Economic Plan: Exmouth (East Devon)

INNOVATION
ASPIRATION
DISTINCTIVENESS

Submitted by East Devon District Council on behalf of the Exmouth Coastal Community Team
Economic Plan: Exmouth
Exmouth Coastal Community Team

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Summary

Exmouth aspires to grow its economy sustainably, using but not abusing its marvelous local environmental assets.

The Coastal Community Team (CCT) wants to raise its economic potential through greater market engagement. It wants Exmouth to match the performance of comparable seaside centres and to approach those of its urban neighbours.

The town’s priorities are to build capacity: investing in the development and linkage of local sites and intellectual capital; adding value in the broad visitor economy by encouraging innovation and entrepreneurship across a range of interrelated ‘visitor’ activities; and engaging with economic development underway and planned elsewhere in the local sub-region.

Establishing a stronger body of evidence, the CCT will aim to plan and develop priority sites and to promote the visitor economy in all its aspects (environmental leisure, marine services, accommodation and catering, and entertainment).

Development will focus on the regeneration of the retail environment, linking the estuary and seaside waterfront and its businesses with the rest of the town – promoting interactive engagement and spending.

These activities will require strong leadership with a bold message to “raise the bar” across the town. Development effort will need to promote Exmouth’s key ‘brand’: the offer of high value services to residents and visitors alike.

The CCT hopes to shift attitudes, turning Exmouth more into ‘the place to go’ for neighbours in ‘Greater Exeter’/East Devon rather than the ‘place to leave’ for residents seeking entertainment and leisure elsewhere.

Exmouth’s Economic Plan is a working, dynamic document. Having established strong principles, project ideas and ways forward, it is expected to evolve as the economy changes and resources allow.
Key Information

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Membership
The Coastal Community Team is established as a sub-group of the Exmouth Regeneration Programme Board. The latter Board was set up to deliver the regeneration aspirations of the town, as identified in the Exmouth Vision masterplan. The Board comprises local, district and town councillors, other local stakeholders, and business representatives.

Current CCT Members
Cllr Philip Skinner
East Devon District Council (Economy Portfolio Holder, Chair)
Roy Pryke
Exmouth Community Association/ Rolle Exmouth Limited
Cllr Pauline Stott
Exmouth Communities Liaison Panel
Ian Macqueen
Exmouth Chamber of Trade and Commerce
Cllr Alison Greenhalgh
East Devon District Council (Tourism Champion)
Cllr John Humphreys
East Devon District Council (Littleham ward)
Cllr Eileen Wragg
Devon County Council (Exmouth Town ward)
Officers
Alison Hayward  
East Devon District Council  
Linda Perry  
East Devon District Council  
Lisa Bowman  
Exmouth Town Council

Stakeholders
The CCT aims to broaden its membership. Other prospective partners will include local businesses, the Town Team, the Tourism Forum, and The Water Users Group.

Accountable Body
East Devon District Council (as above)  
Contact: Alison Hayward, Senior Manager, Regeneration & Economic Development, East Devon District Council, Knowle, Sidmouth, EX10 8HL

The Accountable Body is represented in the CCT membership.

Local Area
Exmouth is on the eastern side of the River Exe estuary and follows the mouth of the river as it enters the English Channel at the western end of Lyme Bay. On its landward side, beyond the town, the rural geography rises up to farmland, forested hills and lowland heath – some is an Area of Outstanding Natural Beauty (AONB). The area has a range of environment designations that are valued by the local community (see below). Administratively, Exmouth has a Town Council and is part of East Devon, served by the East Devon District Council as well as the broader Devon County Council. Historically, Exmouth was a seaside community developed around a port. More recently, the town relies heavily on the visitor economy.

To quote a member of the CCT,

“Situated on the east coast of Devon, where the River Exe meets the sea, Exmouth, is a fantastic place to live. The town enjoys a range of leisure activities, many of which are centred on its natural environment.

