



SOUTHWOLD

— COASTAL COMMUNITY TEAM —

ECONOMIC PLAN



March 2017



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This plan has been prepared by Nutt Consulting for the Economic Development team at Waveney District Council on behalf of the Southwold CCT Steering Group.



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Executive Summary

In January 2017, Southwold received confirmation from the Department for Communities and Local Government (DCLG) that its bid to become a Coastal Community Team had been accepted. As defined by DCLG:

“A Coastal Community Team (CCT) is a local partnership consisting of the local authority and a range of people and business interests from a coastal community who have an understanding of the issues facing that area and can develop an effective forward strategy for that place.”

The main aims and objectives of a CCT are to boost the local economy by:

- encouraging greater local partnership working in coastal areas
- supporting the development of local solutions to economic issues facing coastal communities
- encouraging the sustainable use of heritage/cultural assets to provide a focus for community activities and enhanced economic opportunities
- creating links to support the growth and performance of the retail sector

The key benefit of CCT status is the potential to access external funding that other areas cannot bid for. Southwold is now one of 146 CCTs, created all around the English coast, having that opportunity. Existing CCTs have benefited from over £3m of Coastal Revival Fund and £120m of Coastal Communities Fund.

An essential requirement for all CCTs is the production of an Economic Plan as a framework for the CCT's work and objectives in boosting the local economy. Locally tailored, this Economic Plan for the Southwold CCT is output and evidence based and aims to:

- Address challenges and opportunities
- Enhance economic prosperity and well-being
- Set out a programme of actionable initiatives
- Attract future funding and deliver results
- Benefit all living and working in Southwold

The Southwold CCT is led by a Steering Group comprising representatives of Southwold Town Council, Reydon Parish Council, Southwold and Reydon Society, Southwold Chamber of Trade, Waveney District Council (accountable body) and other key business and community representatives.

Vision

For Southwold to be the successful, vibrant, attractive town on the East Anglian coast, where people want to live, work and visit. To bring together various business, commercial and community interests to inspire and guide a co-ordinated approach to creating greater future economic prosperity for the town.

Challenges

Although it is a highly regarded tourist destination and an attractive place both to live and work, Southwold has a number of significant sustainability issues:

- a declining and ageing population, fewer younger people and families
- very high property values and lack of affordable housing
- high commercial rents and an imminent dramatic increase in business rates (April 2017)

- majority of jobs and local economy dependent on tourism
- majority of housing stock as second homes and holiday lets
- risk to community facilities such as library and school
- risks posed by flooding and coastal erosion to the local environment, estuary and therefore the Harbour

Strategic priorities

This Economic Plan focuses on the issues that have a direct bearing on the Town’s future economic success and identifies the following strategic priorities:

1.	Maintain and promote the vitality of the High Street
2.	Make our visitor economy more sustainable
3.	Balance the community
4.	Secure and enhance our community and cultural assets
5.	Address access, parking and transport issues
6.	Preserve our natural environment
7.	Diversify the local economy
8.	Preserve and promote our local heritage

Recommended actions

The Plan sets out a series of complementary initiatives which collectively can go a long way towards addressing many of the needs of the community and the key challenges that Southwold faces. They take into account the particular opportunities and threats the town faces and focus on those things that people see as important or which indirectly support the key strategic priorities.

A programme of 14 actionable initiatives are listed here under the eight strategic priorities:

1. Maintain and promote the vitality of the High Street	
1a.	Revitalising the High Street
1b.	Promoting Southwold’s businesses
2. Make our visitor economy more sustainable	
2a.	A Destination Management Plan for Southwold
2b.	Promoting Southwold outside the peak tourist season
3. Balance the community	
3.	Training and apprenticeships
4. Secure and enhance our community and cultural assets	
4a.	Expand community assets
4b.	Grow Southwold’s events programme
5. Address access, parking and transport issues	
5a.	Edge-of-town car-parking
5b.	Expanding the Southwold Reydon community shuttle bus service
6. Preserve our natural environment	

6a.	Natural spaces Management Plan and a new Wildlife Garden and Visitor Centre
6b.	New havens for wildlife
7. Diversify the local economy	
7a.	Feasibility study for redevelopment of available premises in the town
7b.	Support for a knowledge-based business hub
8. Preserve and promote our local heritage	
8a.	Celebrating Southwold's heritage

