supports and surrounds us.</p> <p>Key current trends in terms of Cornwall’s people and place based economy are:</p> <ul style="list-style-type: none"> • <i>23% of workforce is self-employed compared to 14% elsewhere in UK</i>

- *Annual earnings of £17,344 compared to £23,300 UK average*
- *More than 10,000 second homes*
- *8,500 students at the Combined Universities in Cornwall*
- *86% of population is classified as 'rural', though >50% of people actually live in towns*
- *37% increase in residents over 65 between 1982-2016*
- *Life expectancy is higher than UK average*
- *Crime is lower than the UK average*
- *2nd in the National Happiness Index (2013/14)*
- *Recreation & culture is third highest weekly spend after transport and 'other expenditure'.*
- *Residents rate the coast, countryside and landscape as the three things they like most about Cornwall*
- *80% land use is for agriculture*
- *48,000 km Cornish hedges, 4-5% tree cover, 724 km of coast*
- *The largest World Heritage Site in UK*
- *4,500 km of Public Rights of Way;*
- *30% of the county is within an AONB*

Cornwall is a dynamic place and, as our natural and built surroundings change, so too does our society and the values it shares. This strategy acknowledges that Cornwall is changing and sets out how we can ensure that future changes are positive ones that bring real benefits to society. Above all consensus opinion is that Cornwall's people and economy depend on the quality of their surroundings. This strategy recognises that, in order to achieve economic and social prosperity for all, we must also nurture, support and grow the natural environment. In other words, we need to increase the space and improve the conditions which allow nature to flourish. Through understanding and valuing our environment, and the goods and services it provides, the local community will be better placed to ensure that nature can be protected, and can sustain the Porthcurno area into the future. The strategy recognises the role that the local population has played in 'place shaping', and the evolving interplay between the natural and the man-made within the historic and built environment, but understands that the natural environment is the foundation on which the community has developed.

The structure of our strategy is therefore built on experiencing the area, understanding and valuing the area, and achieving economic, environmental and social growth in equal measure. The PCCT Plan involves the partnership in collective action to attract investment to the valley, and to communicate and market the benefits of delivering resilience and growth through different sectors, by working with the community, businesses and organisations, and all potential strategic partners. It is anticipated that the resultant successes will be measurable.

Like many coastal locations in the UK, the local economy does depend on the visitor economy, and despite the increasing competition within a global market, Cornwall as a whole has fared well in comparison to other areas. Statistically, a sample of some of the most recent calculations speak for themselves:

- Surfing is worth £153 million to Cornwall's economy
- Agriculture, forestry & fishing support over 12,000 jobs in Cornwall
- Crops contribute £53 million to Cornwall's economy
- 374 MW in total capacity of renewable energy in Cornwall
- Sea angling in the South West generates £165m of expenditure
- Tourism brings in £1.85 billion to Cornish economy annually, 13% of Cornwall's GVA, 1/5 jobs
- £35 million of fish landed by UK fishermen into Cornwall in 2012
- The coast path in Cornwall was worth £175 million to the local economy in 2014

Recorded indices of multiple deprivation in Cornwall (Crown 2010) reveal that Porthcurno lies in one of the most deprived areas of the County, itself amongst the most deprived areas in Europe. Amongst the many statistics and facts of relevance for the valley, the following provides a summary of areas of potential need and agencies/institutions potentially set to be able to make a response in partnership with Porthcurno Coastal Community Team:

- Cornwall Council has created 19 Community Network Areas. These are managed clusters of Parishes which will join together to facilitate local decision making and delivery of services
- The Cornwall Rural Community Council (CRCC) is part of a network of 37 rural community councils all sharing the aim of enhancing rural communities
- The Cornwall Association of Local Councils (CALC) is the membership body for parish and town councils in Cornwall
- The planning system has a role in creating healthy, vibrant places in which to live and work, with good quality, affordable housing
- Community Land Trusts provide a cost-effective community based approach to the provision of small scale affordable housing/facilities
- The proposed upgrading of broadband speeds will bring new opportunities for local businesses in as well as enabling more flexible working
- Sensitive conversion/new buildings to workspaces can encourage economic use
- The Government's response to the Taylor Review of the Rural Economy endorses all the recommendations for live/work initiatives and second home ownership