It is nationally renowned for its water sports activities – especially Sailing, Windsurfing and Kite Surfing. It boasts incredible natural
assets, such as miles of golden sandy beaches and the beautiful Exe Estuary with views towards Dartmoor. It is also the western gateway to the stunning Jurassic Coast World Heritage Site.

Protecting its natural environment is key to the future success of the town. The Exe Estuary is designated as a Site of Special Scientific Interest (SSSI), a Special Protection Area (SPA), and a Ramsar Site (internationally important area for birdlife). A trail path alongside the Estuary provides cycle, walking and wildlife watching opportunities along its length.

The town is the largest in East Devon. Indeed, excluding Torbay (including Torquay, Paignton and Brixham), it is the largest town in Devon as a whole. Surrounded by areas of high growth, particularly the city of Exeter, Exmouth will benefit hugely from a focused and achievable economic vision which complements growth in the wider area.

Much has already been achieved. The Strand site has been rejuvenated into a vibrant retail and leisure area and is now a central focus for major events in the town. The recent investment by Whitbread PLC to establish a Premier Inn on the seafront has successfully invoked renewed optimism for Exmouth’s future. The town is at a positive turning point.”

Community
Exmouth is an urban area bounded on two sides by water and two sides by a largely rural backdrop. The town is connected by main road and rail links to a line of communities along the River Exe and the City of Exeter. It is adjacent to Budleigh Salterton and a string of other seaside communities along the coast to the east.

Exmouth has a population of about 35,000 (2011 Census). This makes it the largest town in East Devon. It is part of the economic and social hinterland of the much larger City of Exeter – a major centre for economic, administrative and other services (including health and education) for Exmouth’s population. At the height of the summer season, another 10,000 people can swell the town’s overnight population: visitors staying at Sandy Bay/Devon Cliffs and other nearby holiday parks/accommodation. Exmouth’s population shares the structural issue of demographic ageing common to many southern coastal towns, but also has a significant young element.
Economy
Exmouth’s economy is part of a wider local area centred on Exeter, which provides mutual (commuting and other) flows of outputs, jobs and spending power. The local economy is highly dependent on the spending of visitors to the town: day visitors as well as ‘staycationers’ (see later sections and cited documents). About 60% of local employment is in consumer services: accommodation and food, wholesale and retail distribution, and health and social work. High levels of part-time working accompany low unemployment rates.

Related Activity
Exmouth is part of the area covered by the Heart of the South West (HoSW) Local Enterprise Partnership (LEP), which is tasked to encourage economic development that builds wellbeing across Devon and Somerset.

East Devon District Council and Devon County Council prepared a town centre and seafront “Exmouth Vision” Masterplan, which identified a number of site opportunities for regeneration and redevelopment. Some of the sites have or are being taken forward for delivery. The Masterplan will be reviewed in respect of the town centre and Estuaryside sites. These present valuable opportunities for improved and new retail, leisure, marine and other commercial development.

New residential development is taking place around the town with a pipeline of 560 dwellings with extant planning permission.

There are proposals for a new link road to the northern boundary of the town centre (known as Dinan Way) which will enhance the transport links from the Exeter/M5 route to the industrial and business park areas to the east of the town.
The CCT Aim

Ambition

Exmouth’s economic aspiration is: to raise its economic potential and performance over the medium term through greater market engagement and higher productivity.

The CCT will strive to match comparable seaside centres and to better approach its urban neighbours, in terms of future performance on economic growth.

Needs and Intentions

Evidence and experience suggests that Exmouth’s development needs relate to boosting local productive value. The CCT understands the limits and opportunities to ‘raise its game’. It is clear, however, that good things are starting to happen in various parts of the local economy. The town is at a positive, turning point in its aspiration and achievement.

Building on what is already happening, Exmouth wishes to:

- Balance its attractiveness for the youth and more mature markets, retaining skills, wealth, and value in its local population and the locally employed workforce, and improving care and other services in the community.

- Provide more attractive facilities to encourage in-town spending of both the ‘Resident and Visitor Pound” by making Exmouth a retail and leisure destination that joins its environmental ‘offer’ with its other commercial services and activities.

