

THIS IS OUR ECONOMIC PLAN FOR FALMOUTH. It sets out our ambition, the priorities for change and the approach that we will take to ensure the growth of the local economy to maintain stability and increase prosperity. This is a shared agenda developed by the public and private sectors.

Falmouth 2030

Falmouth Area Coastal
Economic Plan

Update No1 June 2016

Falmouth Area Coastal Community Team
Falmouth Neighbourhood Plan Economy
Team



FALMOUTH

the spirit of the sea

FALMOUTH 2030

FALMOUTH AREA COASTAL COMMUNITY TEAM

ECONOMIC PLAN

FOREWORD

THIS IS OUR ECONOMIC PLAN FOR FALMOUTH. It sets out our ambition, the priorities for change and the approach that we will take to ensure the growth of the local economy to maintain stability and increase prosperity. This is a shared agenda developed by the public and private sectors.

The plan has been developed under the leadership of the Falmouth Area Coastal Community Team with support from Falmouth Town Council and Cornwall Council. It is derived from the work of several key documents that have involved extensive local community engagement and research:

- The Falmouth and Penryn Community Plan
- Port of Falmouth Master Plan
- The Penryn River Study
- The draft area Falmouth and Penryn Combined Development Framework
- The emerging Falmouth Neighbourhood Plan and associated master-planning activity
- The Cornwall Council Town Framework Studies

Reference has also been made to other documents such as the Cornwall & Scilly Urban Survey 'Falmouth Historic Characterisation for Regeneration'.

The Plan recognizes the fundamental principle that economic growth is part of *sustainable development* and integrates with key concerns:

- Achieving a sustainable economy – actions that build prosperity for all and use resources wisely.
- Living within our environmental limits – actions to protect and enhance our natural and man-made environment, and respond to climate change.
- Ensuring a strong, healthy and just society – actions to meet present and future needs for the housing, work and services that support the wellbeing of all our community.
- Promote good governance – actions to ensure that all are involved in making decisions about the future.

The priorities we have agreed are around:

- Supporting measures to protect and enhance the economic role of the harbour, port and docks.
- Improved marina facilities, especially for visiting tall ships and competitive sailing events

- Using key opportunity sites in the town centre and along the waterfront to improve the Falmouth experience for visitors, cruise passengers and residents
- Action to sustain and extend Falmouth's growing 'Festival Culture'
- 'High Street WiFi' initiative to provide town-centre wide free WiFi.
- Enhancements to historic spaces and buildings around the town, at the Seafront and Pendennis Headland
- Encouraging knowledge based industry, particularly embracing the opportunities around renewables
- Creation of an innovation hub to support local small firms, home businesses developing into workshops, provide training and business incubation support
- Additional workshop development to meet local needs
- Better local transport infrastructure, e.g. shuttle bus stops and transfers from bus to train and bus to ferry
- Improvements to the existing sewerage system

The Economic Plan focuses on the key economic issues facing Falmouth, setting out both the short term and longer term priorities for action to enable economic growth. It aims to develop local partnership working and to secure agreement of all partners to the priorities and plan of action. It is also aimed at attracting public and private sector investment, and will form the basis of comprehensive funding bids to grant aiding bodies.

The Economic Plan will also be the economic strategy for the emerging Falmouth Neighbourhood Plan, and the land-use policies and proposals needed to support its implementation will be delivered through the Neighbourhood Plan.

The Economic Plan is a living document, which will be subject to local scrutiny and review led by the Coastal Community Team. **This edition is the first update and include revisions and additions to reflect the position as at 30th June 2016.**

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KEY INFORMATION

Point of Contact – Mark Williams *FCIS, FILCM*, Town Clerk, Falmouth Town Council Municipal Buildings, The Moor, Falmouth, Cornwall TR11 2RT

01326 315559

MarkWilliams@falmouthtowncouncil.com

FACCT Membership

In recognition of the importance of growing the economy, the Coastal Community Team has been assembled to ensure that it is led by local business and stakeholders to develop and drive forward the Economic Action Plan.

- A&P Ports (Falmouth)
- Cornwall Council
- Cornwall Marine Network
- English Heritage (Pendennis Castle)
- Falmouth Bay Residents Association
- Falmouth BID
- Falmouth Civic Society
- Falmouth and District Hotels Association
- Falmouth First CIC
- Falmouth Harbour Commissioners
- Falmouth Tall Ships Association
- Falmouth Town Council
- Falmouth Town Team
- National Maritime Museum Cornwall
- Pendennis Shipyard
- Falmouth Neighbourhood Plan Stakeholder Group

Accountable Body - Cornwall Council

Mark James, Communities & Devolution Team Manager (West), Falmouth, Penryn Community Link Officer, Communities and Organisational Development Directorate, Cornwall Council, Room 4S, New County Hall, Truro TR13AY

0300 1234100 / 0752 8983265

mjames2@cornwall.gov.uk



Figure 1: General location of Falmouth



Figure 2: Falmouth Area Coastal Community

SETTING THE SCENE

THE FALMOUTH AREA COASTAL COMMUNITY TEAM (FACCT)

The Falmouth Area Coastal Community Team (FACCT) is a newly created body which brings together representatives of the public, private and charitable sectors working for the advancement of Falmouth. It was formed in July 2015, supported by funding from the Department for Communities and Local Government (DCLG).

Organisations in Falmouth have developed good partnerships and ambitious strategies in recent years but these have concentrated on specific problems and areas or have been very strategic in nature. The remit of the Falmouth Area Coastal Community Team (FACCT) is to enable economic growth in our local coastal area through strong partnership working on a realistic and measurable programme of actions.

It does not seek to supplant other bodies working within the town such as the Town Team or Business Improvement District (BID), but seeks ways to coordinate thinking, strategies and projects to maximise the benefits of the town's coastal location.

The area covered by its considerations is illustrated in Figure 2. The entire administrative area of Falmouth is included, plus the marine area to the east between the town and Carrick Roads. Whilst the emphasis of projects is on the core waterside leisure, commercial, harbour and tourism areas, this wider definition provides the opportunity to tackle related economic issues on the seafront and peripheral areas.

PURPOSE OF THE ECONOMIC PLAN

The purpose of the Economic Plan is to:

- Capture the local context and character of the Falmouth coastal area, as well as the challenges it faces
- Act as a broadly agreed unified vision, from which follow prioritized objectives and interventions to secure economic growth over the next 15 years, drawing on the various ideas that have been proposed.

- Be the economic strategy for the emerging Falmouth Neighbourhood Plan, which will provide the overarching framework for growth and development in the town and will provide the land-use policies and proposals needed to support its implementation.
- Set out both the short term and longer term priorities for the work of the team, identify the key actions required of each agency to achieve success.
- Attract public and private sector investment, and form the basis of comprehensive funding bids to grant aiding bodies.
- Communicate our ambitions and plans to our partners so as to aid collaboration and increase leverage.
- Assist in discussions with Cornwall Council and the Cornwall Local Enterprise Partnership so that Falmouth's potential role in supporting delivery of the wider regional growth programmes is recognized.
- Demonstrate our ability to act decisively in a unified way.

FALMOUTH'S DEVELOPMENT

Falmouth is located on Cornwall's southern coast near the opening into the English Channel of the long complex ria system of the tidal *Fal River*, facing onto the *Carrick Roads*, one of the largest natural deep-water harbours in the world. The town's development has always been driven by its coastal location. Falmouth received its Royal Charter in 1661, and developed as a strategic port, often the first call for returning Royal Navy ships, and home to the famous Packet Service carrying

mail to and from Britain's embassies, colonies and outposts. In the nineteenth century major dock and ship repair facilities were developed to the south of the town, and after the opening of the Cornwall Railway extension in 1863 the town also grew as a seaside resort.

As the town expanded high ground to the north and south pressed development into a concentrated band of commercial activity along the shoreline forming a linear 'high street'. Most of the waterfront was developed as private plots with narrow public routes to the river, known locally as 'opes', in-between. Tight streets ran parallel to the river for a



Figure 3: Falmouth's coastal and rural location

distance of about one kilometre, whilst the slopes were developed for artisan cottages. In the nineteenth century the town grew along the esplanade to the north, whilst genteel villas and formal terraces appeared on the plateau above the town. Later the seafront overlooking Falmouth Bay was developed, including the main Falmouth Hotel and Princess Pavilion, and several pleasant parks and gardens were created, such as the Fox-Rosehill Gardens, now celebrated nationally for their historic value and practicing some of the best horticulture in the country. A short distance west, the deep valley of Swan Vale, and the natural Swan Pool, became significant local amenities.

In the later nineteenth and twentieth century the town expanded beyond its tight confines up the surrounding hills, with several large housing areas meeting the needs of dockworkers, retirees, and commuters working in Truro and elsewhere.

In more recent times the Falmouth School of Art evolved into Falmouth University, and with the University of Exeter created a state-of-the-art campus at nearby Penryn. This has had a significant social and economic impact on Falmouth, bringing large numbers of students and staff to live and and use the facilities there.

Falmouth is surrounded by a very attractive landscape and beautiful coastline, much of which is AONB, Area of Great Scientific Value, and SSSI. The older core of the town is within a Conservation Area.

