

St Ives Area Local Economy Strategy & Project Development Framework (Plan) 2016 - 2030

St Ives Coastal Community Team (CCT)

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CCT Membership:

- Cornwall Council
- St Ives Town Council
- St Ives Chamber of Commerce and Trade
- St Ives Business Improvement District (BID)
- St Ives Tourism Association (SITA)
- St Ives Police

Accountable Body: St Ives Town Council

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1. St Ives Area Local Economy Strategy: ‘Growing Deeper Local Roots’

The Strategy sets out the main economic development priorities for the St Ives area over the next five years between 2016/17 and 2020/21. It provides the framework for private, public and third sector organisations to respond to a new economic environment in a co-ordinated and efficient way in order to ensure the future resilience of the St Ives economy and community.

It is intended to be a high level strategy accompanied by a delivery plan that identifies achievable outcomes both against the agreed priorities, and those delivery areas where public sector intervention should have most beneficial impact. It builds on and complements previous plans and strategies that have been consulted on within St Ives Town Council, Cornwall Council and the Coastal Communities Team, and other organisations over many years¹. Some of the ideas are not new but have been brought into the context of the present day local economic landscape of St Ives area.

The area covered is St Ives Parish (see Appendix 1), encompassing the settlements of St Ives, Carbis Bay, Lelant and Halsetown and with a resident population of 11,435². This is the same geographical area as covered by the St Ives Area Neighbourhood Development Plan.

1.1 Purpose and Premise of the Strategy

Purpose:

Consultations, evidence gathering and conversations with key stakeholders have revealed a need and desire to secure a more resilient local economy into the future³. This is particularly related to the need to provide greater balance to the current seasonality in business and income, while continuing to celebrate St Ives area as an internationally renowned tourist destination.

¹ For example, St Ives Area Neighbourhood Development Plan (2015); St Ives Action Plan (1997); Cornwall and Isles of Scilly Employment and Skills Strategy 2012 - 2020; Sustainable Community Strategy 2008 - 2028; Cornwall Council Economic and Culture Strategy 2013 - 2020; Cornwall Retail Study 2010; Cornwall and Isles of Scilly Urban Survey 2005; St Ives Area Market and Coastal Towns Initiative 2006; Action Plan for Carbis Bay 2007

² Cornwall Council Neighbourhood Statistics. See Appendix 2 for population breakdown

³ See Appendix 2 for more details of the consultations

71% respondents to consultations in the preparation of this Strategy and Plan were ‘moderately’, ‘very’ or ‘extremely’ concerned about over-reliance on tourism in the the St Ives area economy. Suggestions were put forward about focusing perhaps more on attracting visitors from within the county on a more year round basis, embracing a modern future while valuing the past and encouraging more year round local businesses, increasing wages and raising the spending power of the resident population which would in turn support local businesses. The top five issues for this Strategy and Plan to address were:

1. Small business resilience, support and development
2. Secure, year round employment that pays a living wage or better
3. Keeping wealth earned in the area, in the area (supporting local businesses)
4. Greater retail diversity in St Ives and greater provision in Carbis Bay and Lelant
5. Tourism

Premise

The strategy centres around the following premises:

1. local ownership in a diversified small business environment provides the best model for a resilient and prosperous local economy;
2. the local community and economy will stagnate and begin to decline if no action is taken, as young people and higher skilled workers continue to leave the area to find better employment and more affordable housing elsewhere.

It is a people-based, community-led, sustainable economic development strategy that has the potential to deliver a new kind of local economy fit for the twenty-first century in the St Ives area, with well-being at its core.

<p>What is resilience?</p> <p><i>“the capacity of an economic system to adapt in response to both short-term shocks and long-term changes in ecological, social and economic conditions with the aim of supporting the community to thrive.”⁴</i></p> <p><i>Resilience is built through diversity; living wages in line with living costs; modularity⁵; strong communities, particularly supportive of young people; opportunities for innovation; and support for small and micro businesses– and this is what we want to build into our local economic system.</i></p>	<p>Why Well-Being?</p> <p><i>How we structure our economic interactions has enormous potential to foster well-being. Using well-being as a starting point can help encourage thinking about the economy in terms of social values, as well as financial concerns.</i></p> <p><i>Five ways to foster well-being commonly used are to:</i></p> <ol style="list-style-type: none"> <i>1. fulfill the basic human needs to connect,</i> <i>2. be active,</i> <i>3. take notice,</i> <i>4. keep learning and</i> <i>5. give.</i> <p><i>If we can design an economic system that meets as many of these needs as possible, we can not only strengthen the local economy but also revitalise and regenerate our communities.</i></p>
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Economic Enablers

In order to put forward projects, the St Ives Local Economy Strategy and Plan uses the concept of ‘enablers’ to local economic development, i.e. what facilitating physical, social and financial infrastructure needs to be in place to enable a resilient local economy. All the Projects in the Project Delivery Framework have been included with these enablers in mind:

- a) **Support and advice** for the growth and operation of a micro-economy, including encouragement and support for new entrepreneurs as well as existing businesses. This includes support for all types of enterprise, social enterprise, community owned, private for profits etc. It includes advice and help for each enterprise to meet as many of their aspirations as possible, with further support for those that best meet them;

⁴ New Economics Foundation definition

⁵ Modularity – where multiple small parts of a system interact, albeit weakly, with each other performing a local stabilising function by counteracting strong potentially destabilising consumer-resource interactions, i.e. dependency on a single supplier for retailers, or a single industry in the jobs market.

- b) **Employment space planning** to provide for affordable, flexible work premises and land appropriate to our micro-economy and target sectors. This includes incubation space for start-ups;
- c) **Access to finance** including community bonds, microfinance providers, social investors, angel investors etc., as well as commercial banks. Enabling the local community to invest in its local economy, plus generating a culture of reinvestment, with local business 'giving back' to the community, e.g. funding, skills, mentoring etc;
- d) **Skills and training** with much closer integration of the education providers (schools and colleges) with the economic strategy, actively looking for involvement of young people, apprenticeships etc;
- e) **Innovation** - opportunities to generate new ideas, new ways of working. An active shift towards embedding in our economy the latest thinking around closed loop systems (cradle-to-cradle design, waste products used as input elsewhere, inspired by nature);
- f) **Community support and education** by which the local community feel they want to get behind this new local economy strategy, and play a part in delivering it and supporting it. This includes the residents, businesses, schools and other organisations;
- g) **Interaction with** other local, regional, national and global economies. Clarity that we are only looking to localise what is appropriate;
- h) **Collaboration** and cooperation between enterprises, even in the same sector;
- i) **Monitoring** – a system that we can use to measure and evaluate our success in achieving our purpose.

1.2 Aim and Objectives

Aim: To facilitate a resilient local economy in the St Ives area serving a prosperous, high well-being local community.

Objectives:

1. To build on a diversified and entrepreneurial small and micro businesses sector;
2. To assist the establishment of self-financing economy initiatives that serve the business and public sectors, particularly in the creation of meaningful, non-seasonal and higher skilled jobs;
3. To keep more of the wealth earned in the area, in the area;
4. To manage sustainable tourism, directing greater benefits to the local resident community;
5. To strengthen local supply chains, by linking producers, suppliers, processors, retailers and consumers, and adding value locally, i.e. “growing deep” to maximise the use of local assets;
6. To improve understanding of and education on the importance of the local economy as a basis for a healthy local community.

1.3 Context

The St Ives area 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 includes Area of Outstanding Natural Beauty (AONB), Area of Great Landscape Value (AGLV) and Site of Special Scientific Interest (SSSI). St Ives area has a diverse coastline that attracts millions of families, adventurers, and maritime and watersports enthusiasts each year. It also has a very rich cultural heritage that encompasses the visual arts and crafts; festivals, museum and archives; historic places, buildings and countryside; and extensive facilities for accommodation, entertainment and recreation.