- Develop new office space to expand its sector coverage more widely for potential inward investment by technology and virtual businesses that “can be anywhere” and to explore better links to schools and universities.

- Promote, in particular, connectivity and cluster growth in areas such as marine logistics and leisure and the support services they need in a way that complements growth elsewhere in the sub-region.
Exmouth’s priorities are to:

- **Build capacity** by investment in the development and linkage of local sites and intellectual capital for the benefit of business and community.

- **Add value** in the broad visitor economy by encouraging innovation and entrepreneurship across a range of interrelated activities.

- **Engage closely** with economic development underway and planned elsewhere in Devon, (including the Exeter Growth Point, the M5 Corridor Enterprise Zone, and the wider Exeter-centred economy), through enhancement of local skills, employment retention and business competitiveness.

**Analysis and Data**
As part of its monitoring of the local economy, East Devon District Council commissioned research in early 2015 that considered some local investments in the visitor economy. This report provided an overview of the local economy: an important foundation and data source for this analysis. Where possible and relevant, this analysis has been updated and extended for this exercise. This “daughter” document accompanies the CCT Economic Plan.

In summary, these reports find the following local characteristics

**Strengths**
Because activity is weighted towards consumer services with little manufacturing, the Exmouth economy is fairly resilient to macro shocks, such as the ‘Great Recession 2008-9 ‘and the subsequent downturn. Exmouth benefits from its proximity to the economic success of the City of Exeter: a significant element of the local workforce produces its value added through employment in, or around, the city. Within the geographical constraints of the river and the sea, there is a reasonable infrastructure of transport, education and socio-environmental quality, although that infrastructure (particularly the main A376 road link into the town) is under increasing pressure as the flow of traffic (particularly at peak times) increases.

**Weaknesses**

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1 Exmouth’s Visitor Economy: Potential Impacts of Planned Investments – Strategic Economics Ltd for East Devon District Council (March 2015).
2 Exmouth Socio-Economic Profile: Key Data Analysis – Strategic Economics for East Devon District Council (January 2016)
Because it is relatively ‘light’ in terms of dynamic, high value added/export activities, the local economy has been somewhat slower than some to recover from the ‘Great Recession’. Exmouth does not have the strength in depth that is evident in other parts of the ‘Greater Exeter’ economy. Consequently, in common with many seaside communities, its economic performance has tended to lag. Earning power and spending can often be diverted to retail and other facilities outside the town. The visitor economy is fairly traditional and vulnerable to competition by more dynamic centres elsewhere (locally and internationally). There are few other major industries: a deficiency of major, high productivity employers and a lack of significant inward investment in sectors other than those specifically oriented towards the visitor economy.

Opportunities
Albeit with a significant and reasonably wealthy retired element, Exmouth has a highly employed and reasonably well-paid and skilled resident workforce and good entrepreneurial spirit: an important potential resource base. A revitalised, more ‘fashionable’ visitor offer would enhance economic and environmental value in the town, building on its sea and estuary waterfronts and its access at the start of the Jurassic Coast World Heritage Site. More emphasis on high value productivity-driven businesses would also help, such as in professional services or high tech activities, especially those which are spatially independent and can locate on criteria other than proximity to customers.

Further development of capacity in leisure activities, such as some water sports, maritime sectors and a ‘different and better’ retail experience can attract a new visitor base without threatening traditional markets. If done in an environmentally sensitive way, including, perhaps, an improved local public realm that links different part of the town and makes the town more attractive to inward investors, such development offers the opportunity for a stepped improvement in local economic performance. Existing strengths in maritime-based production and services offer scope for developing an important local hub/cluster for development.

Threats
An important part of the local income and spending base is active outside the immediate town. Exmouth itself has jobs concentrated in relatively low paid/low productivity elements of activities in public services, retailing, accommodation and catering. A structural shift to higher the value of existing and new activities requires complementary integration with ‘development rivals’ elsewhere in the ‘Greater Exeter’ economy. If
Exmouth continues to ‘export’ growth potential and retain only weak productivity drivers, its relative economic position may continue to erode.