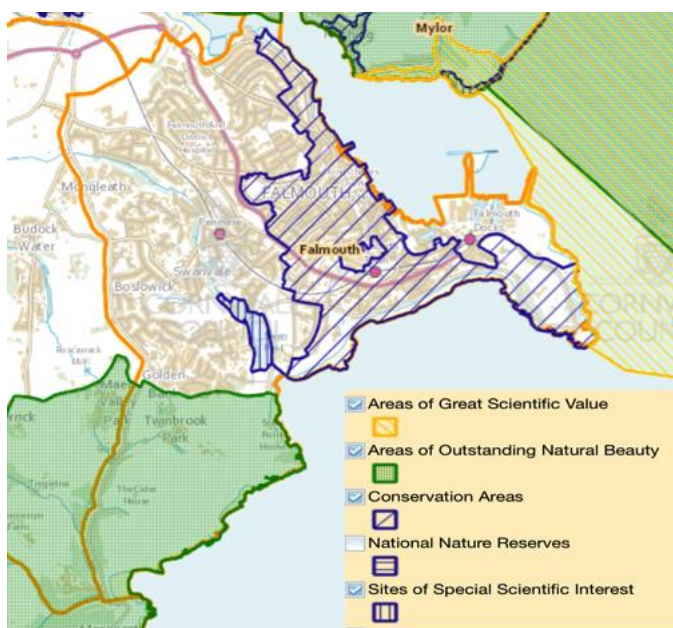


Figure 4: Designations

As can be seen from Figure 5, the town lies at the end of a long approach from the north, with commercial access to the docks and town centre at the extreme end of the road. Whilst parts of the main road route in has been significantly improved over recent years, the A39 through the Kennal and Carnon River valley remains narrow and convoluted, and the last 3 miles to the docks, forming the Town's main spine road, is through residential areas. The combination of freight traffic, commuter, school and seasonal traffic can lead to significant levels of traffic congestion. As a result, many roads in Falmouth have been identified as being 'traffic sensitive routes' (see Figure 6). Improvements to the Falmouth Rail branch line have assisted in removing some commuter traffic from the roads, more needs to be done.

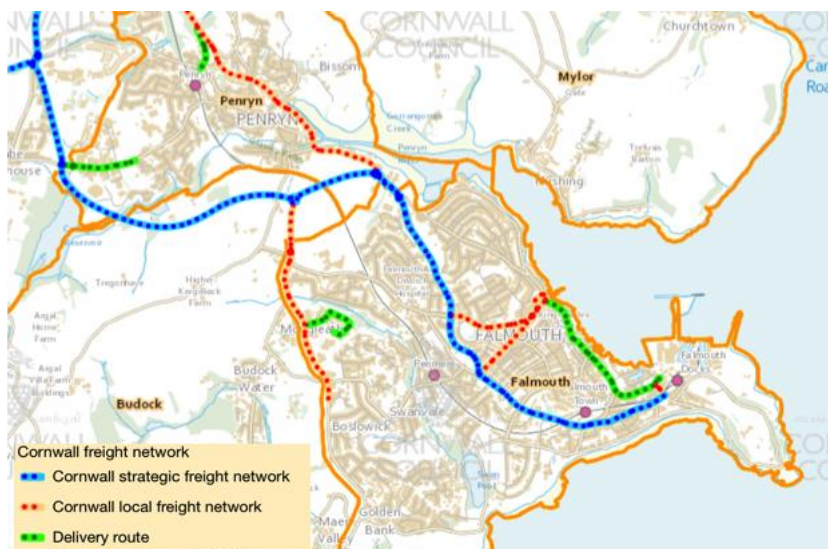


Figure 5: Main routes into Falmouth

Today, Falmouth has a unique mix of strengths and weakness. On the positive side it has a beautiful coastal setting, a rich social and architectural heritage, a regionally significant industrial complex, a characterful town centre, the expanding Universities, a beautiful river giving access to deep water, and top notch attractions. These give immense opportunities for prosperity through tourism growth, Dock development, and higher education expansion, new maritime and knowledge based industry.

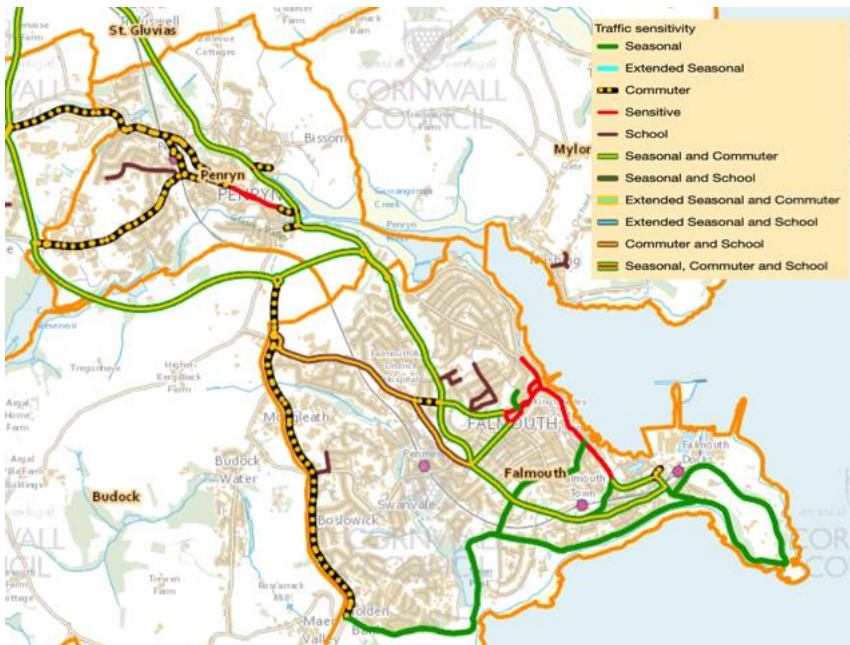


Figure 6: Traffic sensitive routes

But on the negative side there are challenges: the peninsula like location restricts the trading catchment and can cause transport problems, the town centre environment is conflicted between car and pedestrian, there are decaying buildings, significant levels of deprivation, a low wage base, housing affordability issues, conflicts between the well protected environment and need for ongoing port development, and Victorian Infrastructure, amongst other things, all of which threaten the town's future prosperity.

THE COMMUNITY OF FALMOUTH

At the 2001 Census there were 20,775 residents in the community of Falmouth, living in 9,509 households. By 2011 this had grown to 21,797, an increase of 4.9%, whilst the number of households increased by 4.5% to 9509. Falmouth is the third largest urban area in Cornwall after Camborne/Pool/Redruth and St. Austell.

Whilst approximately 3,670 (16.8%) of Falmouth's usually resident population were under 18 years old, a much lower proportion than for all Cornwall (19.3%) and England (21.4%), the number of younger adults (16 to 30) was 5,775, about 26.5% of Falmouth's usually resident population, which is a significantly higher proportion than for all Cornwall (16.1%) and England (20.2%). Notably in 2011 there was a 'bulge' around a cohort made up of 18 to 23 year olds, such that they made up nearly 60% of all young adults present, and 16% of the town's usually resident population. These proportions compare to 41.7% and 6.7% for all Cornwall. Although much of this 'bulge' probably relates to the presence of university students, it is also possible that it includes younger professionals attracted to area by the lifestyle image offered by the location as a 'university town'. The working age population of 13,997 has increased significantly since 2005 and proportionally is above the national average (64.2% compared to 62.8%) and the Cornwall average (59.1%). The figure of 4,129 older people (65+) was proportionally greater than the national figure

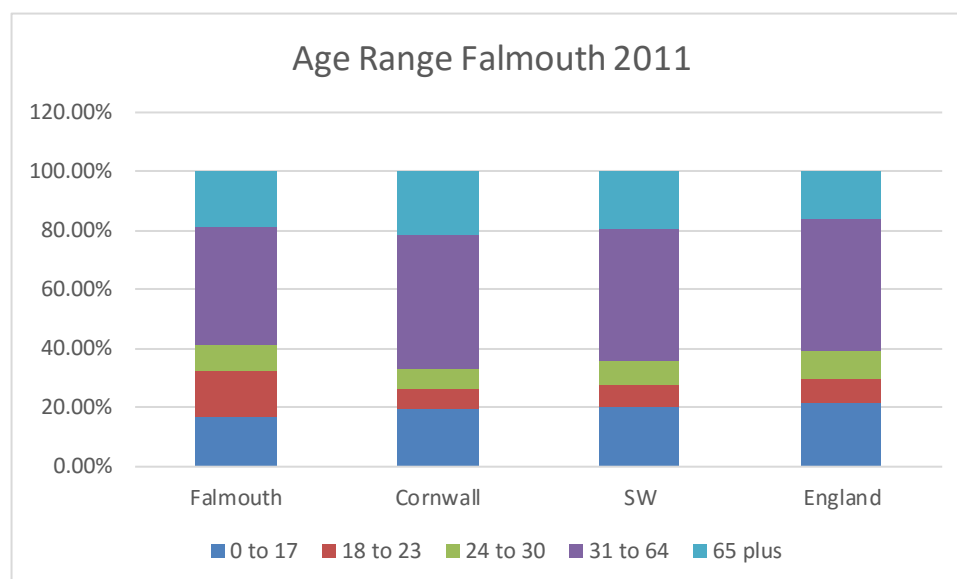


Figure 7: Age range in Falmouth 2011

(240, or 1.1% compared to 7.8%), and black people (47, or 0.2% compared to 3.5%). In 2011 the proportion of people living in Falmouth with English as main language was 96.5% compared to 90.9% nationally,

In terms of health, 4,055 residents (18.6% compared to 17.6% nationally) said that their day-to-day activities were limited through ill-health or disability. Of these 1,870 (8.6% compared to 8.3% nationally) said that their day-to-day activities were limited a lot. Of these, 775, or 41.4% were of working age (compared to 43.7% nationally). Some 2,638 households (27.7% of total) had at least 1 person with long-term health problems or disability. These figures suggest that there is a sizeable proportion of residents who through ill health or disability may find it difficult to take up better paid employment.