The St Ives area also has potential for greater businesses development. Few places can match its high quality living and working environment. Its economy is diverse, comprising a thriving small and home-based micro-business sector and specialist micro-retail sector. There are currently 1043

rateable businesses in the St Ives area, although there are many more self-employed and home workers that probably do not feature in this figure. Appendix 3 contains detailed data on the local economic landscape. Some headline statistics are:

- St Ives area attracts a combined visitor spend of £86.8 million per year⁶;
- 2850 jobs in the St Ives area are supported by visitor related spending - 42% jobs directly depend on tourism⁷;
- Of 1043 rateable businesses listed in the St Ives area, 49% are self-catering holiday companies⁸;
- 31% 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 St Ives area⁹;
- Average house prices in St Ives area are currently 17.1 times average annual local (gross) salaries, which are more than £6000 lower than the national average¹⁰;
- 58% total residents of working age (16-74) are in employment¹¹;
- Parts of the Parish rank in the lowest 20% in Indices of Deprivation 2015 relating to income, employment, access to training and skills and barriers to housing and services¹²;
- Housing and/or Council Tax Benefit Claimants = 1045; Child Benefit Claimants (families) = 1970; Tax Credit Claimants (families) = 1035¹³;
- The town centre currently has 376 retail units, of which 33% are food and drink outlets (and increase of 25% since 2004)¹⁴. There are an increasing number of national multiple operators occupying retail space in the town centre, where rents are famously (anecdotally) high.

⁶ Visit Cornwall Towns 2012: Tourism Volume and Value Estimates, The South West Research Company Ltd

⁷ Ibid.

⁸ NB. This includes companies that own multiple properties, but will exclude many more that are not registered rate-payers, Source: ONS, Neighbourhood Statistics

⁹ Ibid.

¹⁰ Source: ONS, Annual Survey of Hours and Earnings, 2013; Land Registry, May 2014

¹¹ ONS, Neighbourhood Statistics

¹² Ibid.

¹³ Ibid.

¹⁴ St Ives Area Neighbourhood Development Plan 2015

From these figures and the wider context, priorities for action can be identified in several key areas of the local economy - tourism, culture and heritage, rural and coastal economy, digital economy and jobs and wages.

Tourism

Tourism has driven how St Ives has developed over the last 150 years and is an essential part of the area's day to day life, impacting significantly on the local community in terms of economic activity. 2850 jobs in the St Ives area are estimated to be supported by visitor related spending and tourism¹⁵ – an industry that holds a “disproportionate share of low wage and part time jobs.”¹⁶ The number of jobs in the surrounding local economy and indirectly dependent (for example through local supply chains and the local multiplier effect) is likely to be much higher. Anecdotal evidence from St Ives area suggests many people have two or more jobs, because full-time contracts are hard to come by.

In order to ensure sustainable development into the future, we need to make sure that tourism is delivering greater economic returns to the community at the local level. St Ives is an exceptionally special place to live and visitors of the future need to be able to contribute to the sustainable development of the area.

If the purpose of promoting tourism is to help sustain a resilient and prosperous community ('prospero', in accordance with one's hopes), then truly prosperous communities live in accordance with their hopes to help support healthy living, a healthy economy and sustainable tourism. Strategically this involves attracting investment and spend which circulate locally, support locally-held infrastructure and supply chain activities, and cascade diverse benefits to start-up level businesses. Presently the tourism monoculture in St Ives represents a danger for the area because there is little interaction between priority areas and opportunities, the potential benefits of which are therefore lost; St Ives risks becoming a pastiche of itself in an attempt to retain visitor interest and wealth. Tourism needs therefore to help drive a more balanced economy once again, which contributes

¹⁵ Visit Cornwall Towns 2012: Tourism Volume and Value Estimates, The South West Research Company Ltd

¹⁶ Seaside Towns in an Age of Austerity, 2014; pg. 34

social, economic and environmental benefits in equal measure, and which retains/cross-pollinates opportunities in the locality for community and visitors alike.

Responsible Tourism takes a variety of forms, it is characterised by travel and tourism which:

- minimises negative economic, environmental and social impacts;
- generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry;
- involves local people in decisions that affect their lives and life changes;
- makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity;
- provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues;
- provides access for people with disabilities and the disadvantaged;
- is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

It will also be important to consider how tourism can integrate with and support a year-round thriving town centre. At present, many shops, cafes, restaurants and other businesses close for the winter months, leaving local residents with no choice but to travel elsewhere. However it is important also to note that tourism has significant effects on the local transport infrastructure and resulting connectivity. Detrimental issues that consistently generate most debate include road access, traffic congestion and parking, which also have implications for locational choices of non-tourism businesses, since these issues are sometimes perceived as being so bad during the season as to deter business from the town centre all year round.

Culture and Heritage

The area's cultural heritage is also central to the way the area operates today, economically and otherwise. St Ives town itself holds a unique and special place in the history of the art world from the artists who came in the late nineteenth century, such as Whistler, Sickert, Julius Olsson and others, through to the St Ives modernists who came just before and during the Second World War, such as Barbara Hepworth, Ben Nicholson and Naum Gabo. The culture and heritage of St Ives is not a passive inheritance but is wide ranging and of crucial importance to its future. The recent Porthmeor Studios restoration, continuing its use as a working facility by artists, fishermen and

community, is a great example of how strands of culture, heritage, economy and planning can be woven together, to ensure the sustainability and viability of the economy and community into the future.

Within Cornwall Council the Culture Team is part of the Economic Development Service, which encompasses the Arts and Creative Industries; Museums; Cornwall Archives and Cornish Studies Service; the Cornish Mining World Heritage Site and MAGA, the Cornish Language Service. The White Paper for Culture sets out the cultural ambition for the County, and working together with the Cultural Investment Board, the Council assist in the strategic planning and prioritisation of investment, for which there are numerous embryonic opportunities in St Ives.

Principal amongst issues raised in the community, which synergise with those of the wider County, are projects where the combination of a vibrant cultural offer and the outstanding natural environment of the town give a distinctive edge, and which together also enhance the international profile of the area. It is generally felt that investment should develop resilience and help create higher value jobs in order to ensure wider social and community benefit; and that protecting and nurturing distinctive Cornish culture is vitally important.

Both the contemporary and the historic environments of St Ives - seascapes and landscapes - are vital educational assets, and they continue to foster a strong community with economic potential, from the museum and art galleries to the archive centre, cinema, schools and colleges to other learning centres, shops, tours, trails, festivals and digital/media marketing outlets.

The Natural Environment

The Cornwall AONB is particularly special because the qualities of the Area of Outstanding Natural Beauty are represented by its landscape character, natural heritage, historic environment, natural and built features and cultural associations, all of which are of great significance and value, both to the local community and to visitors. The proximity of the AONB and other local designations is therefore a major asset for St Ives, and contributes substantially to the economy as well as offering enjoyment, health and lifestyle benefits - its landscape is diverse and ever-changing, and is quite simply the essence of the place.

Exploitation of natural resources has long been the historical source of Cornwall's wealth, and now more than ever the landscape still holds different kinds of 'worth' to the local economy. The headline forces for change are diverse, and broadly include climate change, energy generation and fossil fuel depletion; changes in land management practices; economic and development pressures; population change and housing; lifestyles changes, visitor and recreational pressures; legislative and policy change. By working with national, regional and local partners from the AONB, Natural England, Cornwall Council and English Heritage to blue-green initiatives already established in St Ives, it is important to develop a clear understanding of the social, environmental and economic benefits of landscape and seascape, and to ensure that this is reflected in decision-making at every level. The St Ives Neighbourhood Plan and County planning legislation assists in the conservation and enhancement of local distinctiveness; development of economic initiatives similarly needs to ensure appropriate scale, design and regard to the character, sensitivity and capacity of the protected land and seascapes.