In summary, if the CCT wishes to improve the relative growth performance of Exmouth to match its more dynamic neighbours and to gain some of the visitor benefits seen by rival seaside communities, it needs to **promote an improvement in local productivity drivers** and generate ‘better’ job prospects. This will include investment in local infrastructure, productive, technical sector-focused skills and entrepreneurship, and innovation and engagement with supply chains and markets.

Importantly, Exmouth needs to learn from experience and ‘best practice’ elsewhere in other seaside and inland small towns with a significant visitor economy. Potentially, this covers a vast range of illustrative, successful examples, which might include:

- Town rebranding (‘green’ Totnes, Devon)
- Visitor/value enhancement (National Sailing Centre, Portland, Dorset)
- Integration of environment and health (RSPB Radipole and local GPs, Weymouth)
- Value addition through cuisine (celebrity restaurants in such as Padstow and Watergate Bay, Cornwall)
- Cultural and environmental development (Tate Cornwall and the Eden Project)
- Transformation by kind and time (from retirement/family beach holidays to digital/long season, night economy, Bournemouth, Dorset)
- Provision of new facilities (various retail and other structural changes – from Darts Farm, Topsham, Devon to the new pavilion/pier, Weston-super-Mare) and
- Expansion of high value maritime industries (Poole, Dorset and Plymouth, Devon)
The CCT recognises a need to explore and learn from such examples of positive entrepreneurship in more detail as it moves ahead. Most of the above would not be advisable or palatable for Exmouth but, by considering how such options have been developed, the CCT can better frame its own consistent, higher value, visitor ‘offer’.

In other words, the CCT will focus its activities on a few key aspects of its ‘offer’ to visitors around its marine leisure and commercial sectors and how these relate to the town’s retail, accommodation and other complementary services.

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3 For example, see “From ebb to flow: How entrepreneurs can turn the tide for Britain’s Seaside Towns” (Centre for Entrepreneurs, September 2015)
The Delivery Plan

Proposed Research
This Exmouth Economic Plan envisages the initiation and regular update of three key pieces of primary research - one monitoring piece of secondary research and one piece of ‘best practice’ research. Primary research is likely to entail a mixture of on-line and face-to-face surveys.

- An annual visitor survey will establish baselines and progress over time. This will ask quantitative questions about 1) activities/reasons and nature of visit, and 2) accommodation/other spending, as well as qualitative questions on 3) the local ‘offer’ and experience.

- A biennial business survey, possibly with more regular short updates, of firms engaged with the Exmouth economy across sectors and occupations. This would highlight economic performance in terms of turnover, employment, value added, investment and markets, and changes in business demographics. It might consider business activity and potential beyond the obvious sectors, including maritime industries, professional and digital services.

- A biennial household survey of local opinions about local development activity, considering effects, outcomes and aspirations and including coverage of spending and employment (commuting) behaviour within and without the town.

This body of primary research will inform and underpin an important Masterplan Review, assessing the existing local Masterplan\(^4\) and its recommendations for future development in line with the latest evidence and stated ambition. It will develop understanding of the local economy in key sector and spending areas, allow monitoring of development progress and, ultimately, permit an evaluation of outcomes.

It is intended that the broader Economic Assessment accompanying this Plan (see footnote 2) will be renewed in early 2018 and 2020 and will be enhanced by the primary surveys (outlined above). By highlighting

\(^4\) “Exmouth Vision” Exmouth Town Centre & Seafront Masterplan (completed December 2011)
impact assessment, this will allow the CCT to consider the implementation and progress of local interventions and initiatives against the wider (national) developments in economic trends and structure.

Finally, more detailed, further research could usefully be undertaken to discover ‘best practice’ and other examples of development activity in other chiefly visitor economy and small town centres across southern Britain, and beyond.

Proposed Projects
The CCT intends to hold regular meetings to implement action and review progress. It envisages a minimum of one stakeholder event per annum and will pursue other means of fostering local engagement (see next section). The CCT’s main role will be to facilitate such consultation, enabling the community to offer opinions and ideas, and to comment on the proposals.