Deprivation. Despite its apparently favoured position, Falmouth has a considerable amount of deprivation, with the wards of Penwerris and Trescobeas being in the most deprived 20% of wards nationally. Some 8,953 people, or 42% of the town's population. The key deprivation domain in these areas were 'education, skills and training', 'employment' and 'health deprivation and disability'.

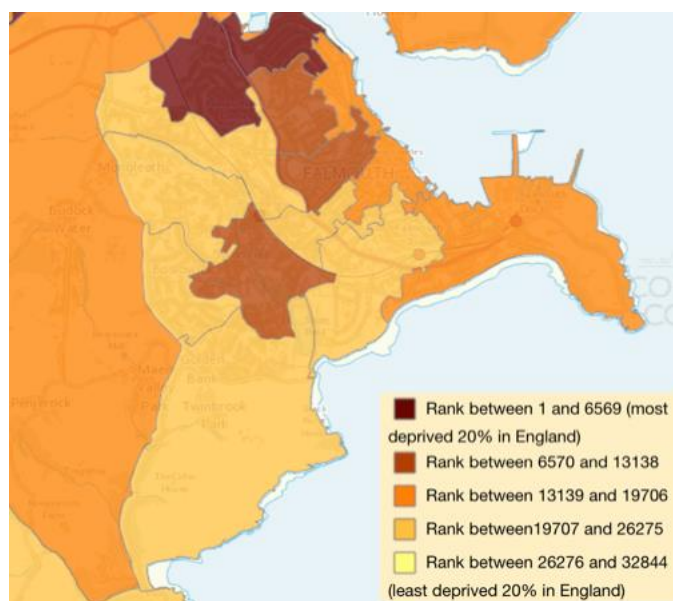


Figure 8: Index of Multiple Deprivation 2015

THE ECONOMY OF FALMOUTH

Location. Falmouth is on the corner of Cornwall's strategic 'centre of gravity' (Falmouth-Penryn, Truro, and Camborne-Pool-Redruth) hosting over 40% of Cornwall's businesses and around 30% of its jobs but due to its peninsula like position has a restricted catchment for trade and is relatively isolated compared to the other areas.



Figure 9: Location of Falmouth relative to the Truro, Reduth, Camborne

Key employment sectors. Until recently Falmouth was very reliant on traditional sectors, but now new areas of opportunity are opening up.

Docks & Marine Engineering Sector – Falmouth Docks represent a currently buoyant business cluster of different sectors. The businesses in this area contribute to the atmosphere of the town as a busy port, generate local spending and support the hotel industry during the off season. (Of particular note is the Pendennis Shipyard, which is a world-class and award winning builder

and refitter specialising in luxury sail and motor yachts). However, potential for growth is affected by the limited depth of the access channel to the area and a range of other infrastructure issues.

Tourism – There has been some loss of hotels in recent years, although there has been consistent growth in this sector overall. The upper end of the market is quite strong reflecting the image of Falmouth as a quality destination, which is linked with the strong 'festival culture' and cruising market that has emerged. This also helps with the shoulder months and off-season trade. Falmouth is also a popular day visitor destination.

Festival Falmouth – The town has established some national renown for its annual programme of festivals and events. These include the annual Falmouth Oyster, Falmouth Spring Festival and Sea Shanty Festivals, the Parklive music events, Fal River Festival, the Falmouth Classics Regatta, Falmouth Week, and many smaller events and festivals. They have a significant positive impact on the tourist spend whilst providing substantial leisure and entertainment opportunities for local people.

Added to these have been occasional events of major international significance, such as the 2008 and 2014 Tall Ships Regattas.

Many of the festivals and events rely strongly on the organisational skills of key individuals with volunteer teams and annual funding packages which makes them very vulnerable and unsustainable in the medium to long term. There is also a need to ensure that the supporting infrastructure for events is sound.

Retail – now supported by a busy Business Improvement District team, this sector has revived, with shops now open longer in year. However local perceptions are that diversity of choice is not as wide as it was.

In recent years' new sectors have emerged:

Higher Education – the advent of the two Universities has brought new activities and an influx of students and staff with a wide range of skills and knowledge that both support the local spend and provide potential for new business initiatives through local incubation, entrepreneurialism and graduates retained in-county. There are also cutting edge research facilities at the Academy for Innovation and Research, and initiatives to help graduates develop successful firms in high-tech industries, such as Falmouth University's Alacrity programme.

Knowledge Based Industry – This sector has been slowly developing since 2004 but the stimulus provided by marine science and marine renewables activity in the dock area and the Marine school, and in the creative industries as a result of stimulus from Falmouth University (Alacrity for example) is likely to lead increased growth. To aid this the completion of SuperFast Broad Band network and the introduction of next generation fibre technology is important.

A key asset for the renewables industry is the Falmouth Bay Test Site which started as a collaboration between Falmouth Harbour Commissioners and Exeter University. The site enables testing in first generation wave energy devices with excellent local support facilities, and provides an opportunity for local firms to develop their supply-chain relationship with innovative companies working in this field.

Travel to Work Patterns. No data from the 2011 Census on commuting in and out of Falmouth are yet available. The 2001 Census indicated that about 70% of jobs locally were occupied by local people and that in-commuting and out commuting was balanced. However, Falmouth has a longstanding employment inter-relationship with Truro and to a lesser extent with Camborne/Redruth, and clearly is a residential base for University staff as well as students. This means that there are probably a greater number of out-commuters and a significant number of in-commuters.

UK Competitiveness index. Although local figures are only available to the Cornwall UA area, the UK Competitiveness Index (UKCI) provides a useful benchmarking of competitiveness based on an integrated measure of competitiveness focusing on both the development and sustainability of businesses and the economic welfare of individuals. Cornwall is the third least competitive locality in the south west (apart from Portland and Torbay) and is placed 297 out of 379 local authorities in the UK.

Employment distribution in Falmouth. The principle employment areas in Falmouth are the docks area (manufacturing, engineering, supplies and services) the town centre (retail, tourism and services), the sea-front (tourism) and the Tregonigge estate (manufacturing, warehousing, small businesses).

Home working is also likely to be widespread in Falmouth. Nationally around 70% of business startups begin in the home and 1 in 10 domestic properties are home to at least 1 business according to DBIS figures. Applied to Falmouth this implies around 950 homebased businesses.

Qualifications and skills. In 2011 Falmouth had 4,515 people holding managerial, professional and administrative posts (47.2% of residents in employment compared to 52.6% nationally). In terms of qualifications some 3,174 (17.1%) were unqualified and the highest level qualification held by another 1,963 (10.6%) was Level 1, a lower proportion in both cases than is common in Cornwall and England. This was balanced by greater numbers holding Level 3 (3,760 or 20.2%) and Level 4 (5,299 or 28.5%). Although somewhat skewed by the presence of University students, the implication is that there is proportionally speaking, a greater pool of skills and experience.

Wage rates. The latest earnings figure from the Annual Survey of Hours and Earnings show that the average annual workplace and place of residence based gross earnings in Cornwall and in the Truro/Falmouth constituency were well below that for England. However, the Truro/Falmouth constituency was growing steadily from this low base. In part this illustrates the impact of the University and in part the strength of the Truro economy as the commercial and administrative 'capital' of Cornwall. It is important that the substantial deprived community in Falmouth share in this growth.