		<ul style="list-style-type: none"> • Community plans have a key role in identifying key community issues as well as steering local level landscape conservation and enhancement • The rural parish system could be used as a framework for the development of more sustainable ways to live and work • Community health issues and the increasing cost of health care has focused attention on active lifestyles and highlighted the need for people to be more active • Porthcurno falls within the West Cornwall Local Action Groups (LAG) administering grant funding for rural communities • Volunteer Cornwall is dedicated to developing active and engaged citizens through volunteering • There is a strong sense of community within the valley, demonstrated by active participation in group activities • The Localism Bill has brought sweeping changes to local level decision making, placing more emphasis on community involvement in place making. <p>A Summary of the Porthcurno local economic landscape and headline statistics within which the Strategy is being developed reveals that:</p> <ul style="list-style-type: none"> • There are currently fewer than 50 rateable businesses in the defined Porthcurno area, including a high number of small and micro businesses, the majority of which aside from the principal visitor attractions are self-catering holiday companies¹; there are many more self-employed and home workers whose industry undoubtedly does not feature in this figure; • Porthcurno attracts a combined visitor spend in excess of £3 million per year²; • More than £250,000 per annum is invested by the Minack Theatre alone into the economy of residents in the Parishes of St Levan, St Buryan and Sennen through salaries and wages, and the Minack’s total direct spend in to the West Cornwall economy is between £750,000 and £1 million plus per year depending on capital investments; • The Minack’s visitors have grown steadily since 2008, before which total numbers consistently averaged about 170,000 visitors a year; in 2014 and 2015 the theatre welcomed over 250,000 visitors; of these, roughly 85,000 came to see a main performance, about 20,000 to storytelling, about 1,000 to education projects, and 144,000 as day visitors; • Telegraph Museum Porthcurno (The PK Trust) visitor figures in the same period are a little under 20,000; the museum
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¹ NB. This includes companies that own multiple properties, but will exclude many more that are not registered rate-payers, Source: ONS, Neighbourhood Statistics

² Visit Cornwall Towns 2012: Tourism Volume and Value Estimates, The South West Research Company Ltd

		<p>is also a year-round and seasonal employer, and like the Minack, has a substantial number of volunteer staff;</p> <ul style="list-style-type: none"> • On average up to 15% of visitors to the valley currently arrive in groups by coach or mini-bus (an increase of about 5% in the last 5 years); the majority park in the public car park facilities, some in the adjacent museum car park; in peak season the car parks are consistently full - overflow parking arrangements are in addition necessary for smaller vehicles that can negotiate the steeply winding road; • In peak season, approximately 50% of self-catering accommodation in the valley and local area is used by visitors to the main valley attractions; out of season bookings are comparatively very low; other cross-pollinators which benefit are attractions in general and catering outlets; • Valley customer survey information(2015) reveals that on average 70% of visitors have travelled to visit/are on holiday, whilst 30% are local; that the vast majority of day visitors are on holiday; and that almost 75% have not visited before; • The principal drivers for up to 65% of visitors are recommendation and previous visits; • The pattern of visits for all valley businesses has in the past decade shown a consistent rise in monthly numbers between April and Aug, with a steady decline during September and October; between November and March each year numbers are consistently low. • Over 100 jobs in Porthcurno are supported by visitor related spending - 49% of jobs directly depend on tourism³; • 36% of employees in Cornwall are paid below the Living Wage (£7.85), particularly in the accommodation, food and retail sectors (70%) which employ a significant number of people in the Porthcurno area⁴; • Average house prices in Porthcurno are currently 17.1 times average annual local (gross) salaries, which are more than £6000 lower than the national average⁵; • The Parish currently has more than 50 retail/commercial/accommodation units, of which approximately 10% are retail, food and drink outlets, 30% commercial, and 60% accommodation. There are currently no available units available for start-up, micro or small businesses in the valley; • 38% total residents of working age (16-74) are in employment⁶; there is a fluctuating, higher than average degree of second-home ownership as compared with the county as a whole; • Parts of the Parish rank in the lowest in Indices of Deprivation 2015 relating to income, employment, access to training and skills and barriers to housing and services⁷ – there is a marked ‘divide’;
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³ Visit Cornwall Towns 2012: Tourism Volume and Value Estimates, The South West Research Company Ltd

⁴ Ibid

⁵ Source: ONS, Annual Survey of Hours and Earnings, 2013; Land Registry, May 2014

⁶ ONS, Neighbourhood Statistics

		<ul style="list-style-type: none"> • Fishing continues locally out of Penberth and Porthgwarra coves, despite significant decline, and continues to be an industry at the heart of the local community; • Agriculture continues through local small farms and agricultural estates, supporting crops, dairy and beef cattle, and flower farming; • In addition to accommodation providers and tourist/educational facilities, Porthcurno area supports strong heritage, creative and cultural industries; design, communications and media companies; digital, broadcast and virtual economies; sports and leisure providers; • There is currently limited international connectivity through the provision of superfast broadband; historic linkages with the international communications industry offer unique opportunities in potential. <p>From these figures and the wider context, priorities for action can be identified in several key areas of the local economy: the <i>rural and coastal economy, tourism, culture and heritage, the digital economy, jobs and wages.</i></p>
13	Key projects and/or bodies of work.	<p>Porthcurno Economic Plan : Integrated strategy to achieve resilience</p> <p>Economic recession has focused our attention on some of the failings of our current economic system - a model based on increasing levels of consumption per capita, built on the implausible belief that economic growth can continue in a world of finite resources, and our tolerance in society of widening levels of social inequality nationally and globally. Combating climate change locally will require both adaptation and resilience characteristics to be designed into the structure of the economy – its infrastructure, investments and activities. Academic work has consistently shown that local economic development driven by communities, particularly in disadvantaged areas, requires the retention of wealth in the local economy to reinvest back into the area. There is also potential for conflict between resilience and economic growth; interventions that can increase gross domestic product (GDP) can and often do conflict with other objectives, such as reducing inequalities and building social and ecological resilience. There needs to be a careful distinction between means and ends. If the goal is economic resilience, then GDP growth might be the means to that end, but never the end in itself.</p>