There is much potential in the St Ives area for the development of carefully accommodated community owned renewables and individual microgeneration to generate green energy and reduce fuel poverty; and technologies which are less impacting on the landscape are becoming increasingly economically viable, which may facilitate pilots to examine how buildings can be designed to be 'low carbon' whilst still maintaining local vernacular and built character; to involve local communities and land managers in the development of transport, access and biodiversity initiatives, whilst at the same time increasing understanding about potential barriers or detriments in implementation through the blue-green initiatives; and to unlock St Ives' coastal life and heritage through partnerships with venues and agencies dedicated to conservation, enhancement and interpretation which improves access to and the quality of the natural environment, the quality of local and visitor experiences, and increases the economic benefit to the area in so doing.

Rural and Coastal Economy

Employment in agriculture, fishing and other traditional activities continues to decline, but remains an important part of the area's economy. The continued productive use of agricultural land is an important part of this balance, for example, through developments which assist in local value adding processes and local supply-chain linkages.

Coastal planning is expected to deliver the vision set out in the UK Marine Policy Statement (MPS) of clean, healthy, safe, productive and biologically diverse oceans and seas. The MPS requires this vision to be delivered sustainably – meaning that economic considerations need to be integrated with concerns for the marine environment. Marine planning is therefore required to have positive terrestrial as well as marine impacts, and deliver a strong, healthy and just society, with marine development which is benefiting society as whole, and contributing to resilient and cohesive communities.

The amount of paid work done in coastal communities is depressed by seasonality, and although the importance of this is sometimes contested in other areas, the incidence of relatively major fluctuation has been evidenced in St Ives, even allowing for the fact that some seasonal unemployment is often not picked up on official statistics. The fluctuation applies equally to fishing, trade, building and manufacturing as well as tourism.

Low levels of economic activity because there are large numbers of retired people in the area, many of whom are likely to be on state pensions, tends to reduce the per capita productivity; low incomes also have broader economic consequences for St Ives in that they lead to low spending, which in turn means that there is less local job creation as those incomes are spent.

Some coastal industries - including fisheries, tourism, boat building and other harbour activities - have all been subject to profound structural change in the town during the last half century. It would be fair to say that St Ives has responded well in certain respects, but has struggled in others through a failure to move its economy towards other productive activities. Fishing continues out of St Ives, despite significant decline, and continues to be an industry at the heart of the local community. Its importance culturally, environmentally and economically has been overlooked in recent years, with the focus on tourism as the economic driver for the area. Given their community and cultural significance, fishing and associated fisheries industries are a priority area in this Strategy.

Digital Economy

Perhaps one of the greatest drivers of importance to the future of St Ives economy is its prospective share of employment in knowledge based industries. These industries are a key area in which it's

hoped that the UK as a whole will have competitive advantage in future; new enterprises bring new ideas and technologies and increase competition. Entrepreneurs are able to combine factors of production and new technologies, although the ability of entrepreneurs to turn ideas into production is also affected by the support systems and skills available in the locality, and the availability of investment capital.

As one of the area's key assets is the diversity and quality of its natural environment, any development therefore needs to be appropriate within this context. This may mean that there is a continuing need to focus on digital infrastructure, as much as on physical development; attracting and growing businesses that are not land-hungry or transport dependent is therefore a priority; and similarly supporting St Ives area's human and natural resources, culture and heritage as positive assets.

The St Ives Area is geographically and culturally distinct, and a naturally beautiful environment which has a very strong identity for existing businesses and investors. There has been recent rapid growth in higher education and digital infrastructure, and this bodes well for R & D, new markets and strategic partnerships; and also for the further support of business growth in job creation as the potential for remote working is high.

The upgrading of broadband speeds brings new opportunities for local businesses as well as enabling more flexible working practices. Sensitive conversion of traditional buildings, such as redundant barns and 'industrial' heritage to workspaces can bring them back into economic use, and neighbourhood consultation endorses support for potential live/work initiatives.

The digital economy is particularly effective in providing support for rural industries, businesses and local enterprises that contribute to a sense of place, such as food and drink companies or creative artists, and can be supported through direct investment or enterprise hubs to assist from marketing, storage and distribution to training, chain linkages and diversification. Government also seeks to strengthen the digital presence of the UK tourism sector. This is an increasingly important way in which international visitors are inspired to visit Britain, get information for their itinerary, book their trips to the area, and share post-trip experiences. The St Ives economy will benefit from the continuing development of digital platforms and social media presence, particularly as regards

diversification and other offers, building on work already underway at VisitBritain and through South West Tourism.

Jobs and Wages

The principal problem faced by local residents is that earnings have not kept pace with the rise in house prices fuelled by the expansion of the self-catered holiday industry, and the general lack of availability and choice in housing stock. There are also proportionately fewer working age residents in recent years contributing to the economy, so if it is to thrive the area needs to attract and retain more working age people, and ensure that a higher proportion of them are in higher value jobs.

At present, young people tend to move away from the area to pursue higher education and establish careers, as they see the main job opportunities locally to be in low wage, low skilled areas, usually tourism related. The vast majority of young people consulted at St Ives School Careers Fair 2015 planned to attend College or undertake vocational training or apprenticeship; most did not think that there were sufficient career options available to them locally, but welcomed the prospect of career guidance and employment support which might assist diversity and result in them being able to stay in the area. Consultation showed that at present they are generally not inspired by local economic opportunities, leading to lack of ambition and relocation, or anti-social behaviour, which is a growing concern locally. Support need not just be in the form of careers advice or educational opportunity. Community based projects, e.g. Flashlight, Tower Music Project, can help build confidence, help young people explore what they really want to do and link them to local career opportunities. If young people can be encouraged to feel inspired by and take responsibility for the future of where they live, they and the wider community will feel the economic benefit.

Older, higher skilled workers could continue to move away from the St Ives Area because either it is too expensive or does not have the right quality or diversity of jobs. There needs to be sufficient supply of affordable housing in the right areas, and a strong emphasis on enterprise education to ensure that young people in particular can start their own businesses. There needs to be a clear approach to supporting locally-oriented businesses, whether established or new, in order to counter this trend. Furthermore job growth does not always occur where most needed, and where

this is not managed it can lead to further imbalances, added pressure on transport infrastructure and leading to otherwise unnecessary commuting.

The local economy of St Ives is a mixed bag to say the least. It is the aspiration of this Strategy and Plan to build on our economic successes and address the challenges of the local economy to meet local needs, as a bedrock for healthy living and working communities. By necessity, the Plan includes the need for further research and local economic modelling as a basis for successful, targeted and sustainable interventions. These are included as Year One Feasibility Studies.

A SWOT analysis of the task of meeting the needs and tackling the issues identified above is included in Appendix 5.

1.4 Related Initiatives

Currently in the St Ives area, there is a Business Improvement District (BID) initiative running (see section 2.3 below). St Ives BID is focusing on improving both the appearance of the town and the visitor experience, both of which form part of this wider Strategy and Plan. The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) and West Cornwall Local Action Group (LAG) which cover the St Ives Area. This Strategy and Plan have been prepared to align with their economic development and growth priorities.

The St Ives Area Neighbourhood Development Plan (NDP) is near to coming into force at the time of writing. Consultations for the NDP, specifically on economic development aspirations, have also informed the writing of this Strategy and Plan. St Ives Area NDP is accompanied by an Action Plan, in which the need for an Economic Strategy was identified, and from which some of the projects identified here have been developed.

2. St Ives Area Local Economy Plan: Project Development Framework

The following section contains the six priority areas of intervention in order to help achieve the objectives and scope of the strategy. Under each priority area there are suggested projects, which have arisen out of consultations and conversations with key stakeholders¹⁷. If delivered, the projects will cumulatively begin to build a stronger local economy, addressing some of the key issues and concerns raised by the local resident and business community. The objectives to which each area relates are listed, as well the well-being indicators that are met by each project - linking the projects back to the Strategy above.