Full time work-based earnings 2015			
Area	Amount	%age lag	Change 2013 to 2014
England	£27,872	-	1.4%
Cornwall	£22,237	79.8%	-1.2%
Truro and Falmouth	£21,188	76%	2.5%

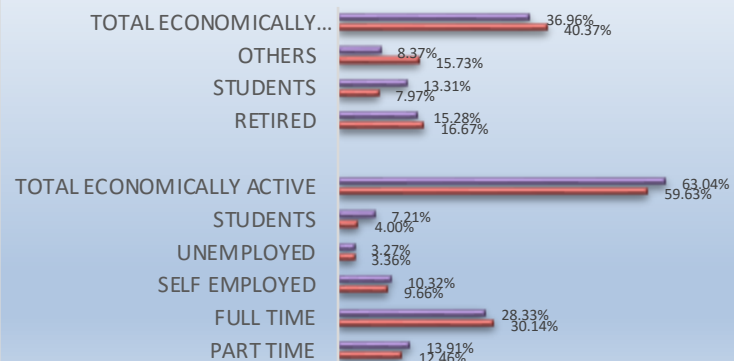
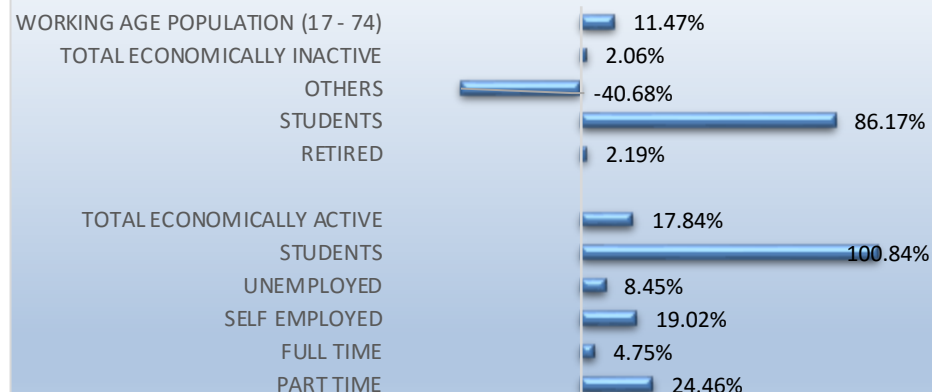
Full time place of residence earnings 2015			
Area	Amount	%age lag	Change 2013 to 2014
England	£27,869	-	1.3%
Cornwall	£23,346	83.8%	0.2%
Truro and Falmouth	£21,716	77.9%	-1.3%

Source: ASHE 2015 Tables 7.7a, 8.7a, 11.7a, 12.7a (nb, for this wage data, the median wage is used i.e. the wage "in the middle." That is, half of the workers earned below this level and half above.

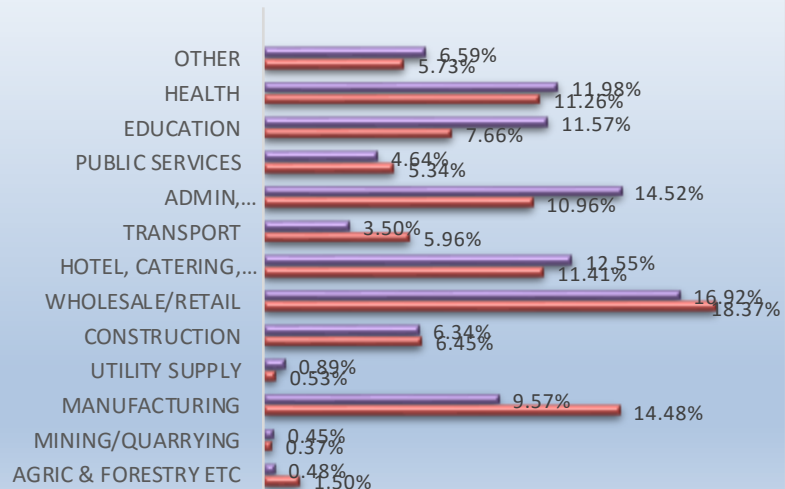
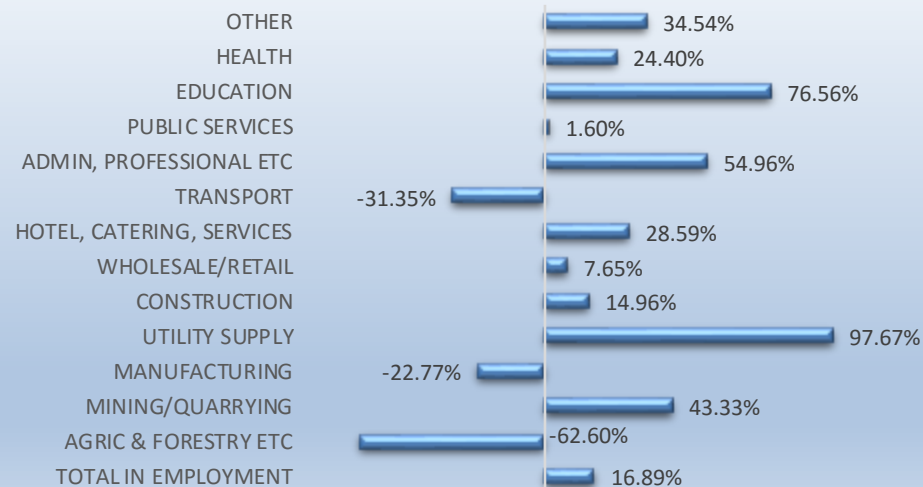
Employment and economic activity. The town's working age population increased by 1,697 or 11.5%, and along with it economic activity improved by nearly 5% since 2001, related to increased numbers of active students, more self-employment, and an increase in part time working. Proportionally full time employment declined slightly in favour of part-time work. Turning to employment sectors, the numbers in employment increased by 1383 to 9,571 (+16.9%), with the largest increases being in education (+480), administrative and professional services (+493), hotel and catering (+267) and health (+225). Manufacturing fell by 270, as the balance of jobs shifted to more 'knowledge based' industry.

ECONOMIC ACTIVITY PROPORTIONAL**ANALYSIS**

■ YEAR 2011 ■ YEAR 2001

**ECONOMIC ACTIVITY CHANGE 2001 TO 2011****EMPLOYMENT SECTOR PROPORTIONAL****ANALYSIS**

■ YEAR 2011 ■ YEAR 2001

**EMPLOYMENT SECTOR CHANGE 2001 TO 2011**

Infrastructure. The Cornwall Council Infrastructure Delivery Plan and the Cornwall Transport Strategy to 2030 identify the infrastructure requirements needed to support future growth in the town. Much of it is programmed and funded, or will be delivered as part of housing development schemes. This includes road improvements on the A39 linking Falmouth through Truro to the national road network and the Falmouth Gateway improvements at Treluswell Roundabout.

However, there are still substantial unfunded elements. In terms of economic growth, the following may be relevant:

- Improvements to the existing sewerage system which has limited spare capacity. The trunk sewers, which pass through the town centre, may need upsizing unless an alternative route can be determined.
- A new waste water treatment works
- Up to 250 additional secondary school places
- Additional bus infrastructure
- The Bickland to Swanpool Green Infrastructure Corridor - Retention, enhancement and improvements focused on a strategically important multi functional Green Infrastructure corridor
- Additional GP provision
- Accommodation for small firms, home businesses developing into workshops, business incubation support

Superfast Broadband. The introduction of the fibre broadband system in Falmouth has been proceeding since 2009 and much of Falmouth is now covered (see figure 10) although there is a significant scatter of small areas around the town where only 75%

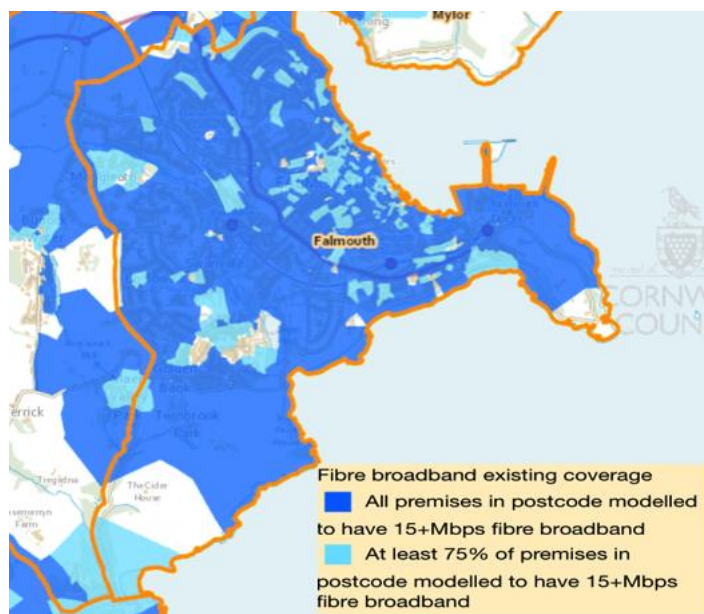


Figure 10: Superfast Broadband distribution

of premises have been reached. To take best advantage of the knowledge based industry stimulus that might flow from the presence of the Universities, higher speeds are desirable. An initiative to bring ultrafast or 'gigabyte' broadband to Falmouth is under discussion.

Free general WiFi availability, along with local 'what to do and where to shop' smartphone app, is now seen as an important part of the shopping and leisure experience. Falmouth's has its own App ('Falmouth – the spirit of the sea') but town centre WiFi is patchy and related to individual shops.