⁷ Ibid

The PCCT Strategy & Plan provides the high level framework under which practical measures to enable and deliver positive changes rest. The Plan follows four work areas as outlined, and will involve PCCT working with partners in the relevant sectors:

1. Connecting with Nature

- *Landscape & Infrastructure Plan*
- *Passport to Porthcurno*
- *Environmental Investment Programme*
- *Visitor Transport Plan & Programme*

*PCCT will work with a variety of organisations and individuals, including NGO's, government agencies, landowners, utilities and businesses to secure funding and develop discrete projects. The first stage Landscape & Infrastructure Plan will be published in 2016, to direct funding from current European and national investment programmes.

*PCCT will identify sustainable transport and parking solutions, with specific reference to traffic flow, safety considerations and the improvement of pedestrian access; advice and linkages between the valley and the regional urban centres of Exeter, Plymouth, Truro, Camborne/Redruth, Penzance, Helston, St Ives, St Just and Sennen as part of the 'Passport to Porthcurno' destination marketing; and similarly identify a number of circular routes from population centres into the valley using ROW, permissive routes and other trails in partnership with the National Trust, Natural England, valley partners and the South West Coast Path Team.

*PCCT will also undertake an audit of points of access to the water in or near the valley, putting in place a system of monitoring of condition in conjunction with Cornwall Council Environment Service, the AONB and environmental agencies locally such as Surfers against Sewage; develop a project for the rationalisation of beach infrastructure and signage with associated design guidance; support the work of initiatives to reduce beach and marine litter.

*PCCT will identify priority biodiversity areas and with communities and land managers, develop spatial visions for landscape scale biodiversity management and habitat recreation with a view to producing/reviewing/investing in infrastructure planning for the valley, in partnership with agencies such as the National Trust, Natural England, the Cornwall Wildlife Trust, the Woodland Trust, the Combined Universities of Cornwall, Cornwall Council Planning and Environment Services and the Cornwall Biodiversity Initiative.

2. Connecting with Culture

- *Landscape & Infrastructure Plan*
- *Passport to Porthcurno*
- *Investigation of Memory of the World Designation*

*PCCT will produce guidance on the range and management of heritage assets, historic buildings and historic character within the protected landscape of the valley; monitor and report on the condition of heritage assets with the help of local communities and heritage organisations; build on the Industrial Village through Passport to Porthcurno; develop a Landscape & Infrastructure Plan with partners; assist partners in destination marketing and co-ordination of existing/augmented resources for heritage, culture and education in the valley; develop and promote linked 'Passport' web marketing for information on Cornwall's historic environment and cultural heritage; develop a residential programme of courses (e.g. from traditional building, craft and horticultural techniques, to communication/writing/performance and digital design/ innovation showcasing; input the updating of the Cornwall Culture White Paper to ensure support for local cultural industries, collaborations, clusters and festivals.

3. Connecting with Wellbeing

- *Project Management & Development Finance*
- *Options research & Feasibility Studies*
- *Training & Skills initiatives*

*PCCT will investigate, encourage and support the sustainability of local micro and small businesses which respect the local distinctiveness and cultural heritage of the protected landscape: by undertaking a more detailed audit of the economic, social and environmental value of the valley to ensure that its value is fully recognised by national/regional agencies, Cornwall Council and the Local Enterprise Partnership; examining the options/feasibility of co-operative/wholly owned community facilities, land or services, especially as this may relate to community use, leisure, sporting, recreation, training or retail activities; collating and highlighting best practice examples of businesses which rely on the valley and which strengthen local distinctiveness; assisting supply chain linkages and associated marketing; developing a project to trial approaches to self sustaining and low carbon living through an integrated 'total place' approach to the delivery of public and health services; developing training and skills in sustainable management practices for community volunteers and leaders.