- In terms of **physical site development**, after the successful development of Elizabeth Hall (Premier Inn), the CCT will focus on the town centre and Estuaryside retail opportunities, the Queen’s Drive site leisure development and Rolle College. These site changes will be aimed at increasing value added in the leisure and retail experience, as well as extending business integration with the wider East Devon economy.

- In terms of **innovation and entrepreneurship**, the CCT will seek to develop local entrepreneurial activity and increased engagement within and outside the town: developing links across the Exeter-centred local economy; encouraging new business, market and technological entry and development; and, thereby, increasing corporate ‘stickiness’ and inward investment within the local economy.

- In terms of **skills and competitiveness**, the CCT will signpost existing business and training support services in the technical areas needed by a modern economy, raising awareness of business in local schools and other facilities and training. These activities will be aimed at increasing market understanding about economic development opportunities for residents and businesses. The overall aim is to encourage employability and productivity and, thereby, higher wages and, ultimately, overall living standards.
These key areas of action will seek to:

- Add value to the **visitor economy supply chain**, including establishing Exmouth (even more than now) as a key regional water sports and related leisure/accommodation centre and as an important, alternative retail/catering centre in comparison (complementary rather than competitive) with other local visitor market locations. One aim of this effort will be to widen and deepen the visitor season and experience, partly by linking it with other marine services and activities and, also, taking advantage of local environmental designations, such as the Jurassic World Heritage Site.

- Build a more integrated, dynamic and ‘sticky’ **industrial/service sector base** (such as the evolution of maritime production and services) that raises local productivity and competitiveness. It also requires working with development initiatives elsewhere in East Devon – ‘co-operating to compete’.

This activity must sustain the environmental aspects of the local area: conserving environmental assets, building the flow of economic value from those environmental assets, and enhancing, the quality of life for residents and visitors alike. **Exmouth is its outstanding environment.** Any future development must be seen as complementary to the preservation, indeed improvement, of that environment for all.

These aspirations will be based firmly on local capacities, incorporating technical abilities, funding available, and business and residents’ commitment to change. The CCT will aim to extend local capabilities in these respects but will need to be realistic as to what can be achieved in a highly competitive and dynamic wider economic and financial environment.

Nevertheless, the CCT’s very existence and its local connectivity will mean it can strive to increase the efficiency and efficacy in the development process, encouraging access to, and the attraction and allocation of, funding from a range of private investors and public sources.

**Short-term goals and actions**

It is important to recognise the development schemes that are underway and should be progressing through the short and into medium term. For example, renewal of the Mamhead Slipway and redevelopment of the Queens Drive area are at various stages of delivery and will be continuing
whilst other aspects of the Economic Plan are emerging, including the acquisition of new evidence. The town is already in delivery phase and the CCT will be encouraging these actions, whilst increasing its preparedness and planning for the future.

Within the first six months of the life of this plan, the CCT will commission research and work with partners to increase local awareness and buy in. It will:

- Plan, commission and begin to undertake, analyse and disseminate analysis of a visitor survey, as well as considering other research and review plans.

- Conduct one business and one community engagement workshop on the plan (undertaken January 2016) and then take this forward into developing a working partnership that will let the Economic Plan evolve and deliver over time.

- Start to consider options for future delivery of specific site developments and other economic support, particularly in terms of “who does what, when”.

Based on these activities, improved data on economic structure and impact will allow the Review of the Masterplan to commence in late 2016 (subject to EDDC agreeing financial resource for external advisers to provide professional advice and expertise).

The CCT also intends to develop stronger engagement with partners including, in particular, the Heart of Devon Tourism Partnership.

In this initial period, performance measures will include:

- Recording an increase in awareness of the CCT and its Economic Plan amongst the town’s retailers and other local businesses

- Completing research into gathering, analysing and disseminating the proposed Exmouth Tourism Survey by October

**Medium term goals and actions**

Within the first year of the CCT’s work, it will be important to secure support for the aims and objectives of the Economic Plan amongst the business and household communities.
During the first five years of the plan’s adoption, the CCT aims to:

- **Conduct research**, as specified above, to establish a body of data and other evidence that will inform and direct decision making and action.