STRENGTH, WEAKNESSES, OPPORTUNITIES & THREATS

<p>STRENGTHS</p> <ul style="list-style-type: none"> • A beautiful coastal setting, • Rich social heritage • High quality built environment architectural heritage, • The expanding Universities, • A beautiful river giving access to deep water, • Award winning tourist attractions. • Stunning seafront • Strong festival culture • Strong 'brand' and positive perceptions from outside • Historic harbourside environment. • Strong tourist and visitor sector • Good all-weather visitor attractions. • Low unemployment. • High quality of life and attractive destination for individuals of high net worth. • Good 3G/4G Network coverage • BID, and other groupings • Active community, skilful and experienced activists • Able to retain young workers and secure employment for them • Multiplier of spend from docks area 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Peninsula like location • High levels of out-commuting. • Conflicted town centre environment: town centre dominated by the car. • Youth unemployment and low skills in some areas. • Lack of choice of high grade, modern business space. • Higher than average incidence of crime and disorder. • shortage of affordable and social housing • Level of high deprivation, specifically long term unemployed and poor housing provision • Victorian Infrastructure • Public buildings requiring investment • SuperFast Broadband network incomplete • Limited general wifi available in main shopping streets
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Increasing development opportunities through Neighbourhood Plan • Marine engineering and maritime tourism benefits flowing from the dredge of the port approach • Stronger development of value added enterprise in the maritime, advanced engineering and energy sectors. • Heavy and light industry sites on-shore from the docks • Expansion and growth of new / existing homebased and self-employed businesses through incubator development 	<p>THREATS</p> <ul style="list-style-type: none"> • Climate change, coastal erosion and flooding • High housing costs restricts the supply of labour especially in lower income occupations. • High house prices leading to communities that are less socially diverse due to the domination of older groups and those with high incomes. • Increasing elderly population raises dependency ratios • Overlap in organisational activities • Decline of tourist accommodation • A39 infrastructure

<ul style="list-style-type: none"> • Development of tourism offer especially business and other year-round markets. • Events associated with sailing and world class yacht-building industry • Further enhancing cultural heritage. • Increase the number of visitor and visitor spend, from cruising and developing new and expanding existing events and festivals • Improving links to Universities as employers, skills providers and for knowledge exchange activities. • Further investment in SF broadband. • Potential to cluster knowledge based industries. • Housing growth – additional customer base • Availability of waterways to alleviate congestion • Sea based green energy and bunkering with alternative fuels 	<ul style="list-style-type: none"> • Student led HMO demand threatens local rented sector availability and cost • Silting up of harbour and MMO's failure to permit necessary dredging • Reduction in port capability if dredging not carried out
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CONTEXT OF THE ECONOMIC PLAN

To be effective, the Economic Plan must nestle within the existing framework and objectives of possible supporters and funders. The key documents relating to Falmouth, and which will be linked to on our website, are:

The National Policy Statement for Ports published by the Department of Transport in January 2012 seeks to see port development as an engine for economic growth, whilst the **Marine Management Organisation (MMO) Marine Policy Statement (MPS)** aims to ensure that marine resources are used to enable the UK's move towards a low-carbon economy, ensure a sustainable marine environment and encourage the use of marine resources to address local social and economic issues

For Cornwall as a whole the **Cornwall and Isles of Scilly Local Enterprise Partnership's** vision is for a region with greater autonomy 'where the environment is valued both as a business asset and an inspiration for life', through competitive and aspiring businesses that make the best use of the area's assets and ability to innovate. The LEP role is to oversee how best to invest over £1 billion of public, private and European funds in the local economy by 2020. It aims to build on traditional strengths in bedrock industries such as tourism, agriculture, food and marine and pioneer new industries that make the most of Cornwall's special environment. The guiding principle is making sure the culture, communities and environment of Cornwall and Isles of Scilly remain special and unique. The goal is to have laid the foundations for 20,000 new jobs and exceed projected growth by 5%, or almost £340 million.

The **Cornwall Local Economic Partnership Strategic Economic Plan (SEP)** – The LEP has ambitious, transformational targets which Falmouth can be part of, for example within green and marine industries, increases in renewable energy production, and knowledge based industries which introduce new products, processes and services to the market.

Strategic aims of the LEP that are relevant to Falmouth are:

FUTURE ECONOMY	GROWTH FOR BUSINESS	CONDITIONS FOR GROWTH
Renewable energy – technology and generation on land and sea Agri-food and agri-tech, food sustainability and innovation E-health and smart homes Digital economy Marine Technology	Targeting businesses with the potential to grow Workspace, especially 'grow-on' space Increase export of products and services Creating a business innovation culture	Housing: right homes, right place Skills, talent and raising aspirations Creating community capacity and resilience Growth in the economic contribution of the social enterprise, voluntary and community sectors

Measures to boost productivity and growth in the food and farming sector in Cornwall and the Isles of Scilly are enshrined in the LEP's Strategy.

Cornwall Council's Economy and Culture Strategy 2013-2020 - provides a framework for the Cornwall Local Plan. It highlights six key issues;

- Business transformation – strengthening the dominant small and micro business element of the economy.
- Connectivity – focussing on the transport network, broadband technology and Newquay Airport.
- Creativity – to optimise the value of our distinctiveness.
- Employment & Skills – increasing qualifications in the workforce particularly higher level. and
- Leadership – promoting Cornwall and Cornish jobs
- Low Carbon Economy – as a specific growth sector.

Taken together, these strategies seek economic growth through improving productivity and structural change and better quality jobs rather than through increased levels of migration that would be inappropriate. The **Strategy post 2020** - Cornwall Council and LEP intend to review the SEP early 2016 to provide the Strategy beyond 2020. It is likely that the key objectives will continue to be;

- Improve Cornwall's economic performance relative to UK/Europe.
- Explore renewables as opportunity
- Improve physical infrastructure

The implications for Falmouth will continue to be much the same as set out.

The **Cornwall Local Plan** goals to support the economy are to remove 'unnecessary barriers to jobs, businesses and investment through a positive policy framework', supporting the LEP's aims, growth and new business and the traditional industries. Aims include the enhancement of the cultural and tourist offer, support for retail provision that adds to economic growth, and improvement to facilities for better economic performance. **Policy 2** of the Local Plan sets out the 'spatial strategy' for Cornwall. It says that proposals will be welcome that improves conditions for business and investment in Cornwall. The elements of the policy of particular relevance to Falmouth are:

- Supporting key regeneration activities and the economic vision for Cornwall;
- Providing homes and jobs in a proportional manner, where they can best sustain the role and function of local communities and that of their catchment;
- Supporting the expansion of existing businesses and the indigenous businesses of agriculture, fishing and mining;
- Maximising the economic growth and benefits of education, skills development, research, and the colleges and Combined Universities in Cornwall;
- Supporting employment schemes in both towns and rural areas, giving particular emphasis to quality, permanent work opportunities that break seasonal labour cycles;
- Supporting smart specialisation sectors including; food; aerospace; marine; renewable energies (including geothermal); and cultural industries;
- Supporting the provision of work hubs and the ability to work from home through live/work units.

The **Cornwall Maritime Strategy to 2030 Vision** supports neighbourhood planning and regeneration initiatives, including the creation of employment opportunities, that maintain and enhance the viability and vibrancy of coastal towns and villages. It recognises the need to protect and develop the 'working harbour' role of Cornwall's estuaries, ports and harbours and ensure that ports and the coast accommodate leisure/ recreational activities and coastal access without adverse effects on economic activity and environmental quality. Promoting/supporting maritime natural, historical and cultural activities and events to celebrate Cornwall's distinctive environment and heritage are encouraged. The strategy also encourages maritime-based arts and cultural activities, including festivals, events and venues.



At the local level there are key document on which this Coastal Community economic Plan is drawn and these are:

The Falmouth and Penryn Community Plan, which was developed after wide consultation, recommended easier access to an improved waterfront. Its objectives for employment and prosperity included investment in technology, the need to support retain young people in the area, support for the local industries, and achieving a vibrant future for the docks, including the need for dredging.

Port of Falmouth Master Plan which concentrated on the economic development of the docks area. Aims included the maintenance of Falmouth's strategic significance as a deepwater port, maintaining and developing its existing operations and supporting new functions. It seeks to 'ensure that growth is sustainable, with sea, land and infrastructure resources being capable of adaptation to meet changing demands.'

The Penryn River Study which revisited the Port of Falmouth Harbour Masterplan and updated the assumptions and economic data within it, finding them still to be consistent and relevant.

The draft **Falmouth and Penryn Combined Development Framework** plan focused on the development of the town. The objectives were to strengthen the existing economy, especially tourism, retailing (protecting the independent character), the docks and to diversify the marine businesses. Proposals supported the knowledge economy, particularly the Universities and marine businesses, and reinforcing investment in major projects.

The emerging **Falmouth Neighbourhood Plan** and associated master-planning activity. The objectives are to create sustainable development policies expanding on the Local Plan and Town Framework, and drawing on the Falmouth and Penryn Community Plan. Preliminary consultation with the community has been undertaken, and working groups are considering overall spatial strategy, jobs and workplaces, housing and environment and open space. Policies will be drawn up to accommodate and integrate growth in housing demand, for student accommodation and expansion of jobs and industry. It will be accompanied by an Article 4 Directive to manage HMOs.