		<p>*Interventions in support of economic resilience can be derived through the above strategies, and from the mapping of institutions, partnerships and networks in the local area, amongst which funders, knowledge organisations, local government and support organisations.</p> <p>There are sectors of the economy that have particular importance for resilience as they address basic human needs that impact on the quality of people’s day-to-day experience, highlighting organisations supporting energy, land and housing, food, and community finance and exchange. The categories are not mutually exclusive of course - for example, Transition Network’s REconomy project aims to foster new sustainable social enterprises across several sectors that are key to re-localisation of consumption and production, decarbonisation of supply chains, energy, housing and food production; the Community Land Trust supports affordable housing development; Groundwork UK supports business development and local food projects; and Plunkett Foundation gives expert advice to communities wishing to run their local shops, pubs and other types of rural community-owned businesses.</p> <p>Project management & Development Finance</p> <p>Locally focused financial institutions are a small component of the financial system within the UK in comparison with other nations (Prieg & Greenham 2012). Financial institutions with a specific geographical focus include credit unions, community development financial institutions (CDFIs) and smaller building societies. These types of institution also have explicit social goals rather than being purely profit-maximising businesses. In addition to operating in disadvantaged areas where there is a lack of provision from mainstream banks, these local financial institutions add diversity in the finance system – a key quality of economic resilience – and keep more resources circulating within the local economy. In addition to providers of credit and payment services, there is a growing interest in locally directed equity investment (e.g. community shares), and local currencies (e.g. Bank of Cornwall) There is a growing range of small-scale financial innovations taking place, driven by enabling technologies and entrepreneurial responses and chronic under-serving of sectors of the economy by the mainstream banking sector (e.g. crowd funding).</p> <p>Locally directed equity investment is often in the form of the issue of shares in industrial and provident societies, which allow a co-operative governance structure alongside the ability to pay a financial return in proportion to investment. The primary sector for these has been renewable energy production with numerous examples in the south west. The Co-op amongst others has also set up the Community Shares Fund to provide bridging loans and underwriting for community share issues.</p>
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Well-being

Although well-being, or quality of life, is increasingly referred to in government strategies and objectives, it is often left undefined, leaving it unclear as to how it can meaningfully be applied. Aside from feeling 'good', it also incorporates a sense of individual vitality, opportunities to undertake meaningful, engaging activities which confer feelings of competence and autonomy, and is also about feelings of relatedness to other people. It is well known that fostering well-being can serve as a driver to achieving other outcomes, in addition to being an end in itself, and that developing policy and strategy through a well-being lens means recognising the positive and reinforcing feedback loops that can emerge from high well-being.

4. Connecting with Knowledge

- *PORTAL – Porthcurno Visitor Information & Enterprise Hub*
- *Passport to Porthcurno*
- *Training & Skills Initiatives; Showcasing*
- *Areas for further work*
- *Community Engagement Plan*

*PCCT will undertake a feasibility study/options appraisal regarding visitor information and enterprise hub support for sustainable businesses in the valley, and implement the results in partnership; will initiate an interpretation/visitor information project as part of Passport to Porthcurno, which establishes local groupings, and uses innovative interpretation tools; develop and run a programme of training in the sustainable tourism, enterprise, innovation showcasing and business leadership sectors, building upon the availability of local expertise in respect of these initiatives.

*PCCT will work to liaise with stakeholders in order to develop further sector specific research in five work areas, focussing on production and supply chains, energy, housing, transport and business; this work will also be used to inform strategic policy development in partnership (for example) with Cornwall Council, the Health & Wellbeing Board, Devon & Cornwall Police, Healthwatch Cornwall, NHS Kernow, and the Local Enterprise Partnership amongst many other stakeholder groups.

*PCCT will continue to engage in consultative, training and skills initiatives in the valley and wider area, most particularly with the St Levan Primary School, Secondary feeder Schools and Colleges. Public support is a critical part of ensuring economic resilience in Porthcurno; similarly working with communities of interest, businesses and organisations.

The potential benefits of resilience planning and investment are diverse, and so can be monitored in a variety of ways from