- **Further plan and develop the priority sites**, specified earlier, and **key ideas**, specified below. During this period, these site changes should be, at least, under way, adding local economic supply capacity and encouraging higher demand that will make the economy both more productive and create more jobs.

- **Promote the visitor economy**; in all its aspects of environmental leisure, accommodation and entertainment, specifically with regard to raising spend per visit for day and staying tourists and other visitors.

- **Pursue engagement with the wider local economy** through maintaining and extending linkages with business groups and other representatives in the wider HoSW LEP, Exeter City, Enterprise Zone and Growth Point initiatives.

These development themes will focus, for example, on the **regeneration of the retail environment**, encouraging unique, niches and complementary offers for residents and visitors alike.

Moreover, there is potential to better **link waterfront and other activities with the retail ‘quarter’**, encouraging inward investment by, for example, building on:

- Outdoor clothing and other specialised equipment suppliers (cycles, water sports, commercial marine and other services),

- Premium food suppliers (perhaps, a high quality chef-led restaurant/training facility),

- Linking all these aspects of ‘value’ in the economy with the provision of eco-health services (perhaps, through the social care and NHS communities across East Devon and Exeter).

In particular, the CCT will aim to link more closely, physically and virtually, the retail town centre with the leisure/water sports activities on
the seafront, promoting interactive engagement and mutual spend between the two.

This is both a quantitative and a qualitative aim,

- Improving physical infrastructure by removing and replacing inadequate buildings,

- Developing existing ones that are relatively unused at present (related to the plans for re-vitalising training capacity at the Rolle Centre⁵), and

- Increasing value through niches retailing, accommodation and catering uplift as well as developing movement linkages to the proposed new UK Water Sports Centre and related sites across the town (such as the Dinan Way extension).

Another area to be considered is the broad potential for expansion of other environmentally relevant activities, such as marine engineering and services. There is a business appetite to ‘reconnect’ aspects of estuary and seaside activity with commercial marine operations and facilities. There is a desire to encourage inward investment of technical and professional talent in sector areas that complement the emerging cluster of marine, leisure and environmental activities and the broader visitor operations and support services they need.

There is also a strong local will to promote and extract value from the range of local environmental classifications, especially with Exmouth being the ‘gateway’ the western end of the Jurassic Coast World Heritage Site and the Ramsar and other wildlife and water designations.

These measures will require strong leadership and a bold PR message to “raise the bar” across the town. Development effort will be need to be based on key ‘brand’ images: the seafront leisure and Jurassic Coast (WHS) launch area in collaboration with other centres along the coast (at least across Lyme Bay) and to attracting other new, local leisure capacity (perhaps, a cinema).

This activity is all aimed with a view to turning Exmouth into more ‘the place to go’ for neighbours in ‘Greater Exeter’/East Devon and beyond rather than the ‘place to leave’ for residents seeking entertainment and leisure elsewhere. For example, Exmouth provides one of the nearest

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⁵ See website of Rolle Exmouth Ltd
beach resorts to the expanding Cranbrook/East of Exeter Growth Point. Effort might be directed sensibly with a view to enhancing the attraction of this resource. Exmouth intends to exploit its potential for economic linkages with this growing population of young, active families and others.

**Performance Measures**
The Masterplan Review in respect of the town centre and Estuaryside sites will be completed by December 2017.

Over the medium term, at a macro level, growth performance can be measured in terms of employment growth and value added across sectors and across places as revealed by key local, official statistics and bespoke surveys.

At a micro level, sector shares and activities will be monitored in respect to investment and infrastructure expenditure and other indicators of visitor numbers, spending and the broader drivers of productivity.

Where practical, proportionate and applicable, standard impact appraisal techniques can be applied to performance measurement, relating data on investment spending (inputs for development) into outputs/impact (activity and jobs)/impact and allowing consideration of outcomes (productive value).