Background

1. Southwold Coastal Community Team

Single Point of Contact:

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Southwold CCT Steering Group:

Waveney District Council	Cllr Michael Ladd (Chairman of CCT)	Cabinet Member Economic Development and Tourism (also a Southwold Town Councillor and Suffolk County Councillor)
Waveney District Council	Marie Webster-Fitch (Treasurer of CCT)	Economic Development Manager
Waveney District Council	Cheryl Willis	Economic Development Officer
Waveney District Council	Jo Chapman (Secretary of CCT)	Economic Development Programme Officer
Southwold Town Council	Lesley Beevor	Clerk
Southwold Town Council	Melanie Tucker	Mayor
Reydon Parish Council	Julie Jordan (Vice-Chair of CCT)	Councillor
Southwold & Reydon Society	Philip O'Hear	Chairman
Neighbourhood Plan Team	Ian Bradbury	Also Southwold Town Councillor
Private sector:		
Durrants	Dominic Parravani	MD (and Chamber of Trade member)
Adnams	Sadie Lofthouse	Head of HR
Southwold Pier	Peter Websdale	Manager
Boating Lake	David Ball	Owner
Chamber of Trade	Rebecca Bishop	Chair (and local business owner)
Co-op	Tanya Brodie	

The Accountable Body is Waveney District Council and it is represented within the CCT membership. Contact name and details as above.

The Terms and Reference of the CCT are given at Appendix 2.

2. Profiles of the local area, community, economy and services

2a. The local area

Southwold sits within the district of Waveney on the east coast of Suffolk, approximately 13 miles south of Lowestoft and 18 miles along the coast north of Aldeburgh. Ipswich lies about 35 miles away along the nearby A12. There is just one road into the town, the A1095, which passes through the neighbouring village of Reydon.

The nearest mainline train stations are at Darsham and at Halesworth, each about ten miles away and both being on the East Suffolk Line which serves London Liverpool Street to Lowestoft, via Ipswich (change at Ipswich). The rail service is operated by Greater Anglia.

Southwold is located at the estuary of the River Blyth, with a small harbour serving a number of small businesses in the fishing and marine industry. The town is surrounded by its common, beach and denes, and by extensive marshes and mudflats which are an important habitat for birds and wildlife. It sits within the Suffolk Coast and Heaths Area of Outstanding Natural Beauty (AONB) which extends from the Stour estuary in the south to the eastern fringe of Ipswich and to Kessingland in the north and covers some 403 square kilometres.

As described in the Town Plan 2013¹:

“Southwold is a unique place, much loved by residents and visitors alike for its beaches, pier, harbour, Common, greens, marshes, stylish architecture and idiosyncratic High Street. It has been shaped by its long history.

The town grew in the Middle Ages on the back of the herring industry; its market and fair date from the 15th century; its Common was the result of a bequest in 1509, and its characteristic greens were the consequence of an imaginative response to disastrous fire in the 17th century.

The 19th century saw a resurgence in the herring industries and a new source of income – visitors to the seaside. The town expanded with new cottages for the visitors and the pier for the steamers that brought them.

Over the last century, the visitors have become the most important contributors to the economy, alongside the brewer, Adnams. Today Southwold is thriving as one of the most popular seaside resorts in East Anglia and attracts visitors from all over the country and from abroad.”

Southwold recently finished second in a list of the top 30 seaside towns in Britain compiled by the Rough Guide² book series:

“Perched on the east coast of England, the small town of Southwold offers typical seaside merriment with its sandy beach, traditional pier and candy-coloured beach huts. A working lighthouse (open to visitors) stands sentinel, surveying the bay, and the Adnams Brewery, which still operates on the same site after 670 years, wafts early morning hops into the sea air. Plenty of excellent eating and accommodation options range from the smart Swan Hotel, situated on the picturesque market square, to a nearby campsite – all a pebble’s throw from the sea.”

¹ Source: Southwold Town Plan, 2013

² Rough Guide to Britain 2017

However while it is vital to the town's economy, tourism has also had other consequences for Southwold which are expanded on below. It has caused a fundamental shift in the balance of the local community with rising property values and growing numbers of second homes pricing out younger residents and reducing the number of permanent residents.