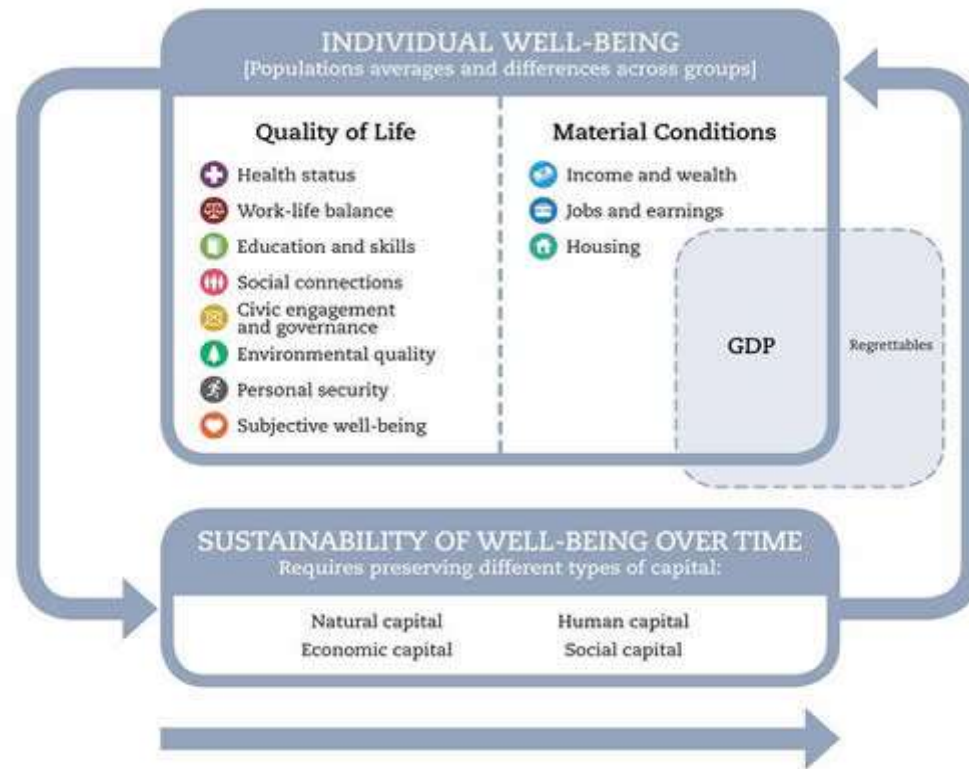
		<p>recording gains for nature by calculating the increase in area of a particular habitat type, or the population growth of a given species over time, to natural capital assessments or visitor surveys, and measurement of health indicators such as obesity, depression, or speed of recovery from illness. However, many of these measures of success cannot be usefully evaluated within a five year time frame, which is why an overview in years 6-10 and beyond will also be desirable. In all identified work areas therefore, work will be carried out with partners to agree 'performance' indicators which are sector specific and spatially appropriate.</p> <p>Co-production is an operating principle which shifts the balance of power, responsibility and resources from professionals to individuals, by involving people in the design and delivery of their own services. Central to growing the core economy, its guiding principles recognise people as assets who are the real wealth in any community, and that every individual can contribute to their own well-being and that of the community. Co-production also engages previously unrecognised and under-used resources in delivering services, broadening and deepening public services, using a multi-faceted network of mutual support. This way of growing the core economy can help prevent needs arising, whilst achieving better outcomes. Interventions might involve supporting working conditions which nurture the core economy, enabling people to combine paid work, caring and co-production in ways that are attractive and rewarding; safeguarding resources to support the activities of local voluntary groups and organisations; encouraging greater expectation that local centres will be open to groups of all kinds, and that existing resources such as for example meeting rooms, internet access, printing facilities, training and capacity building, will be used to help to broker connections and bring people together.</p>
14	Short term goals/actions	<p>Investment from the Coastal Revival Fund will assist both high level objectives through the production of the Landscape & Infrastructure Plan, and lower-medium scale objectives alike through first stage attention to valley trails, valley property and essential valley facilities.</p> <p>The aim of the project is to produce a planning blueprint, from which will be derived the management plan, schedule and budgets for first and second stage capital improvements, associated enterprise initiatives, and destination marketing through the 'Passport to Porthcurno'.</p> <p>Through improved infrastructure and communications, Porthcurno's local, regional and global connections will support social and economic growth in the 'shoulder' months, and so assist the sustainability of individuals, families and businesses for the future.</p>