The **Cornwall Council Town Framework Studies** provide the evidence assessing sites, sustainable development, the economy, environment and accessibility, and acts as a baseline for the Neighbourhood Plan.

The above are supported by **Falmouth Business Improvement District (BID)**, a business-led not-for-profit company, which is responsible for delivering a number of innovative projects that aim to improve the trading environment of Falmouth, including marketing, events and festivals, physical improvements, and support for local businesses.

All these key documents tell a similar story of aims to support the Docks and marine industries, the Universities, tourism, retail (particularly independents) and Falmouth's unique environment. Running through them, and being incorporated into the Neighbourhood Plan, are policies and projects that accommodate growth and a vibrant and viable economy. They identify the areas and problems that need to be overcome to achieve it and also where investment and support is needed to achieve these goals for a sustainable future for Falmouth.

Falmouth's Key Assets

Healthy town centre

Strong tourism industry

Successful and viable operational port of regional significance

A strong marine sector

The character and heritage

The coastal position

Universities of high reputation

Cutting edge research facilities

Potential for knowledge based industry growth

European funding

Innovative and active community

THE PLAN

AMBITION

To ensure Falmouth's future economic prosperity by providing new opportunities for industry, businesses, tourism, retail, and leisure whilst bringing improved environment and facilities for its residents.

To achieve this through a strategy which uses the town's key assets to position Falmouth as a unique and sustainable place to live, work, visit and learn in.

To do this in a way that preserves the essential character of Falmouth

To bring into action an investment and intervention strategy that will bring these substantial benefits to the area.

THE TOWN CENTRE.

The whole of the harbour waterside area from the sea/river frontage back to the main thoroughfare running parallel with it is regarded as a coastal asset of importance locally and nationally. Whilst many of the buildings are in private ownership, the area includes an extensive public realm and opportunity sites in public ownership.

Falmouth's maritime history is rich, and features in the popular imagination as sailing ship port. However, unlike many important ports which developed out of recognition, at its heart it has retained its essential 18th and 19th century sea-port character. It is this area, with its variety of buildings, open spaces and alleyways, glimpsed views of the sea, the small harbour and busy piers, provide a human-scale and visual interest that is cherished by local residents. This very special character is also a key part of the 'offer' of Falmouth as a tourism destination and centre for maritime recreation. The attractive built environment is as important as the superb natural setting in supporting a lifestyle image that attracts important inward investment, particularly in higher value activities, and helps to multiply the benefits brought by the Town's proximity to the Falmouth and Penryn university campuses.

However, these qualities are at risk. Many of the structures and buildings are very old, and despite a successful HERS scheme in the 1990s, there is much decline. Public realm areas are also declining or feature sadly inappropriate design, whilst connectivity to and through the centre is poor. There is growing vehicular/pedestrian conflict in the core of the town, and associated noise and air pollution. Some open spaces and alleyways are neglected and represent a community safety issue.

At the northern end of the town centre lies an area known as 'The Moor'. This is the civic centre of the town featuring a useful events space, the Falmouth Art Gallery and Town Council building, the former Head Post Office building, and a mix of pubs, bars, restaurants and niche shops, as well as the central bus terminus. Potential exists to enhance and promote this area as a key visitor and local destination. Plans to re-model the Art Gallery/Library using EU Convergence and Heritage Lottery Funds are part of this.

At the southern end of the town centre the area fronting and to either side of the National Maritime Museum and Events Square are unattractive and do not function well, with some pedestrian/vehicular conflict. Remodelling could tackle these issues whilst providing the opportunity to enhance riverside access and bring in new uses that support town centre vitality and viability.

Whilst the enlarged student population has brought an enhanced spend to the town centre and elsewhere, there are recognised problems around conflicting uses and changes in community balance, particularly in the area to the west of the town centre, which may grow as the Universities expand.

Investment in addressing these issues will help reverse decline, create opportunities for community activities, and enhance future economic opportunities.

Within this area lie several vacant/underused 'brownfield' sites that could easily fall to inappropriate uses, but also offer fantastic opportunities to tackle the problems, enhance the cherished heritage asset that the town and seafront present, and provide facilities that will help to make Falmouth a more vibrant and attractive waterfront town. The demand for purpose built student accommodation may provide opportunities here.

The strategy necessary to tackle these issues will involve land use measures – through the Neighbourhood Plan – to control development and identify 'opportunity sites' – and positive interventions – through the CRF and the CCF and other sources – to support regeneration of the public realm and support the development of 'opportunity sites'.

THE HARBOUR, PORT AND DOCKS

The Port of Falmouth, located within the Fal Estuary's large deepwater harbour, is the westernmost port of its size on the British mainland, making it a strategic location for ships entering or exiting the English Channel to the Atlantic.

The main port activities are centred around the Docks. The most significant part of these is ship repair, operated by A&P Group, whose contracts include the Royal Fleet Auxiliary and various ferry operators. A&P also operate a cargo handling business a large proportion of which is agricultural, and a cruise ship berthing/tender business

which brings many high-spending tourists to the town. The Pendennis Shipyard, which is a world-class and award winning builder and re-fitter specialising in luxury sail and motor yachts, is located nearby. Also present are bunkering (refueling and re-watering) services operated by Falmouth Petroleum. A wide variety of smaller businesses are nearby, including the Falmouth Fish selling Company (FalFish) and a range of companies providing support to the marine industry and the 5,500 recreational boats present on the estuary. Looking forward there are big opportunities for growth, for example in the field of marine renewable energy. The docks also have an expanding role as a Royal Navy base Port for Royal Fleet Auxiliaries, and have hosted Tall Ships Race events several times.

Through its role as an employer, supplier and landing point for products, the harbour, port and docks have and continue to have a major role in the economy of Falmouth and much of Cornwall. However, this position is threatened: the depth of existing channel into Falmouth Docks is a significant constraint on the size of vessels that can use it. Furthermore, the existing minimum channel depth and width is slowly reducing due to siltation. There is a general trend towards increasing vessels size, therefore dredging is required to safeguard the existing port activities such as cruise ship visits and bunkering, as well as developing businesses requiring use of the port by larger vessels. This is becoming urgent: cruise ships companies are now cancelling scheduled calls into Falmouth and opting to go elsewhere for their visits, and a decline in visits over the last 2 or 3 years has developed.

A project to dredge the channel has therefore been devised and is continuing through a long process of seeking a marine license and associated ministerial consent. This is seen by many as a key requirement to ensure the future prosperity of Falmouth.

Improved marina facilities, especially for visiting tall ships and competitive sailing events would help retain and develop the maritime leisure offer. Prince of Wales Pier and Custom House Quay, which link the town centre to the waterfront, and Discovery Quay alongside Events Square, are important points of public access to the river and enhanced use might be made of these.

The maritime area is also home to some nowadays rare and fragile traditional industry, such as traditional boat building and oyster dredging, (involving unique methods of harvesting), and which play a notable part in Falmouth's maritime industry and heritage. Protection and celebration of such features can reinforce the well-established Falmouth brand and activities the town has to offer,

OTHER AREAS

Falmouth has a large area of deprivation, as was described at earlier above. The key deprivation domain in these areas include 'education, skills and training', and 'employment'. As Falmouth gears up to take on more knowledge based industries and advanced technology in manufacturing, this community may fall further behind. Initiatives to assist with training, knowledge development, and business skills may be appropriate.

Further out from the town centre the late 20th and 21st century housing developments lack facilities, and suffer poor connections to the town centre and to employment locations. Improved bus infrastructure and public transport ticketing packages may

help with these issues. A particular opportunity exists at Dracena Fields for recreational provision, such as a modern skate park, could meet local needs and provide an additional visitor attraction.

Kimberley Park, set back a few minute's walk from the town centre and sea-front amongst Victorian and early 20th century housing, provides 7 acres of 'green oasis' enjoyed by visitors and the local community alike, and has potential to offer more that will help improve the prosperity and well-being of the area. Recently a lottery funded children's play area was provided, and the park has become the venue of "Parkive Festival", an annual series of 6 musical weekends held between April and September, held using a temporary 'scaffold stage'. The provision of a permanent stage with a sail covering, available for these and other community based events, would enable extended and improved use of the Park as a community and visitor venue, aiding the sustainability of Falmouth's festival programme.

Falmouth's seafront and the Pendennis headland are key elements in Falmouth's appeal as an attractive and vibrant coastal resort town and are popular with visitors and residents alike. This coastal strip incorporates a mix of beaches, gardens, woodland, promenades, hotels, cafes and car parks, all sited along a section of the acclaimed South West Coast Path and offering, at every point, spectacular views of Falmouth Bay, Pendennis Castle and St Anthony Lighthouse.

Unfortunately, many elements of the headland and seafront are neglected and/or under-utilised. It is poorly maintained, uninspiring and lacks any identity or theme to bring the various elements together. It is believed that with appropriate planning and design input, together with the necessary funding, this situation could be rectified. There is no lack of ideas or enthusiasm to transform the seafront in the manner described. The boost this would give to Falmouth's attractiveness, reputation and visitor appeal would bring rewards to more than justify the required resources.