**Long Term Goals and Actions**
The CCT will aim to establish long-term goals and actions in due course.

**Barriers and Mitigation**
There are three main barriers to the success of Exmouth’s Economic plan.

First, there is an issue of **local engagement**. Achieving adequate public/private collaboration has not proved easy in the past, especially from some local retailers, businesses, landowners and elements of the community. There is a bias towards inaction, stemming from a reticence to change the appearance and assets of the town. This is often dressed up as conservation. But, there is a danger that inaction threatens that very local conservation over time. The CCT will need to address business and household commitment early in its development, and in detail, providing leadership and decision making for the community as a whole and, thereby, giving the plan viable momentum.
Second, there is an issue of technical expertise and human capital deployment. Local authorities, community groups, other agents and businesses will need to be willing to commit time and expertise to the Economic Plan if it is to bear fruit and new growth.

Third, there is an issue of accessing and deploying financial and physical resources. Some lack of progress on the existing Masterplan over recent years can be blamed significantly on the prevailing economic conditions of downturn and subdued recovery. Nevertheless, the CCT will probably need to capture local funding and other resource commitment securely and quickly if momentum is to be added and maintained.

Devolution of public and private resource commitment provides a welcome opportunity for more local decision-making. But, it has to be remembered that Exmouth is competing with strong rivals, both locally and wider afield, for austerity-constrained financial and other resources in an economy that is forecast to grow only modestly over the next five years.

In mitigation of these barriers, the CCT and its partners recognise the history of under-performance and inaction and have committed to the need to develop the town in order to stem the decline in relative and absolute terms. To this end, the CCT is pursuing the need for a stronger evidence base and planning to cast a wide net in order to capture real financial and other resources from the business, development and wider community.

Resources
As well as the time, offices and expense of officers and members, it is intended to engage public and private partners, volunteers and expert consultants, where applicable, to support the work of the CCT. Resource needs will have to be considered during the early stage of the CCT’s work and reviewed more fully as the Masterplan is reviewed and moves towards implementation.

Costs
In terms of costs, the research programme proposed is likely to need consultancy support. Primary research is not cheap. But, as always, the amounts involved will vary significantly as to how the research is defined.

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6 Office of Budget Responsibility forecasts accompanying the Autumn Statement and the Comprehensive Spending Review (November 2015) and Consensus forecasts (HMT December 2015)
and sourced. The use of e-technology in survey capture, for example, can significantly reduce costs. In broad terms, assuming the CCT does not need and may not be able to commission the most expensive options, the CCT might plan on the basis of an average of £15-20,000 per annum.

The potential costs of proposed physical site developments and other business and community support will be assessed during the Masterplan Review and other CCT activity in the first year to eighteen months to two years of its existence. The Masterplan Review itself may require, say, £50,000.

Each element of the plan is likely to base its decisions on the assumption of a mixture of private and public funding with the relative shares reflecting questions about who gets the short and long-term flow of benefits from the development.

The local authority is keen to use its local land holdings to kick start renewal and investment in order to build Exmouth’s economic capacity. It has shown this with the recent development of the successful Premier Inn on its Elizabeth Hall site. Given this lead, it will take partnership with private investment to make things happen.

Value
The value of the CCT’s work cannot be fully quantified at this stage but the potential is significant. In due course, the outputs of new commercial development will be monitored and evaluated with regards to direct spending and jobs whilst the wider outcomes will be assessed on the generation of visitor footfall and spending, as revealed by the on-going survey programme, and other economic, net additional, impacts.

The overriding value of the CCT’s activities in the local economy will be driven by the degree to which higher value/higher productivity jobs are created and this will reflect the emerging sector mix, after considering wider growth impacts. Adopting common assessment techniques for this activity and observing good practice elsewhere, it is possible that Exmouth can achieve enhancements in a range that includes:

- A rise of average annual growth of employment and value added (where measurable by improved local evidence) to rates comparable to other local and comparable seaside areas, perhaps moving towards an average of 2.5% per annum over the economic cycle.
- Net impacts from specific developments of, at least, 20-30%, over and above the immediate effects of direct spending after taking into account additional factors such as displacement and leakage.