	<p>Target benefits will include progress towards high level, "strategic" objectives for the CCT :</p> <ul style="list-style-type: none"> * Direct Growth of CCT annual sales revenues by est. 10% year on year. * Indirect/Induced growth for valley partners by est. 20% year on year to achieve optimum balance. * Becoming industrial village 'leader' in terms of customer satisfaction. * Establishing 'brand leadership' in the market as an accessible family destination with diverse offers. * Becoming a leading destination for business retreat, SME/innovation/technological support. * Bolstering sustainable year-round social, educational and economic opportunities in the valley. <p>Target lower level benefits will include :</p> <ul style="list-style-type: none"> * Reduction of loss of income potential from the area, through provision of better facilities. * Increased direct, indirect and induced spend/re-spend. * Sharpened business objectives for the CCT, including : <ul style="list-style-type: none"> -Financial objectives : increased earnings, increased profits, reduced costs -Sales objectives : extended saturation, more business, higher revenues -Marketing objectives : extended interest and geographic reach, market share and brand position, establishment of diversified offers, and recognition for 'Passport to Porthcurno' brand quality -Customer objectives : building satisfaction, attraction of SME/innovation/enterprise interests -Employee objectives : expanding job opportunities and return, reduce seasonality and turnover -Operational and efficiency objectives : improved communications infrastructure, higher productivity -Problem avoidance objectives : achieve better access/safety, proactively conserve, strive for balance <p>The Landscape & Infrastructure Plan will be the essential framework document for second phase investment and accrual of benefits from better facilities, improved marketing, and improved social and economic development in the Porthcurno Valley. It will sit within the framework of the main Cornwall Council Strategies, the combined aim of which is to create a sustainable Cornwall. This means a prosperous Cornwall that is resilient and resourceful - a place where communities are strong and where the most vulnerable are protected. Based on an extensive engagement programme with elected members, staff and partners there are 8 strategic themes which set out new direction for the organisation over the course of the next four years and beyond; 'Future Cornwall' is the Sustainable Community Strategy for Cornwall, which prioritises a set of goals through which private, voluntary and community organisations can participate; the Local Transport Plan identifies the vision for transport in Cornwall and presents the strategy for how this will be achieved and how the Council will measure progress towards that vision; the Economic Growth Strategy is the vision and prioritised objectives for the Cornwall and Isles of Scilly Local Enterprise Partnership from 2012 to 2020 - it identifies four priority areas - Business Growth, Skills, Knowledge and the Environment; and the Local Investment Plan identifies the aims and priorities for development and investment across</p>
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		<p>Cornwall- it builds on the vision set out in 'Future Cornwall' and is focused on targeting resources to improve housing, employment opportunities, local transport and green infrastructure.</p> <p>The scale of impact that the Coastal Revival Fund investment will effect in Porthcurno will be substantial and life-changing for local residents, businesses and visitors alike. It is a scale of investment which would not generally be available in a remote rural landscape, and as such arguably presents a 'once in a lifetime' opportunity for the Porthcurno Community Coastal Team to be able to unlock change and latent potential.</p> <p>Porthcurno is itself a surprising and inspiring place, and presents something of a paradox in that it is both the home of the Victorian internet, which unlocked modern international communication and commerce as we know it, and yet is found in the rural, remote western landscape, at the end of the line; it is home to some of the greatest scientists, creatives, engineers and entrepreneurs that the country has ever known, and yet it is the very sense of peace and retreat which makes the place so special, that gives rise to its springboard potential for further innovation and enterprise, relaxation and education.</p> <p>The direct, indirect and induced benefits which will accrue from the combined first stage investment are in themselves substantial; the accrued benefits from the second stage investments which will be possible following consultation and production of the Landscape & infrastructure Plan will allow the 'Passport to Porthcurno' to be progressed in the next financial year. In addition to earned income which would be unlocked through the Coastal Revival Fund investment, the CCT would aim to achieve further necessary match-funded support from the Local Enterprise Partnership, Local Area Group, Lotteries, Trusts & Foundations, Corporate Finance, European and Enterprise funds.</p> <p>In this regard, the main objectives of the Plan will be :</p> <ul style="list-style-type: none"> - to scope existing economic valuation tools for application to landscape/infrastructure investments - to audit existing issues and contrast different approaches - to identify optimum evaluation at a scale appropriate to the site <p>Having defined the project, the CCT will consult widely, identify options, impacts and indicators, costs and benefits, analyse sensitivities and make recommendations. Core research questions will be :</p> <ul style="list-style-type: none"> - Who exactly will benefit from the planned investments, how and to what extent? - What are the individual users' or non-users' expectations and preferences? - How and where should the future investments be targeted in order to maximise environmental, social and economic benefits?
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		<p>In summary it is anticipated that the main economic benefit of the Coastal Revival investment in Porthcurno would be:</p> <ul style="list-style-type: none"> - direct use benefits such as the Valley Trails and improvements to Historic List buildings and facilities, recreation and leisure benefits, land and biodiversity benefits, tourism, health and well-being benefits, land management and infrastructure benefits, climate change adaptation and mitigation benefits; - indirect use or spill-over benefits such as economic growth, business activity and investments, land and property conservation and appreciation, labour productivity, public safety, tourism, health and well-being benefits, management benefits, climate change adaptation and mitigation benefits; - symbolic values such as enhanced 'quality of place,' itself associated with potentials of job creation and the development and support of local pride, innovation and image building.
15	Performance measures	<p>Support through the Coastal Revival Fund for 'Passport to Porthcurno' will produce and help unlock wide-ranging benefits through both the production of the Landscape & Infrastructure Plan, and first and second stage work programmes. The economic benefits of Passport to Porthcurno include the direct, indirect, and induced benefits of diversification, and of current local policies and programmes. Cornwall Council, the Local Economic Partnership and international companies will be encouraged to help match fund the Coastal Revival Fund investment, and so assist production of economic benefits for the valley, including jobs, increases in gross domestic product, economic output, economic growth, and personal income or earnings in an area which is presently highly deprived. When considered along with the relatively modest costs, these benefits will clearly be substantial and have prolonged local and regional effect for this richly-layered, heritage and contemporary 'silicon valley'.</p> <p>Direct economic benefits will derive from on-site or immediate effects created by the investments in the Plan and first stage works.</p> <p>For example, the direct effects of having produced the Plan will be increases in the ability of the Coastal Community Team to :</p> <ul style="list-style-type: none"> * Understand the extent, management requirements and scheduling of second phase works * Fulfil necessary planning/conservation/other requirements in relation to the Plan * Achieve match-funding for all second stage works * Set up appropriate satellite project partnerships * Improve business and individual start-up/innovation/support potential in the valley * Improve income potential through springboard activities/job creation * Generate jobs through production of the Plan - estimate 2 part-time positions * Generate indirect/induced economic benefits through production of the Plan/associated re-spend <p>Direct, indirect and induced effects of the first stage works will be to :</p> <ul style="list-style-type: none"> * Improve visual amenity, efficiency, logistics, safety, management, marketability, accessibility and income potential for all residents, individuals/businesses and visitors, through the essential repairs proposed to public buildings and facilities prior to