Its location on a marshy estuary of the River Blyth at the edge of the North Sea means that Southwold, in common with other coastal communities, is under threat from pollution, coastal erosion and the consequences of climate change. Some kinds of pollution pose immediate threats both to the town's vital tourism industry and to residents, while coastal erosion impacts on the local environment, the estuary, and the future viability of the Harbour.

The River Blyth opens out into a wide area of saltmarsh and mudflats leading up to Blythburgh. In recent years there has been controversial local debate over how best to manage the area and the river in order to balance the risks and costs of actual and predicted flooding against the costs and benefits of flood defence.

Adjoining Southwold is the parish of Reydon. With a larger rural hinterland, it covers an area about 4 times the size of Southwold and its village is occupied by 2,582 residents (ONS Estimates, May 2014) – about 3 times the current number of permanent residents in Southwold. Many people who work in Southwold live in Reydon and all visitors pass through Reydon on their way into the town. Although separated by only a few metres of Buss Creek, Reydon has a very different profile from Southwold. The average age of the population is 49 compared to 60 for Southwold, with almost 3 times the number of residents of working age. 20% of households have dependant children compared to just 8% in Southwold.

Comparison of town/village profiles for Southwold and Reydon, 2014 data³:

Town/village profiles*	Southwold	Reydon
Population	1,098	2,582
Dwellings	1,334	1,457
Area	3 sq km	12 sq km
Average age	60	49
Working age population	487	1,343
Households with dependent children	8%	20%
Socio-economic classification:		
Professional occupations	22%	9%
Managers, directors and senior officials	15%	21%
Skilled trades occupations	14%	12%
Associate professional and technical occupations	14%	16%
Elementary occupations	10%	8%
Caring, leisure and other service occupations	8%	14%
Administrative and secretarial occupations	6%	12%
Sales and customer service	6%	3%

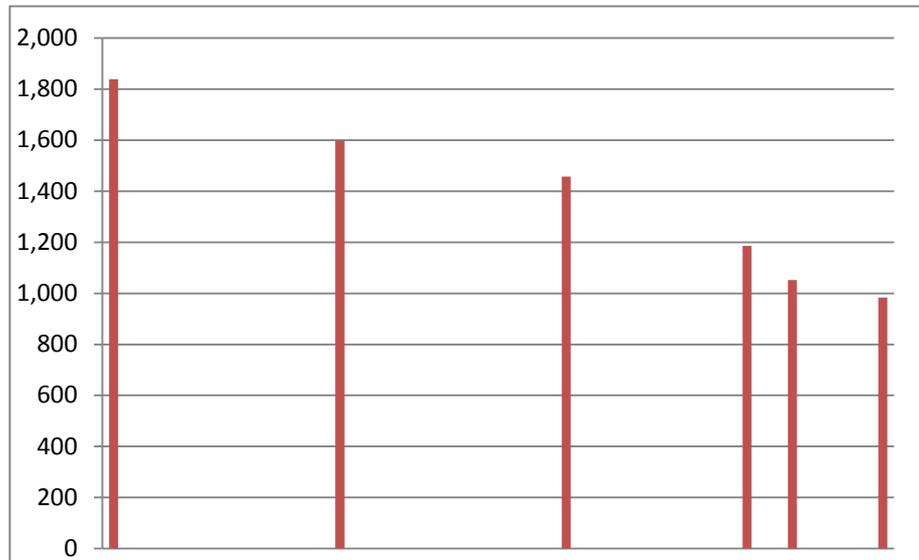
³ Source: Southwold Town Profile and Reydon Village Profile, Waveney District Council, May 2014