Finance and funding will be necessary for many of the projects to be taken forward, *section 2.1* outlines potential sources of development finance, as well as more locally based options for community financing mechanisms. These community options are also distinct projects in their own right, requiring further feasibility work.

Before many of the other projects can be delivered in a robust manner, further modelling and research will also be needed to ensure that interventions are correctly targeted. *Section 2.2* therefore contains the types of research projects/feasibility studies considered necessary in order for the rest of the plan to be delivered effectively.

While this strategy and plan will be overseen by the Coastal Communities Team, the project interventions suggested here are intended to be accessible to all public bodies, locals authorities and community organisations should they wish to undertake them. The Coastal Communities Team will need to provide a coordinating function and anyone wishing to take up a project idea should therefore contact the person named at the start of this document.

¹⁷ **NB. This is not a definitive list. Other local economy projects may come forward over the timeframe of the Strategy and Plan**

2.1 Development and Community Finance Options

Related Objectives:

- To build on a diversified and entrepreneurial small and micro businesses sector;
- To assist the establishment of self-financing economy initiatives that serve the business and public sectors, particularly in the creation of meaningful, non-seasonal and higher skilled jobs;
- To keep more of the wealth earned in the area, in the area;
- To manage sustainable tourism, directing greater benefits to the local resident community;
- To strengthen local supply chains, by linking producers, suppliers, processors, retailers and consumers, and adding value locally, i.e. “growing deep” to maximise the use of local assets;
- To improve understanding of and education on the importance of the local economy as a basis for a healthy local community.

a) Project Management and Development Finance

FI1: Joint Venture Funding
And other partnership arrangements
FI2: Government Funding
Secure in collaboration with Cornwall and IOS LEP
FI3: EU Funding
Working in partnership to develop a pipeline of EU funding as relevant to priorities, and in particular to promote and support new industries – Green; Marine; Fishing; Sustainable Tourism; Sports; Health Living; Niche Manufacture and Retail; Creative, Digital and Media Industries; Arts, Heritage, Design and Culture.

b) Community Development Finance

FI4: Local Finance and Banking

- Enterprise Project Office (Project Management/Development Finance)
- Stakeholder Bank/Credit Union
- Community Development Finance Mechanism
- Crowdfunding
- (also see sections R1 and 2.1)

Well-being indicators: connect, give

FI5: Town Fund

Linking contributions from visitors and residents with an interest in St Ives to well-being projects in the area.

Well-being indicators: connect, take notice, give

FI6: Local Currency

- Either St Ives based or Linking in to regional currency initiatives, to support local trade, supply chains and consumption;
- Link to projects in section FI4: Local Finance and Banking

Well-being indicators: connect, give

2.2 Local economic modelling and research (feasibility studies)

Related Objectives:

- **To build on a diversified and entrepreneurial small and micro businesses sector;**
- **To assist the establishment of self-financing economy initiatives that serve the business and public sectors, particularly in the creation of meaningful, non-seasonal and higher skilled jobs;**
- **To keep more of the wealth earned in the area, in the area;**
- **To strengthen local supply chains, by linking producers, suppliers, processors, retailers and consumers, and adding value locally, i.e. “growing deep” to maximise the use of local assets;**

- **To improve understanding of and education on the importance of the local economy as a basis for a healthy local community.**

R1: Resilience Analysis

1. What are the quantifiable economic benefits of this strategy?
2. 'Leaky Bucket Analysis' - where does local spending go?
3. Proportion of essential goods being manufactured within a given distance
4. How much market share do small and micro businesses have?
5. What is the potential for a local currency?

R2: Town Centre Rent and Rates Review, and regeneration options

1. Who owns the business premises in the town centre?
2. How are rents set?
3. Can anything be done about rates in liaison with the Local Authority?
4. What percentage of local income is retained locally, and how to improve?

R3: Local Food Web Map

1. What food is produced within a given distance?
2. How much is sold/bought locally?
3. What are the quantifiable benefits of producing more food locally for local consumption?

R4: Employment Agency (Hire Porthia)

1. Can employers switch from focus on problem to focus on opportunities?
2. What is the St Ives area marketing strategy?

R5: St Ives Workstation

1. Which sectors should be targeted with bespoke business support?
2. What are the opportunities offered through the digital economy?
3. Define the need for workspace; source anchor tenants

4. What is the market reach for export products and services?
5. How can step changes be created in business innovation culture?
6. How do we raise aspirations, create capacity and use connectivity?
7. How many supply chains can be anchored to the Workstation?

R6: Trans-shipment Freight Hub

1. Identify strategic fit as part of public/commercial transportation strategy
2. What is the quantifiable economic benefit?
3. What proportion of businesses will sign up to the scheme?
4. What are the cultural/enviro-tourism benefits & promotional opportunities?
5. What is the capacity and nature of storage units that will be required?
6. What are the traffic volumes and frequencies for each use category?

R7: Community Economy Engagement Plan

1. Identify ways to promote engagement and awareness of Higher Education and training opportunities;
2. How much is spent in local businesses and how much in chain stores?
3. What incentives would encourage the local community to think more about local production and spending?

2.3 Self-financing economy and jobs support initiatives, including business incubation

Related Objectives:

- **To assist the establishment of self-financing economy initiatives that serve the business and public sectors, particularly in the creation of meaningful, non-seasonal and higher skilled jobs;**
- **To build on a diversified and entrepreneurial small and micro businesses sector;**

- To strengthen local supply chains, by linking producers, suppliers, processors, retailers and consumers, and adding value locally, i.e. “growing deep” to maximise the use of local assets

S1: St Ives Workstation

- An enterprise hub, including start up units and business advisory services, networks and forums;
- Producer/industry cooperatives;
- See Project R5 above;
- (also see Hire Porthia, Apprenticeships and Training, Pollinator Businesses and Penwith Foundation for Advanced Computer System Development - all to be housed at the Workstation)

Well-being Indicators: connect, keep learning

S2: Hire Porthia

- Employment and marketing initiative (see section 2.1 above);
- Job pledging and sharing;
- Mentoring, advice and support services;
- Positive campaigning, branding and marketing;
- Creation of awareness and improved access;
- Green-shoots development
- (also see other St Ives Workstation linkages)

Well-being indicators: connect, take notice, keep learning

S3: Apprenticeships and Training

- Open Space youth project - linking young people to local job opportunities; support with CV writing; raising awareness of young people’s needs with local businesses - <http://www.flashlightstives.co.uk> for more details;
- Collaborative work with schools and colleges;
- ‘Entrepreneur Apprenticeship Scheme’ - apprentices move on to establish their own business locally;

- (also see Penwith Foundation for Advanced Computer System Development)

Well-being indicators: connect, take notice, keep learning, give

S4: Pollinator Businesses

- Self -financing social enterprises with the explicit mission of supporting other local businesses;
- E.g. consumer cooperatives, levy based loyalty schemes, training and skills support

Well-being indicators: connect, take notice, keep learning, give

S5: Penwith Foundation for Advanced Computer System Development

- Consultancy and management umbrella to network IT professionals in Penwith, and to undertake significant IT projects in the UK and worldwide;
- Linking IT students and graduates with experienced/retired professionals;
- Collaboration between software, hardware, education and training;
- Purchasing and supply chain hub

Well-being indicators: connect, take notice, keep learning, give

2.4 Sustainable heterodox tourism

Related Objectives:

- **To manage sustainable tourism, directing greater benefits to the local resident community;**
- **To keep more of the wealth earned in the area, in the area.**

T1: FairBooking.com (or equivalent)

Levy scheme to support local holiday providers

Well-being indicators: connect

T2: Visitor Offer Collaborations

- Linking restaurants, hotels, attractions;
- ‘St Ives Box Scheme’ - e.g. visitors can book accommodation and experiences (meals, day trips, art and craft courses) online ahead of their stay;
- beach-cleaning, eco and educational experiences;
- sporting, land and marine experiences/adventures, and blue-green initiatives;
- surf and turf - from foraging to fine-dining;
- cultural tourism mapping, circuits, itineraries and marketing;
- workshops, children’s events, low season festivals;
- St Ives cultural ambassadors

Well-being indicators: connect, take notice

T3: St Ives BID

Various projects to improve the visitor experience to St Ives, through town centre and appearance and marketing and events. Three priority projects:

- St Ives “The Brand”
- Pedestrian Wayfinding Project
- Don’t be Gull-able - seagull project

See <http://stivesbid.co.uk> for more details.