		<p>the start of the next season - currently estimated to affect 250 - 300K people over the course of the year; increasing to an estimated 500K/pa by 2020</p> <ul style="list-style-type: none"> * Secure/conservate important landscape in the AONB * Secure/conservate important National Heritage List structure * Create 15 temporary part-time positions; 2 permanent fte positions; est. 20 fte induced jobs * Promote additional economic benefits through economic spend/re-spend - estimate additional net car-park sales and toilets income benefits for the Coastal Community Team of £25K (2016/2017); estimate additional net miscellaneous sales accruing to CCT of £10K (2016/2017); and to valley partners of estimated £150K (2016/2017) <p>It will be noted that the proposed first and second phase works are linked through the production of the Landscape & Infrastructure Plan. In examining the wider potential outcomes of the linked work phases, comparative analysis of the successes experienced through the improvement and destination marketing of other industrial village sites would suggest that the cumulative effects of a national and international campaign would be considerable. The Porthcurno brand already possesses much customer goodwill, and 'Passport to Porthcurno' has both rich visual and content appeal for a wide variety of users, residents and visitors, whether this be in terms of amenity, business, education, services, leisure, sport, environmental, enterprise or cultural pursuits.</p>
16	Medium term goals/actions	Refer: PCCT Enterprise Project Tracker 2016-2021 (Appendix 1)
17	Performance measures	<p>Ways to measure well-being</p> <p>Ultimately, to be able to assess whether we are achieving high and equitable well-being, we need to measure well-being directly using subjective measurement tools. Combined with appropriate measures of environmental impact, this will allow an assessment of how successful we are in living better, whilst using less. Firstly, we need to measure the impacts the region has on the environment. These include local impacts in terms of air and water pollution, and the degradation of the region's natural resources. The Index of Sustainable Economic Well-being (ISEW) can be expressed as follows:</p> <p>ISEW = Personal consumer expenditure - adjustment re personal consumption for income inequality + expenditures on health and education + value of domestic labour and volunteering + economic adjustments (service flow from consumer durables) - defensive private expenditures (commuting, car accidents, personal pollution costs) - costs of environmental degradation (emissions) - depreciation of natural capital (land loss, resource depletion)</p>



Source: OECD, 2013

Whilst ISEW is a more meaningful measure of progress than Gross Domestic Product (GDP) or GVA, it can be criticised amongst other things for taking as its starting point economic activity, and making the assumption that more economic activity is per se better. Given that we know that the key environmental impacts locally are the embedded environmental costs associated with consumption, it's arguable that measurement attention should focus on capturing impacts.

The OECD (Organisation for Economic Co-operation and Development) has recently developed a handbook on subjective wellbeing measurement as part of its Global Project on Measuring the Progress of Societies, the framework for which provides a useful summary as illustrated above.

19	Barriers	Refer: Delivery Framework & deliverability Matrix (Appendix 2 & 3)
20	Resources	As above
21	Costs	As above
22	Value	As above
23	Funding	As above
24	Maximising resources and costs	As above
25	Consultation	<p>In producing the Strategy & Plan all members of the PCCT Steering Group have been consulted, alongside their representative bodies/businesses; the residents of the Porthcurno CCT area have all received consultation questionnaires, the response rate of which was 35% overall; the Residents' Association, Parish Council and other agencies have been consulted on several occasions as their opinions in general relating to the strategy and in regard to sector specific topics in particular; local, regional and national partners have been consulted in relation to wider special or more specialist subject inputs as these relate to Porthcurno; consultation copies of the relevant documents have been widely publicised and displayed, inviting local and visitor input and comments as appropriate.</p> <p>Consultation has been conducted through marketing, communications and public relations channels, using all available print, social and broadcast media., and through both face to face and group consultations.</p> <p>Further consultation, co-design and co-production will be employed around the first-phase actions which are funded by Coastal Revival, the completion of which is scheduled at the end of March 2016 - the main objectives of the Landscape & Infrastructure Plan for example will be :</p> <ul style="list-style-type: none"> - to scope existing economic valuation tools for application to landscape/infrastructure investments - to audit existing issues and contrast different approaches - to identify optimum evaluation at a scale appropriate to the site <p>Having defined the project, the CCT will consult widely, identify options, impacts and indicators, costs and benefits, analyse sensitivities and make recommendations. Core research questions will be :</p> <ul style="list-style-type: none"> - Who exactly will benefit from the planned investments, how and to what extent? - What are the individual users' or non-users' expectations and preferences? - How and where should the future investments be targeted in order to maximise environmental, social and economic benefits?
26	Involvement of Partners	<p>The Porthcurno Coastal Community Team was formed in order to assist social, economic and enterprise development through partnership working in the valley.</p> <p>The CCT represents County and Parish Council interests as well as those of constituent partners and groups underpinned by local government democratic processes and accountability. Through the formation of the CCT each partner liaises regularly</p>