THE FALMOUTH FESTIVALS

The remarkable heritage and setting of Falmouth gives it a very special character that both guides and supports the 'offer' of the town to visitors and residents as a place to visit, shop, do business and enjoy leisure time. In recent years this has been taken up through an exciting programme of events and festivals that have brought significant economic benefits and helped put Falmouth 'on the map', attracting significant visitor numbers out of season and providing an economic boost to the town. Improvements to access and the harbour as mentioned above will create new opportunities for the economy of Falmouth. However, many of the festivals and events rely strongly on volunteer teams and annual funding packages which makes them very vulnerable and unsustainable in the medium to long term. There is also a need to ensure that the supporting infrastructure for events is adequate and sound. Measures to support this growing sector of activity will be important to exploit the economic growth opportunities that are approaching.

WHAT THE COMMUNITY TOLD US

During spring/summer 2015 an extensive community engagement was conducted as part of the Neighbourhood Plan process. There were over 1300 responses to the questionnaire. When asked 'How would you like Falmouth to be described in 15 years'

time?' the top answers were friendly (68%), safe (63%), attractive (54%), sea-port (50%), prosperous (47%, and vibrant (47%). Some 75% identified a lack of retail offer and range of services within the town, whilst 74% said that waterside locations should be protected for use by sea-based businesses and maritime tourism. A massive 94% agreed that developing Falmouth's docks as a centre for marine engineering would provide more jobs in Falmouth, and 78% supported the dredging of Falmouth Harbour to provide a deep water access channel to the docks area. When asked what they thought were the most important aspects of town centre redevelopment, the most popular answers were better access to the waterfront, easy pedestrian access, connectivity with other parts of town centre (footpaths etc), and open spaces and community facilities. Matching the scale and character of surrounding building and respecting the existing urban pattern of streets and alleyways were the mostly highly rated design aspects.

THE ECONOMIC DEVELOPMENT PLAN PRINCIPLES

Any Plan, to be successful, must be realistic, must have sound principles. In the case of the Falmouth Area Coastal Community Team Economic Plan, we believe these to be:

Sustainability - Economic growth works alongside social and environmental measures by creating opportunity, increasing income and helping to redress poverty and worklessness.

Alignment - with the Cornwall Council and Local Enterprise Partnership Growth Plans.

Targeting - Take advantage of current and forecast future funding streams.

Play to our strengths - Exploit the key assets of the area, support the core competencies of Falmouth –

- Healthy town centre
- Strong tourism industry
- Successful and viable operational port of regional significance
- A strong marine sector
- The character and heritage
- The coastal position
- The Universities
- Potential for knowledge based industry growth
- European funding
- Innovative and active community

Inclusivity – support all sectors, all levels of skills and abilities

Innovation - take advantage of new knowledge based and sustainability based industries

Atmospherics – set the right atmosphere to create the investment 'buzz'.

Differentiate - keep what is special and unique and attractive to investment

Deliver community outcomes – as far as its possible, meet expectations and where they can't be met ensure that the reason why is fully explained.

DELIVERY

KEY PROJECTS

Drawing from the analysis above, and from the relevant documents relating to Falmouth, the key projects which we feel will best achieve the ambition for this Economic Plan are as follows:

Harbour, port and docks

- *Support for the dredge in order to facilitate marine engineering and maritime tourism benefits flowing from the dredging an improved approach into the Docks*
- *Enable stronger development of value added enterprise in the maritime, advanced engineering and energy sectors.*
- *Support supply-chain growth including additional training and skills.*
- *Through the Cornwall Local Plan and the Falmouth Neighbourhood Plan identify industrial and employment sites on-shore from the Docks*
- *Improved marina facilities, especially for visiting tall ships and competitive sailing events*
- *Improved access to ferries and development of water transport links.*

Town centre, waterfront and tourism

- *Enhancement and adaption of Church Street Car park as a key tourist and pedestrian destination, with mixed use proposals including public access to the waterside boundary, hard and soft landscaping, support for marine related tourism and leisure, festivals and events, and a land-base for a marina and ferry link*
- *Revival of the Prince of Wales Pier, including the provision of new seating, shelters and performance spaces and the provision of disabled access to ferries*
- *Enhancements to historic spaces and buildings in the main street including public realm improvements, traffic and pedestrian de-confliction, improvements to disabled access, revival of buildings like the Listed Polytechnic building*
- *Falmouth Town Council plans to re-model the Art Gallery/Library using EU Convergence and Heritage Lottery Funds*
- *Enhance and promote The Moor as a key visitor and local destination, including the re-modelling of the Art Gallery/Library.*

- 'High Street WiFi' initiative to provide town-centre wide free WiFi.
- Developing a state of the art Skatepark at Dracaena Fields to make Falmouth a tourist destination for skateboarders and their families again enhancing the tourism offer.
- Creating a permanent 'community stage' within Kimberley Park to provide open and accessible infrastructure for events activity for local families, residents and visitors to attend

Festival Falmouth

- Putting the sequence of annual festivals and events onto a sound financial and organisational footing
- Ensuring that the infrastructure to support Falmouth's Festival culture is adequate and in sound condition.
- Attracting major international events that put Falmouth on the world stage in marketing terms and generates significant economic benefit

Heritage and environment

- Restoring and enhancing the public realm around Pendennis Point, Sea Front and the Gyllyngvase area to improve the quality of the spaces for tourism
- Enhancing the historic and flourishing gardens as part of the Tourism offer - Princess Pavilion
- Regenerating the Polytechnic building for disabled access and further enhancement as a cultural attraction for film, theatre, and venue to support local creative industries

Knowledge based industry and innovation

- Creation of an innovation hub to support local small firms, home businesses developing into workshops, provide training and business incubation support to create high value jobs
- Additional workshop development to meet local needs and support increase in employment
- Through Neighbourhood Plan support potential to cluster knowledge based industries and links with the Universities

Infrastructure

- Improved access to ferries and development of water transport links from Discovery Quay

- *Improved road capacity/safety on routes connecting Falmouth to Truro and the national network, including the potential Truro Southern (Third Phase) Park & Ride.*
- *Improved local transport connectivity, e.g. shuttle bus stops and transfers from bus to train and bus to ferry, passenger information systems etc*
- *Support public transport infrastructure improvements including ticketing packages (a local 'Oyster card',*
- *Retention, enhancement and improvements to the Bickland to Swanpool Green Infrastructure Corridor focused on a strategically important multi functional Green Infrastructure corridor*
- *Improvements to the existing sewerage system which has limited spare capacity.*

Please note that this is an initial programme list and will need to be revised and extended.

These initiatives will be identified as proposals within the forthcoming Falmouth Neighbourhood Plan, gaining community approval and land-use policy backing in the process. Some will be procured and delivered directly by FACCT partners as part of their own activity on their own land and facilities, with the support of FACCT. Others will be delivered by third parties as part of commercial initiatives stimulated by FACCT and guided by this Economic Plan. Subject to the availability of funding and the adoption of an appropriate company structure, some projects may be delivered directly by FACCT.

PROJECT PROCESS

This Economic Plan provides a basic business case and strategic brief for the range of initiatives currently set out, including an outline project programme. The latter is shown in appendix A.

The short term workflow will include the refinement of project objectives, including quality expectations, the definition of our sustainability aspirations, and various other parameters or constraints. Following on will be the creation of an updated character analysis of the town centre, and then from this the working up of improvement and development concepts for each site, including mapping and graphic presentation. Alongside this a development plan aimed at achieving enhancement of public realm together with achieving improved marine and transport infrastructure requirements identified in the Economic plan will be produced. The short term programme will complete with a six-week community engagement period. The intention is to integrate this work with the Neighbourhood Plan activity as much as possible. In order to aid discussion, negotiation, planning and to act as a metrics baseline for testing the impact of the Economic Plan, an economic intelligence report will be obtained at this stage.

The medium term workflow will begin with a review and prioritisation of projects to be worked up to a conceptual design stage (often referred to as RIBA2). This will provide a level of detail sufficient to finalise the project brief for each site and seek outline planning permission, if required, and to begin funding and procurement processes. In a subsequent review the sites with the optimum cost/risk/benefit balance will go forward to 'developed design' stage. It is anticipated that the end of this phase will finish with a involve implementation activity.

Alongside this activity the FACCT will continue to lobby, persuade and work in partnership with other organisations to bring forward initiatives that will help to achieve the aims of this Economic Plan.

VALUE

The intended economic benefit:

1. Retention of existing visitor base
2. Increase in numbers of visitors
3. Extension of visitor season
4. Enhancement of reputation of Falmouth as tourism destination and therefore ability to increase value of existing tourism income multipliers
5. Enhanced resident and visitor spend within area as a result of wider range of retail and service offer
6. Increased inward investment in businesses/greater number of higher value businesses
7. Long term viability for the port, harbour and docks
8. Increased investment in knowledge based and creative industries
9. Investment in public realm
10. Investment in publicly and privately owned structures and buildings
11. Increase in both service sector and higher value employment

FUNDING

The development of this economic plan creates the framework for a bid into the Coastal Communities Fund, the EU Growth Fund, and other sources such as Heritage Lottery funding. It is anticipated that by the use of positive planning policies in the Neighbourhood Plan acceptable alternative uses for opportunity sites will come forward with wholly private funding or only small public sector contributions.