Well-being indicators: connect

T4: Transport

- St Erth Multi-modal Interchange Hub - link to cycle routes and footpaths; local bus services;
- Promotion and signage

Well-being indicators: connect, be active

2.5 Fishing and fisheries

Related Objectives:

- To assist the establishment of self-financing economy initiatives that serve the business and public sectors, particularly in the creation of meaningful, non-seasonal and higher skilled jobs;
- To keep more of the wealth earned in the area, in the area;
- To manage sustainable tourism, directing greater benefits to the local resident community;
- To strengthen local supply chains, by linking producers, suppliers, processors, retailers and consumers, and adding value locally, i.e. “growing deep” to maximise the use of local assets;
- To improve understanding of and education on the importance of the local economy as a basis for a healthy local community.
-

F1: Net to Plate

Schools and education project

Well-being indicators: connect, be active, take notice, keep learning

F2: Fish Box Scheme

(also see Processing Plant and Retail Outlet)

Well-being indicators: connect, take notice

F3: Processing Plant and Retail Outlet

- For local catch;
- Cooperatively owned;
- Capacity for other food related industries to hire out

Well-being indicators: connect, take notice

F4: Fish Festival

To celebrate local catch, the history and ongoing cultural importance of the fishing industry

Well-being indicators: take notice, keep learning

F5: Pesca-Tourism

- Wooden huts on the piers for pleasure cruise companies;
- Combined visitor offers, e.g. fishing trip with dining experience;
- Information boards and tours on the local fishing industry

Well-being indicators: connect, be active, take notice, keep learning

2.6 Consumer Education/Awareness

- To improve understanding of and education on the importance of the local economy as a basis for a healthy local community;
- To build on a diversified and entrepreneurial small and micro businesses sector;
- To assist the establishment of self-financing economy initiatives that serve the business and public sectors, particularly in the creation of meaningful, non-seasonal and higher skilled jobs;
- To keep more of the wealth earned in the area, in the area;
- To strengthen local supply chains, by linking producers, suppliers, processors, retailers and consumers, and adding value locally, i.e. “growing deep” to maximise the use of local assets.

E1: Buy Local Campaigns

- Vouchers/Loyalty Schemes
- Advertising
- Parking incentives (in collaboration with Cornwall Council and private car park owners)

Well-being indicators: connect, take notice, keep learning, give

E2: Reclaim the Internet for Local Businesses

- Online directory of local producers, suppliers, initiatives

- Virtual Supermarket - a collaboration of local suppliers offering delivery; link to self-catering holiday agencies and cottage owners

Well-being indicators: connect, keep learning

E3: Community Economy Workshops

- To increase understanding of the importance of the local economy to the community;
- Schools/children focused workshops, as well as adult workshops

Well-being indicators: connect, take notice, keep learning, give

E4: Town Food Guide

Including all local food suppliers

Well-being indicators: connect, take notice, keep learning

3. Areas for Further Work

Throughout the formation of this Strategy and Plan, there have been many areas put forward as potential economic drivers and enablers of local resilience. Not all of the priority areas could be fully expanded into viable projects in the Project Delivery Framework but, given their importance and the scale of the task, warrant more work to be developed further and brought into the framework. These are:

3.1 Cultural and heritage industries

Given the importance of St Ives areas cultural heritage, this should be a priority area of work going forward. For example, looking at how St Ives' rich history of artisan design in relation to the natural environment can be taken into the future (e.g. through innovative housing design, eco-design of community and public buildings), continuing St Ives legacy of being a centre of artistic and cultural innovation and potentially opening up a new kind of 'visitor experience'.

There already are cultural and heritage based businesses in the area, but information and a general overview of the sector are hard to come by. The following work is suggested in order to bring this important area into the Project Delivery Framework:

1. Industry overview - how many businesses, what types, sizes etc.
2. What viable project interventions could be made to strengthen the industry, bringing maximum returns to the local community?
3. What opportunities are there for collaborative working?
4. What opportunities are there for funding?

There is a long history of artisan and cultural industries in St Ives. From 1880 onwards, artists attracted by the quality of light, subject matter and relatively cheap cost of living, lodged with local families and often made their studios in disused fish cellars or other industrial buildings. From the 'plein air' style of painting to the internationally renowned St Ives Modernist Period many internationally influential artists, craftsmen, writers, musicians, performers, thinkers and designers have associations with the area. In addition St Ives attracted other industries, including fine ceramics established in the 1920s by Bernard Leach and Shoji Hamada in workshops on the

Stennack; and Crysede, the textile art factory, also operated from the town after the company's 1925 move from Newlyn to a former fish cellar on the Island.

The late 20th century saw the re-invention of St Ives as a quality cultural resort. A wide range of award winning restaurants, good quality cafes and bars, services and design-led shops have been established, developing the aspirational image of the town. The foundation of Tate St Ives in 1993 continued the town's artistic links and was part of a wider change in holidaying habits in Cornwall.

This cultural tourism niche has attracted a number of 'alternative' audiences to the town and has lengthened the town's 'season'. The fact is that there is much potential to sustain the broad appeal of the location for its wide audience range, and at all ages/levels from modest, small scale interventions to those with international reach. The diversity in offers potentially available has in the past, and still could sustain a number of physical 'clusters' and linkages, the whole assisted by networked support services and destination marketing such as that proposed in the Workstation, or in dedicated live-work or specialist retail space. Initiatives to support micro/SME business are desirable to assist start-ups with an affordable 'foothold' in the town and local area, and to secure investment in a valuable but diminishing number of key sites and buildings; in turn this helps secure their historic importance and consolidate their future as part of the support structure for developing businesses, enterprises and activities.

There may be scope to more proactively market St Ives as an out of season destination for specialist art/craft/design/antique retailing, cultural tourism and education; an opportunity to develop out-of-season learning offers in the town and surrounding area associated with its rich cultural traditions, diverse leisure and sporting excellence, and the wider urban and rural historic environment; and management and enhancement of the urban/coastal greenscape in specific parks and gardens/coastal paths as an important element in the character of the town which could itself further support the cultural and heritage industries. In particular the South West Coastal Path runs through the town and brings in many walking visitors. It provides good links between the town and its surrounding landscape, but unfortunately is poorly waymarked and little celebrated within the urban area; there is scope for further use of this important asset.

Sensitive and balanced management is required to retain the living cultural heritage of the area, whilst also presenting it to visitors. The continuation of the fishing industry for example, is vital to the harbour's character and helps to retain the 'realness' of the place; a number of Fishermen's lodges remain along the harbourside could benefit from repair, but importantly should retain their essential character as a unique contribution to the local economy.