occupations		
Process, plant and machine operatives	5%	7%

2b. The local community

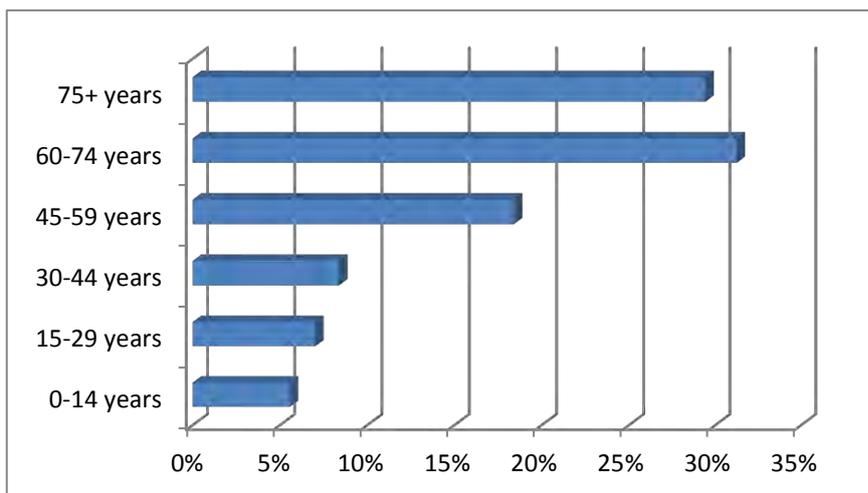
The dramatic rise in house prices and in numbers of second homes caused by the town’s success as a tourist destination has driven out younger residents and reduced the number of permanent residents. For the past 35 years the population of Southwold has been declining as the figures and chart below show:

Year	Population
1981	1,839
1991	1,599
2001	1,458
2009	1,186
2011	1,052
2015	983



Population of Southwold in 1981, 1991, 2001, 2009, 2011 and 2015

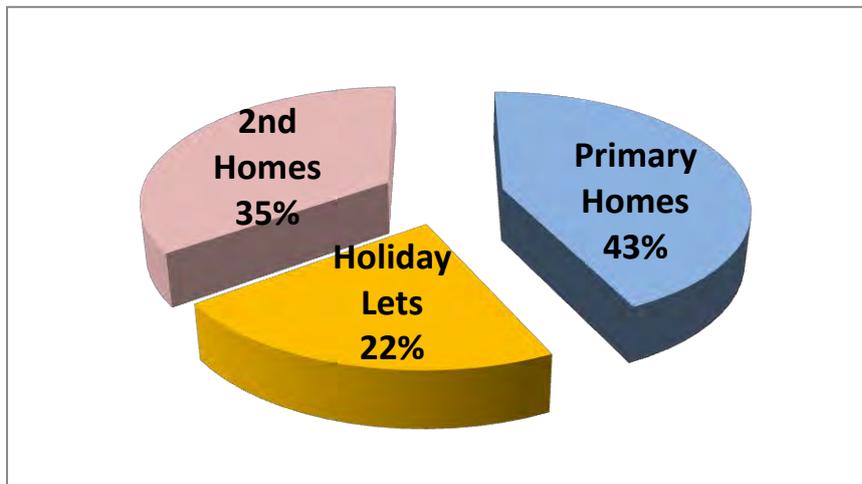
The permanent resident population in 2014 was 1,098 (ONS Estimates) compared to 1,839 in 1981. At the time of writing, the numbers on the current electoral roll are only 808. It is also an ageing population with 60% of local residents over 60:



Age distribution of Southwold population (2011 Census)

Southwold’s special character, its attractive mix of independent shops and above all its future sustainability, depend on developing the right mix of residents, second homers and holiday-let landlords, all of whom are important for the economy and character of the town. The attraction of Southwold property as an investment is key among the factors that are driving up the rapid increase of

holiday-lets, which now account for over 20% of all residential properties⁴. Meanwhile the proportion of residents' homes has fallen to less than 50%.



Proportion of types of homes in Southwold (from research for Neighbourhood Plan)

The effects of this are already noticeable in the fall in off-season trade for local businesses, falling numbers at the local primary school and in the increasing difficulty of finding volunteers for community activities. Experience elsewhere suggests that if the proportion of residents falls much further, the community may become unsustainable. While the underlying reasons for this may lie in national economic and social trends, steps need to be taken locally to mitigate the risks to a sustainable community.

2c. The local economy

Southwold's thriving High Street, with its mix of hotels, pubs, restaurants and cafes and small shops now caters primarily for the main local industry, tourism. However, its numerous independent businesses, which contribute much to the town's individual appeal as a retail and visitor destination, have been joined in recent years by a growing number of national chains. This has arguably diluted the distinctiveness of the High Street and has resulted in dramatic increases in commercial rents, giving rise more recently to disproportionate and potentially devastating hikes in business rates.