		with other valley communities of interest, business, visitors, media and national organisations or businesses with interests in the area. The development and ongoing management of both the Coastal Revival Funded activity and the long term delivery of the CCT Economic Plan brings individual organisations together working towards common aims. Since becoming established regular consultative meetings have taken place amongst the partners and with wider residents and the Parish.
27	Communication with community	<p>The Plan's progress will be made immediately accessible through the Porthcurno CCT website allowing public, agencies or businesses to interact readily, and also through a specifically set up Facebook page with a number of administrators. Through consultation, co-design and co-production participants will be encouraged to participate in developing the Plan and projects.</p> <p>The Draft document was published for consultation in December 2015/January2016, and the finalised Plan posted both on the website/reference copies by the end of January 2016, from which time documents will be updated as appropriate by administrators.</p> <p>Cornwall Council/the Steering Group will manage a comprehensive communications plan throughout the life of the plan and project development periods.</p>
28	Management of team	<p>Management and implementation of the Strategy & Plan will be rigorously monitored and evaluated by the Coastal Community Team partners through regular meetings, and communicated through the dedicated website, partners, media and public engagement events.</p> <p>Porthcurno Coastal Community Team Steering Group will take overall responsibility for delivery of the 'Passport to Porthcurno' project, with management input from John Wheeler (Chairman), Rowena Swallow (Consultant) and James Hardy (Cornwall Council).</p> <p>The Accountable Body for the project will be Cornwall Council, whose co-ordinating officer will be James Hardy, Cornwall Council .</p> <p>The Porthcurno Coastal Community Team membership emerged from the Porthcurno Enterprise Partnership, which was formed in 2013 in order to assist social, economic and enterprise development through partnership working in the valley.</p> <p>PEP represents County and Parish Council interests as well as those of constituent partners and groups through local government democratic processes and accountability. Other members are the Porthcurno Residents' Association, which is open to all residents in the valley, and which hosts its own website, meetings and events; the National Trust, which co-ordinates the interests of historic, landscape and environmental interest parties, individuals and groups in the valley; the PK</p>

		Trust, the Charity which manages the industrial village land, buildings, communications archive, cultural and educational interests for public benefit; and the Minack Theatre Trust, which manages the cliff-top theatre site and helps manage other tourism, transport and cultural interests. Each partner liaises regularly with other valley communities of interest, business, visitors, media and national organisations or businesses with interests in the area.
29	Support structure	<p>There is firm commitment of networked partners; and project reference re Project Management and Development Finance functions, which form part of the core Strategy & Plan.</p> <p>Because the environment underpins society and the economy, strengthening the foundation will create better prospects for individuals, communities and businesses. The potential benefits are so diverse this means there are many ways in which resilience and growth can be measured, using a range of social, economic and ecological indicators. For example, gains for Nature can be quantified by calculating the increase in area of a particular habitat type or the population growth of a given species over time. One can also measure how growth directly contributes to the economy by way of natural capital assessments or visitor surveys; and there are numerous ways in which the indirect positive impacts of environmental growth can be ascertained using mental and physical health indicators such as obesity, depression, or speed of recovery from illness.</p> <p>However, many of measures of success cannot be usefully evaluated within the customary five year time frame, and there is a need to ensure that measurement of economic success are based upon long term, sustainable achievements by working with partners to agree ‘performance’ indicators which are sector specific and spatially appropriate.</p>
30	Costs	<p>The revenue overhead costs of the CCT are covered through commitment from agreement between each of the constituent partners to fund the routine administrative costs; the agreement to do so is contained within the PCCT Terms of Reference and Partnership Agreement .</p> <p>Funds for projects will be drawn down from successful applications to meet specific objectives in the Plan.</p>
31	Sustainability	<p>The forward sustainability of the Coastal Community Team is supported through the Terms and Agreement referenced above. As regards the CCT, the partnership was established already and so given added impetus through Coastal Communities and Coastal Revival funding, in the partners are all already committed to long term aims in West Cornwall. The membership of the Team is continually subject to review, and currently a new AONB has been invited to join the Team.</p>
32	Areas of Specific Interest	<p>Primarily Heritage, Arts & Culture Areas of Outstanding Natural Beauty – Natural Environment Assets</p>