3.2 Energy, Transport and Natural Environment

The settlements that make up the built environment of St Ives area have always had a close relationship to the natural environment, both land and sea. There is an abundance of sun, wind, tides and rain and huge potential in the local and surrounding areas for renewable energy exploitation. This has to be balanced with the ongoing preservation of the ancient landscape that surrounds the area, much of it Area of Outstanding Natural Beauty (AONB), Area of Great Landscape Value (AGLV) or Sites of Special Scientific Interest (SSSI). It is also scenery enjoyed by many visitors each year, as well as local residents. Linking in again with both of these issues is the increasing pressure on local transport systems, particularly increasing car use on the roads. Increased visitor numbers each year place enormous strains on the local road system, which was not designed for so many (or any) cars. Action is urgently needed. There are projects underway to help alleviate the issue, such as the Multi-modal Interchange Hub at St Erth, and linked foot, cycle and other pathway/route schemes, but more needs to be done locally. The following work is suggested in order to bring these inter-connected priority areas into the Project Delivery Framework:

1. What is the economic potential/benefit of local renewable energy production?
2. What is the economic potential/benefit of landscape preservation?
3. Can the two areas above be pursued in harmony with each other?
4. What local traffic control/reduction/management projects could generate income for the local economy?

3.3 Genuinely Affordable Housing

The cost of living is a huge problem for local residents, and significantly impacts on the local economy. Core residential areas are gradually moving further and further away from the centre of

town, affecting local shops and services, and now beginning to impact on businesses struggling to fill vacancies because workers can't afford to live in St Ives area (or park near their place of work). The question of how housing can be provided at rents and purchase costs that are not prohibitive to local people is crucial to the future of the St Ives area economy. It is not an easy question to answer and there are agencies working on affordable housing issues. St Ives Fair Rent Forum has recently been established and could be a platform from which to take forward locally based initiatives and the work suggested below.

The following work is suggested to bring the issue of housing into the Project Delivery Framework:

1. What are the barriers to housing for local people?
2. What innovative projects can be started that will provide genuinely affordable housing? e.g. housing cooperatives, Community Land Trusts, employer-supported housing.

4. Implementation and Monitoring

4.1 Implementation

The suggested projects in the Project Delivery Framework are designed to cumulatively bring greater resilience to the local economy, for example in the form of more year round, higher paid jobs; greater training and employment opportunities; encouraging greater spending in local businesses; self-financing collaborative initiatives and securing investment into local economy projects.

They are as such 'open for business'.

The Coastal Communities Team hold a coordinating function with regard to the overall Strategy and Plan, but project feasibility studies, plans and implementation can be brought forward from organisations and public bodies within the local area. Another role of the Coastal Communities Team will be to match funding opportunities with appropriate implementing bodies and viable projects coming forward.

CCT Logistics

The CCT will continue to operate as a panel of voluntary representatives from the partner organisations. Representation on the team will remain flexible, allowing it to be responsive to project needs as the Plan progresses. Additional community representatives may join the team as project needs require.

Project Management and Finance Development will be undertaken through the options appraisal and establishment of an Enterprise Project Office function which will be developed in partnership.

The CCT will meet monthly/six-weekly, dependent on activity levels.

There are no running costs for the CCT itself.

Areas of specific interest are: Arts; Tourism; Heritage; Housing; Sport; Transport; Marketing

RECOMMENDATION: to assist with the coordination of the projects, the delivery of the strategy and links between partner organisations, an ‘Economic/Community Development Coordinator’ post would be helpful within the area.

4.2 Monitoring

The Coastal Communities Team will also monitor progress against the Local Economy Strategy, i.e. to what extent the aim and objectives are being met by the projects being delivered.

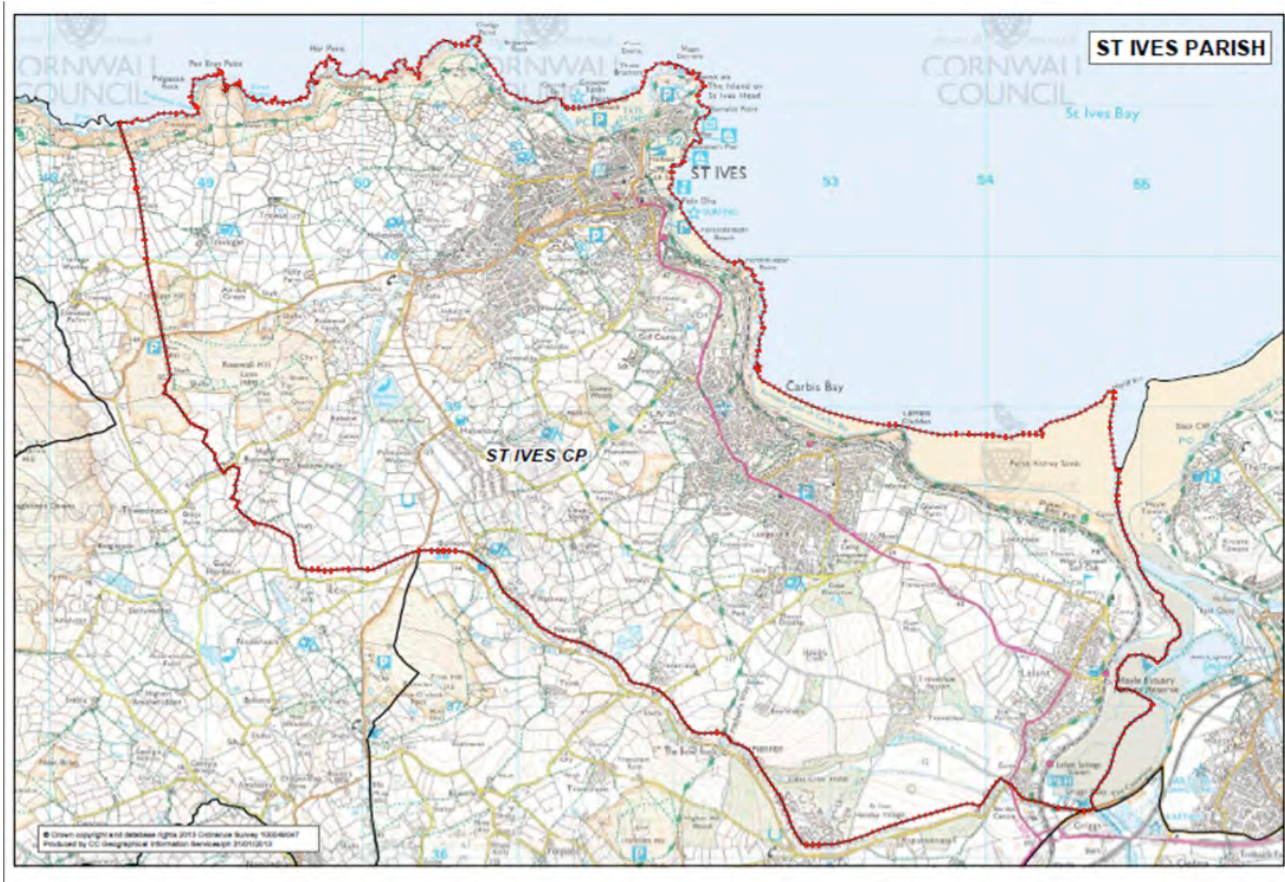
An initial 6 month review will be conducted and then at regular intervals to be decided by the CCT. The purpose of review will be to:

1. Assess progress against the Project Tracker;
2. Maintain a Progress Tracker to keep a record of work commenced and completed, against the objectives and indicators set out in the Project Delivery Framework and accompanying appendix;
3. Incorporate the three areas for further work in Section 3 into the Project Delivery Framework;
4. Integrate potential projects arising in the meantime that would contribute to meeting the aim and objectives of the Strategy;

Feasibility studies listed in section 2.2 should be commenced within year one and project viability monitored.

The content and shape of the Project Delivery Framework (and the overall document) is expected and intended to change as work progresses.

Appendix 1: Strategy and Plan Area Map



Appendix 2: Consultation

Direct consultations for this Strategy and Plan have included the following:

October 2015 - "Open for Business" information and networking event in St Ives. Attended by local business owners, residents, potential business start-ups, councillors.