Exmouth’s economy needs to be bigger than it would otherwise have been in 5-10 years time by a reasonable but achievable factor. Development experience shows that it takes, at least, this kind of timescale for structural changes in an economy to bear real and sustained results.

Beyond such technical measures, the value will be demonstrated in a range of more qualitative factors, including observations of local conservation, residents’ wellbeing and happiness with specific measures, visitor and retail footfall, and local business commitment to the CCT process.

**Funding**
The CCT will seek local authority resource commitment for the ‘running’ of the CCT, its survey programme and the Masterplan Review.

When complete, the Economic Plan and Masterplan Review will be the focus for negotiation with private and other external sources of funding for project delivery and physical development.

When and where appropriate, the CCT envisages bidding for other sources of public/private funding from the range of development sources (LEP, EU, DCLG et al)

**Shared Efficiency**
The Exmouth CCT intends to run a tight ship, involving shared services and technology, and as low levels of bureaucracy as possible.

Procedures already exist for the appointment of external advisors so, in that respect, there is no requirement to create more bureaucratic procedures.

Technology is available for use between the District Council and the Town Council. Shared office facilities are available for meetings. In the future, EDDC will have office space in the same building where the Town Council is currently based.
Communications and Logistics

It will be important to promote the Economic Plan and the town more generally.

Existing and Planned Consultation
The CCT held two consultation events in January 2016 at which our consultant was able to give a presentation on the economic context for the town and the attendees were able to discuss and debate the relevant issues for Exmouth’s retail, visitor and wider economic areas. The outputs from these events have been factored into this plan, both in terms of CCT aims and delivery.

The CCT will hold future consultation events, preferably at least annually, where it will seek to gain the views of more local businesses, particularly retailers.

Stakeholder and Community Communications
The CCT will go out to other partners and organisations during the spring of 2016 to inform them of the work of the CCT and the Economic Plan. It will hold meetings, drop in events and facilitate on-line communications so that businesses and residents have the opportunity to comment on the Economic Plan proposals as they evolve.

The District Council intends to review the Exmouth Vision Masterplan in respect of the town centre and Estuaryside sites and link this in with the outcomes as described in the Economic Plan.

The CCT will keep the CCA and DCLG informed on a regular basis. It will hold regular meetings, operate a website and publish annual reports on CCT activities.

Team Management
The CCT will meet on a monthly basis.
All the regeneration projects and any other non site-specific projects and ideas will be discussed by the CCT. Management of events will be shared between the District Council and the Town Council. Officers of the local authorities will administer.

The current team structure includes town and district councillors for the relevant wards. The Economy Portfolio holder of EDDC is the team leader.

Support Structure
Management of plan delivery will remain with the accountable body - East Devon District Council. Officers will take forward any decisions about delivery requirements emanating from the Plan.

Running Costs
The costs of running the CCT can be absorbed by the District and Town Council as these largely relate to officer time. As far as possible, room hire for meetings will take place in venues with no charge to the Council. If required, a small budget will be identified for these purposes.

Team Sustainability
The work of the CCT will be absorbed into the work of the Regeneration and Economic Development Team of the District Council, and for the Administrative Team of the Town Council. The projects that arise from the Economic Plan will be delivered through the Regeneration and Economic Development Team and reported through the Exmouth Regeneration Programme Board. This is an existing structure for development activity in and around Exmouth.

Specific Interests
We would be interested in any working groups related to coastal tourism, sport, marine heritage, other heritage, arts and marketing.
Conclusion

This Economic Plan is a working document. Whilst it establishes strong principles, project ideas and ways forward, it is expected to evolve as the economy and resource availability changes.

Designed to be a dynamic step forward from an existing base, the Economic Plan will change as it learns from real delivery and as local stakeholders develop their own understanding of what Exmouth’s economy needs.

As the Economic Plan evolves, it will retain its overall aim:

To raise Exmouth’s economic potential and performance over the medium term through greater market engagement and higher productivity