COMMUNICATIONS

CONSULTATION AND ENGAGEMENT

The documents from which this economic plan is drawn have all been subject to public and stakeholder consultation and engagement.

COMMUNICATION WITH STAKEHOLDERS

Many partners and stakeholders are represented on the Coastal Community Team and have been involved in the preparation of this plan. They will receive regular updates through circulations of agendas and reports before every CCT meeting.

For communication with those stakeholders and partners not represented on the CCT, and for the Coastal Communities Alliance, and the DCLG, we shall be issuing bulletins following each CCT meeting.

Stakeholders will also be able to catch up by looking at our website, which is currently being set up.

Where stakeholders' interests are directly involved in a project put forward under this plan, they will be invited to be part of the specific project development team involved, subject to management of pecuniary interests and financial disclosure provisions.

COMMUNICATION WITH THE COMMUNITY

The community and stakeholders be involved and informed of progress and outcomes through regular press releases, the CCT website, and Twitter. For individual projects we also expect to do direct mailshots, drop-in sessions, and dedicated website pages. Falmouth Town Council also publishes a regular newsletter 'Fathom', which will feature CCT information.

LOGISTICS

MANAGEMENT OF TEAM

The Falmouth CCT is currently also the Economy working group of the Falmouth Neighbourhood Plan Team, and for the immediate future will continue to be serviced by the Falmouth Town Council.

SUPPORT STRUCTURE

Delivery of the initial project products will be managed through the FACCT team via Cornwall Council as the accountable body

Contracts will therefore be let through Cornwall Council procurement rules and managed through its financial systems. Thus Cornwall Council will therefore be responsible for securing delivery of the products.

In terms of the longer term benefits, the NP elements will be delivered through the Town Council management of the Plan. Appropriate delivery arrangements for any ensuing major projects will be built-in to the submissions to the CCF and EC Growth Fund according to their requirements.

COSTS

The current intention is for the Falmouth CCT to be supported by Falmouth Town Council and Cornwall Council, with most administrative costs being met as 'in-kind'

contributions. It is proposed to set a budget of approximately £1,000 per annum to cover publicity and engagement costs.

SUSTAINABILITY

The long term plan for the management of Falmouth CCT will be investigated in the next 6 months, with a full range of options being considered, including the possibility of a special purpose vehicle such as a Community Interest Company or local co-operative scheme.

AREAS OF SPECIFIC INTEREST

In the context of this plan, Falmouth CCT is interested in joining networks or working groups relating to:

- Piers, jetties and quays covering heritage and operational matters
- Transport and traffic management covering issues such as seasonal congestion, multi ticketing etc.
- Heritage covering repair, restoration and reuse of buildings and structures
- Ports and Harbours

APPENDIX A

SHORT TERM GOALS AND ACTIONS

Actions/Impacts		Barriers		Resources			Progression				
Action/Project	Planned Outcome	Risks/Dependencies	Contingency	Funding	Lead Org	Ptnrs	Milestones	MS Due Date	MS actual Date	Costs/Value	Notes
Strategic Definition 1.	Falmouth Area CCT Economic Plan (This document) , which aims to establish: <ul style="list-style-type: none"> Business case Strategic Brief Outline Project Programme 	'Buy-in' from partner organizations	Creation of publicity material, presentations to groups etc, to raise profile.	CCT Budget	FACCT	FACCT team	Plan submitted	31/1/16	31/1/16	£3484.75	Economic Plan competed and submitted on 31/1/2016.
Strategic Definition ongoing.	Regular refresh of FACCT Economic Plan to keep it up-to-date and relevant.	'Buy-in' from partner organizations	Meetings with FACCT team members to encourage engagement	FACCT budget	FACCT	FACCT team	Revised plan submitted	30/6/16 31/1/17 30/6/17 31/1/16	14/7/16		Refreshed Economic Plan agreed to incorporate new projects emerging which relate well to existing Economic Plan aspirations. Also agreed to seek resources to add capacity to bring projects forward.
Capacity building	Sufficient resources in terms of time, skills, knowledge and expertise to bring the Economic Plan forward.	Absence of funding opportunities and/or support from funding bodies	Reduce ambition of Plan / extend timescale / secondment arrangement	Coastal Community Fund Round 4 and FACCT ptnr funding.	FACCT	FACCT	Job Concept developed Bid to CCF4 JD developed Recruitment processes	31/6/16 31/6/16 31/8/16 1/2/17	31/6/16 31/6/16	£100,000 over two years.	
Project Definition and Brief development	Work up Briefs for each project, to include: <ul style="list-style-type: none"> Description Project Objectives, Quality Objectives Project Outcomes, Sustainability Aspirations, Parameters and constraints Outline. plans/diagrams Delivery and management plans Outline budget Outline funding 	Local skills/expertise and volunteer commitment	Use of consultants	Coastal Community Fund	FACCT	BID Town Management Team NP Team	Brief drafted	24/2/16	1/3/16		Led by Project development Specialist as part of the Town team capacity group
Updated character analysis and 'narrative of place' assessment of seafront and town centre sites Detailed physical survey and assessment of opportunity sites identified through the NP	Brief setting out intended outcomes Strategic concept plan. Annotated concept plans of each element/site Identify short key objectives for each site illustrative material	Quality control	Use skills and expertise available in NP team to advise consultants.	N. Plan budget DCLG NP tech support	N. Plan Team	AECOM	Brief	24/12/15	1/4/16		

Development plan for riverside public realm enhancement and improved marine and transport infrastructure requirements	Brief setting out intended outcomes Strategic concept plan. Annotated concept plans of each element/site Identify short key objectives for each site illustrative material	Local skills/expertise and volunteer commitment	Use consultant	CCT Budget N. Plan budget	FACCT	FTC POFH	Brief drafted	24/9/16			
Economic intelligence report–	intelligence report to act as a metrics baseline for testing the impact of the Economic Plan			CCT Budget In kind support CC	FACCT	FTC POFH	TBC	TBC	TBC		
Public Engagement and consultation	Website, Social media, Press, Partners and other organizations	1. Content management in longer term. 2. FACCT existence doesn't reach smaller organizations	1. Use local designer on retainer? 2. Drop in 'societies day?'	CCT Budget NP Budget	FACCT/NP Team	FTC POFH	Website 'published' Press releases generated Drop in day	31/6/16 Mid July 2016 September 2016?	31/6/16		Website now live. Using Neighbourhood Plan Facebook and Twitter for social media feed. Press releases

MEDIUM TERM GOALS AND ACTIONS

Actions/Impacts		Barriers		Resources			Progression			Costs/Value	Notes
Action/Project	Planned Outcome	Risks/Dependencies	Contingency	Funding	Lead Org	Ptnrs	Milestones	MS Due Date	MS Actual Date		
Identify 'quick-hit' projects that are reasonably well developed, prepare and submit bids	Immediate local impact to reinforce FACCT messages	<ul style="list-style-type: none"> Lack of projects Projects needing support to be submissable Bidding rules 	Support input, defer submission if necessary	CCT budget CCF Round 4 Other sources???	FACCT	FTC	Kimberley Park Community Stage Bid Falmouth Green Corridor Pendennis Point Regeneration Plan Falmouth Seafront Regeneration	31/6/16 31/6/16 31/2/16 31/6/16	31/6/16	£80,000 £280,000 £228,000 £72,000	Kimberley Park Bid submitted to CCF4. These bids need a 'project owner' to be submissable other than existing bidders. May be a potential part of a portfolio bid to CCF5.
Identify 'quick-hit' projects from other groups that are reasonably well developed, issue support letters	Immediate local impact to reinforce FACCT messages and engage wider partnership	<ul style="list-style-type: none"> Lack of projects Projects needing support to be submissable Bidding rules 	N/A	Bidders	Bidders	FACCT	Support letters ready Support letters ready	31/6/16 31/6/16	31/6/16 31/6/16	£228,000 £228,000	These bids were submitted by the bidders to CCF4
Review and prioritization of projects	Narrowed list potential sites and projects Review and prioritization of projects to be worked up to a										

	conceptual design stage (RIBA2).										
Concept Designs	Prepare Concept Designs Outline proposals for structural design, Outline specifications Preliminary cost Information Project implementation strategies Agree alterations to brief and issue Final Project Brief.										
Funding and procurement processes	Funding for projects Development of procurement documentation etc.										
Lobby, persuade and work in partnership with other organizations to bring forward initiatives that will help to achieve the aims of this Economic Plan.											
Review the sites those with the optimum cost/risk/benefit balance will go forward to 'developed design' stage											

LONG TERM GOALS AND ACTIONS

Actions/Impacts		Barriers		Resources			Progression				
Act ion/Project	Planned Outcome	Risks/ Dependencies	Contingency	Funding	Lead Org	Ptnrs	Milestones	MS Due Date	Action Due Date	Costs/Value	Notes
Developed Designs for the key sites and projects	Prepare Developed Design, Coordinated and updated proposals Structural design, Outline specifications, Cost Information										
Implementation											