November 2015 - St Ives School Careers Open Afternoon Survey

October to December - Online and mailed survey

One-to-one meetings were also held with the following organisations/representatives:

- St Ives Chamber of Commerce and Trade
- St Ives Business Improvement District
- St Ives Tourism Association (SITA)
- West Cornwall Local Action Group (LEADER)
- St Ives Town Councillors
- Cornwall Councillors
- St Ives and Hayle Community Network Panel
- St Ives Police
- Lloyds Bank - St Ives branch
- St Ives Fisherman's Association and St Ives Fisheries
- Cornwall Sustainable Tourism Project (CoaST)
- MP for St Ives
- Poynton Bradbury Winter Cole Architects
- Key employers in the area
- Many small business owners

All responses have gone into the consideration of this Strategy and Plan.

Recent consultations for St Ives Area Neighbourhood Development Plan relating to economic development have also been considered. See <https://stivesnplan.files.wordpress.com/2013/08/consultation-statement1.pdf> for more details.

Appendix 3: Population Breakdown

All Usual Residents	No.	%
Age 0 to 9	920	8
Age 10 to 19	1233	11
Age 20 to 29	969	8
Age 30 to 44	1817	16
Age 45 to 59	2435	21
Age 60 to 74	2605	23
Age 75 to 89	1265	11
Age 90 and Over	191	2
TOTAL	11435	100

Appendix 4: Local Economic Landscape Data

1. Occupations

Occupation	No.
Skilled Trades Occupations	872
Managers, Directors and Senior Officials	807
Elementary Occupations	631
Professional Occupations	628
Caring, Leisure and Other Service Occupations	542
Associate Professional and Technical Occupations	536
Administrative and Secretarial Occupations	423
Sales and Customer Service Occupations	385
Process, Plant and Machine Operatives	227
All Usual Residents Aged 16 to 74 in Employment	5051

2. Business Sectors

Sector	No.
Accommodation and Food Service Activities	946
Wholesale and Retail Trade; Repair of Motor Vehicles and Motor Cycles	795
Human Health and Social Work Activities	540
Education	480
Construction	450
R, S, T, U Other	344
Professional, Scientific and Technical Activities	326
Manufacturing	258
Administrative and Support Service Activities	203
Public Administration and Defence; Compulsory Social Security	182
Transport and Storage	165
Information and Communication	104
Real Estate Activities	79
Agriculture, Forestry and Fishing	76
Financial and Insurance Activities	71
Electricity, Gas, Steam and Air Conditioning Supply	16
Water Supply; Sewerage, Waste Management and Remediation Activities	11
Mining and Quarrying	5
All Usual Residents Aged 16 to 74 in Employment	5051

3. Economic Activity

Economic Activity	No.
Economically Active; Employee; Full-Time	2167
Economically Inactive; Retired	1840
Economically Active; Self-Employed	1396
Economically Active; Employee; Part-Time	1310
Economically Inactive; Long-Term Sick or Disabled	341
Economically Inactive; Student (Including Full-Time Students)	311
Economically Inactive; Looking After Home or Family	289
Economically Inactive; Unemployed	266
Economically Inactive; Full-Time Student	218
Economically Inactive; Other	198
Long-Term Unemployed	80
Unemployed; Age 50 to 74	78
Unemployed; Age 16 to 24	74
Unemployed; Never Worked	16
All Usual Residents Aged 16 to 74	8336

4. Rateable Businesses

Business Type	No.
SELF CATERING HOLIDAY UNITS(various quantities)	515
STUDIO	61
WORKSHOPS	49
GUESTHOUSE	46
STORAGE	45

SHOP	37
OFFICE	35
CAFE	24
RESTAURANT	24
HOTEL	19
PUBLIC HOUSE	15
CAR PARK	12
Public Conveniences	10
COMMUNICATION STATION	8
FACTORY	8
CAR PARKING SPACE	7
GARAGE	6
HAIRDRESSING SALON	6
HALL	6
WAREHOUSE	6
BANK	5
SCHOOL	4
SURGERY	4
ART GALLERY	4
CAMPING SITE	3
CLUB HOUSE	3
CLUBROOM	3
TRADING SITE	3
VEHICLE REPAIR WORKSHOP	3
AMUSEMENT ARCADE	2
BEACH COMPLEX	2
BOWLING GREEN	2
CARAVAN PARK	2
CEMETERY	2
CLUB	2

COMMUNITY CENTRE	2
DAY NURSERY	2
LAUNDERETTE	2
MUSEUM	2
Showroom	2
TIME SHARE COMPLEX	2
AMBULANCE STATION	1
BAND ROOM	1
BEACH HUTS	1
BETTING SHOP	1
Builders Merchants	1
BUS STATION	1
CAR JET WASH	1
CHALET PARK	1
CHAPEL OF REST	1
CINEMA	1
Clinic	1
COACH PARK	1
DINGHY PARK	1
Exhibition Reception	1
FIRE STATION	1
FOOTBALL GROUND	1
GOLF COURSE	1
GYMNASIUM	1
HARBOUR HEREDITAMENT	1
HEALTH CENTRE	1
HOSPITAL	1
HOSTEL	1
KENNELS	1
KIOSK	1

LEISURE CENTRE	2
Library	1
LIFE SAVING HUT	1
LIFEBOAT STATION	1
OBSOLETE EX PUBLIC HOUSE	1
PHARMACY	1
POLICE STATION	1
POST OFFICE	1
Pottery	1
Putting Green	1
RIDING SCHOOL	1
Rugby Ground	1
Site of ATM	1
SORTING CENTRE	1
Stud Farm	1
SUPERSTORE	1
Surf School	1
TAKEAWAY	1
TENNIS COURTS	1
THEATRE	1
TREATMENT ROOMS	1
WINE BAR	1
TOTAL	1042

All tables: March 2011 Census Data, ONS Neighbourhood Statistics

Appendix 5: SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> → Strong small and micro-business sector; → A business support network growing in strength, i.e. BID, Chamber of Trade, CCT; → A rich diversity of community organisations, groups and networks; → A thriving tourism sector, bringing wealth into the area; → Natural environment - rural and coastal 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ★ Digital economy and remote working; ★ Build on local culture and heritage; ★ Rural and coastal economy; ★ Community engagement and inclusion; ★ Research and modelling to increase understanding and project viability; ★ Organisations working together under a common strategy
<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ➤ Declining economic diversity; ➤ High living costs; ➤ Lack of inspiring opportunity for young people; ➤ Deprivation, masked by tourism success; ➤ Unemployment and benefits dependency; ➤ High town centre business rents and rates 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ❖ Young people continue to leave the area; ❖ Higher skilled workers won't choose to locate here due to cost of living; ❖ Shocks in the tourism industry - e.g. fuel prices, economic downturn, too high rents in holiday accommodation; ❖ Independent shops continue to close in the town centre; ❖ Out of town shopping centres and supermarkets; ❖ Over-reliance on tourism and complacency.

Appendix 6 Deliverability Matrix and Key

Deliverability Matrix for Projects in the Plan

Project Deliverable (or Activity)	Project Leadership					Project Team Members					Project Sub-Teams					External Resources				
	ES - SICCT	PS - Various	Steering Cttee - Various	Advisory Cttee - Various	KPS - Various	PM/EPO	Tech Lead/EPO	Func Lead/EPO	SME Umbrella	Project Team Member	Dev/EPO	Admin/EPO	R & D Analysis/EPO	Fundraising/EPO	Evaluation/EP	SPC - Various	EPO	Legal	Design & Technical Marketing & Communicatio	
Initiate Phase Activities (2016-2017)																				
- Submit Project Request	A/C	R/A	I		I	R/A	A/C	A/C	C		C	I	C	C			A/C	C		
- Request Review by EPO		I	I	I	I	R					A/R	I	C	C			A			
- Research Solution	I	C	I			R/A	A/C	A/C	C		C	I	C	C		C	A/C		A/C	
- Develop Business Case	I	A/C	I	I		R/A	C	C	C		A/R	I	C	C		C	C	C	C/A	
Plan Phase Activities (2016-2017)																				
- Create Project Charter	C	C	C	C	C	R/A	C	C	C		A/R	I	C	A		C	A			
- Create Schedule	I	I	I	I	C	R/A	C	C	C	C	C	C	C	A		C	I	C	C/A	
- Create Additional Plans as required	I	I	I	I		R/A				I	I	I	I	A		C	I		A	
Execute Phase Activities (2016-2018)																				
- Build Deliverables	C/I	C/I	C/I	C/I	C/I	I	R/A	R/A	R/A	R/A	R/A	I		A/C		A/C			A	
- Create Status Report	I	I	I	I		R/A	R/A	R/A	R/A	R/A	R/A	A		A	A	C	I	A	C	
Control Phase Activities (2017-2020)																				
- Perform Change Management		C	C	C		R	A	A	A	A	A		C	A	C	C	I		A	
Close Phase Activities (2017-2021)																				
- Create Lessons Learned	C	C	C	C		R/A	C	C	C	C	C	C	C	C/A	A	C	C	C	C	
- Create Project Closure Report	I	I	I	I		R/A	I	I	I	I	I	I	I	A	A	C	I	C	C	

Key abbreviations & terms:

Responsibility = person or role responsible for ensuring that the item is completed

Accountable = person or role responsible for actually doing or completing the item

Consulted = person or role whose subject matter expertise is required in order to complete the item

Informed = person or role that needs to be kept informed of the status of item completion

ES – SICCT: Executive Sponsor – SICCT

- St Ives Coastal Community Team

PS – Various: Project Sponsor – Various

- St Ives Town Council (SITC)
- St Ives Community Land Trust (SICLT)
- St Ives Business Improvement District (SIBID)
- St Ives Chamber (of Trade & Commerce) (SIC)
- St Ives Tourism Association (SITA)

Steering Cttee – Various: Steering Committee – Various/ **Advisory Cttee – Various:** Advisory Committee – Various

- Dependent both on the Project Sponsor and the needs of the Project

KPS – Various: Key Partners – Various

- Partners not necessarily on the Steering/Advisory Committees who are otherwise key (e.g. Re accountability, comparative policy)

SPC - Various: Specialist Consultancy - Various

- Dependent on the needs of the Project

PM/EPO: Project Manager/Enterprise Project Office/ **Tech Lead/EPO:** Technical Leadership/Enterprise Project Office/ **Func Lead/EPO:** Functional Lead/EPO

- The Economy Initiative/Enterprise Project Office

SME Umbrella:

- Small and medium-scale enterprise Umbrella defined through the purpose of the Project

Appendix 7 Delivery Framework

ST Ives CCT Delivery Framework 2016 - 2021

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Goals: Economic Modelling, R & D, Enterprise Initiatives	Completed Studies, R & D, Initiatives	St Ives CCT issue/monitor contracts	Applications to CCF & Partners
Outcome 1: Strengthened Micro/SME Business Sector	5% annual increase in numbers	As above	As above
Output 1.1: Foundation Enterprise Initiatives	Major projects established Yrs 1-5	Evidence, Options, Contracts, Projects	As above
Output 1.2: Non-seasonal Job Creation	10% annual increase in numbers	As above	Economic stability
Output 1.3: Strengthened Supply Chains	5 chains formed/promoted Yrs 1-5	As above	Business participation
Activities: Indicated Feasibility Studies, R & D, Reviews	Contract works complete Y 1-5	Funding/Contacts achieved	Partner participation
Outcome 2: Established Major Enterprise Initiatives	Enterprises established Yrs 1-5	SI CCT/Ptners manage contracts	Applications CCF/Partners
Output 2.1: St Ives Workstation	WS open; work to capacity Yr 5	Initiative operational	Site secured
Output 2.2: Hire Porthia & Apprenticeships/Training	150 jobs/50 apps created Y 1-5; 300 trainees/200 bus supported	As above	Economic stability
Output 2.3: Pollinator & Driver Businesses	25 pollinators/2 drivers Yrs 1-5;	As above	As above
Activities: Infrastructure and Schemes open to business	Contract works complete Y 1-5	Funding/contracts achieved	Partner participation

ST Ives CCT Delivery Framework 2016 - 2021

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Outcome 3: Established Heterodox Tourism Initiatives	Completed initiatives Yrs 1-5	SI CCT/Ptners manage contracts	Applications CCF/Partners
Output 3.1: Booking/Offer Collaborations & Schemes	2 schemes/20 new offers Y 1-5 10% visitor inc low season Y1-5	Schemes/offers operational	Partner participation
Output 3.2: Infrastructure Development/Management	Partnership Action Plans Years 1-5 Improved facilities and marketing	Improvements in evidence; Increased low season visitors	Partner collaboration
Output 3.3: Transport Projects	Hub established; Improved linkages, facilities, marketing Y 1-5	Satisfaction surveys; increased low season visitors	Partner collaboration
Activities: Indicated Tourism initiatives operational	Contract works complete Y 1-5	Funding/contracts achieved	Economic stability
Goals: Enterprise initiatives; Development Finance; Consumer Education/Awareness; Further work 2016-21	Completed initiatives	St Ives CCT issue/monitor contracts	Applications to CCF and Partners ; participation
Outcome 4: Established Fishing/Fisheries Initiatives	Completed initiatives Years 1-5	SI CCT/Ptners manage contracts	Applications CCF/Partners
Output 4.1: Education/Awareness Projects	5% inc visitors to fish events Yrs 1-5; 10 sector apprenticeships Yrs 1-5	Satisfaction surveys; event numbers; apprenticeships/jobs created	Business participation

ST Ives CCT Delivery Framework 2016 - 2021

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Output 4.2: Schemes & Offers	2 schemes/5 new offers Years 1-5; 5% inc visitors to fish events Yrs 1-5	Schemes/offers operational	Partner/Business participation
Output 4.3: Processing Plant & Retail Outlet	Plant/Retail Outlet open; 50 jobs created; work to capacity Year 5	Initiative operational	Site secured
Activities: Infrastructure & Schemes open to business	Contract works complete Y 1-5	Funding/contracts achieved	Partner participation
Outcome 5: Development Finance options established	Completed initiatives Years 1-5	SI CCT/Ptners manage contracts	Applications CCF/Partners
Output 5.1: Public and Private sector funding fenced	F/study targets achieved Y 1-5	Funds received by Acc Body	Acceptable return
Output 5.2: EU/Other Funding optimised	F/study targets achieved Y 1-5	As above	Acceptable return
Output 5.3: Local Finance/Currency initiatives	F/study targets achieved Y 1-5	Scheme/Co operational	Compliance/participation
Activities: Development Finance secured/operational	Identified investment (£) raised	Funding/Contracts achieved	Dovetailing of Finance
Outcome 6: Consumer Education/Awareness raised	10% inc business/volunteers involved meetings/events Y 1-5	Partner feedback; Forward Plans	Consumer engagement
Output 6.1: Buy Local Campaigns & Marketing	Increased local sales/visitors	Business/Partner feedback	Engagement; transpt - hub
Output 6.2: Web Initiatives, Guides and Workshops	As above	As above	As above

ST Ives CCT Delivery Framework 2016 - 2021

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Output 6.3: Further work areas 2016 - 2021	Plans for Cultural/Heritage Industries/Eco/Aff Housing	Consultation & Publication Y1-2; Feasibility & Funding Y 2-3 ff	Partner participation
Activities: Community engagement/forward planning	Contracts/plans completed	Contracts/plans achieved	Engagement

Appendix 8 Project Tracker

See separate attachment