For all the success of the town's visitor economy an over-reliance on tourism has a number of downsides. Its seasonality means that essential local businesses find it difficult to sustain trade all year round with local residents suffering the consequences when local shops and services close. Tourism-related jobs are also seasonal and often low-paid. At peak periods the town can be congested and parking and infrastructure are put under strain.

The biggest local employer is the successful brewer, wine merchant and hotelier, Adnams, which also owns many local pubs. Adnams has had a strong influence on the evolution of the town over the past 50 years and plays a large role in the local community as a sponsor of local events and as a highly regarded responsible employer. Its brand - 'Beer from the Coast' brewed in its Sole Bay Brewery, is inextricably linked to Southwold. The company is enjoying a period of sustained growth and its supply chain requirements present a potential opportunity for the town's economy.

Fishing has been an important part of the history and heritage of Southwold and its harbour remains the traditional home of a small fishing industry with allied services such as fishmongers and smokehouses. It also provides a focus for marine services and boat repairs.

⁴ Source: Southwold and Reydon Society Housing Report, 2012

Other small local industries include construction and building maintenance (partly driven by the strong second home market), and a variety of service businesses, including some dependent on IT and web-based technologies, notably the digital communications agency, Spring.

In neighbouring Reydon, the Reydon Business Park is home to 22 businesses of which the largest is the printing firm, Micropress. The largest employer in Reydon is St Felix School, an independent co-educational day and boarding school.

2d. Local services and transport

The community in Southwold is well-served by health and social services, including some excellent voluntary organisations such as the Voluntary Help Centre. It also has good amenities, including an active and extremely well-supported local library.

However, the decline in the resident population and the growing proportion of those over 65 (over half the population), simultaneously challenge the provision of services and increase demand. The Southwold surgery closed recently, although services (including some outpatient services previously provided by the recently closed Southwold Hospital) have been transferred to the new Sole Bay Health Centre in Reydon.

It is part a measure of Southwold's success that it suffers traffic congestion and parking problems. Shoppers from surrounding areas as well as visitors have increasing problems finding somewhere to park, as do many residents who often do not have off-road parking space. The problem is especially acute in the summer season.

Traffic congestion is also increasing in purely residential areas, in part as a consequence of over-parking and partly because of the difficulties caused by large vehicles. The safety of pedestrians is a growing concern as is the safety of mobility vehicles. Effective traffic management is seen as essential to the town's future.

3. Strategic context

Waveney District

Southwold sits in the district of Waveney, the most easterly in England, located in the north east corner of Suffolk. With a population of 116,200 (2015 Census⁵), Waveney covers an area of 37,000 hectares and has 26km of shoreline.

Lowestoft, situated in the north east of the District is the largest town, accommodating approximately half of the District's population. Together with Beccles, Bungay, Halesworth and a number of villages and hamlets, Southwold is one of four historic market towns which give the rural part of the District its identity.

The District is served by two train lines, the East Suffolk line which connects Lowestoft, Beccles and Halesworth to Ipswich and the Wherry Line which connects Lowestoft to Norwich. The A47 provides road connections to Great Yarmouth and the A12 south to Ipswich and onward to London. The A146 provides links from Lowestoft to Beccles and onwards to Norwich. The A143 provides links to the west from Beccles to Bungay and onwards to Diss.

The spatial vision for the District⁶ provides a direction for development in Waveney to 2021 and beyond. The following is an extract from the spatial vision for the District:

Waveney will have a strong and diverse economy, based on a culture of enterprise. There will be a strong intellectual knowledge base, focused on all forms of energy from renewable sources. Economic prosperity will reflect our strategic European location and an integrated transport system with improved accessibility within the District, to other key centres in the Region, the rest of the country and abroad. Unemployment will be low and the highly skilled workforce will have well-paid and permanent jobs. More people will work from home, or close to home and a high percentage of the population will walk, cycle or use public transport to and from work.

(....)

The unique built and natural environments of the market towns will be enhanced and each town will be vibrant and largely self-contained in terms of access to services and facilities.

(....)

And specifically for Southwold:

Southwold will prosper as a unique and historic market town and resort town, not least because of the quality of its coastal location and built and natural environment. These qualities will continue to be protected and enhanced. More effective traffic management will assist in reducing the impact of visitor traffic on the environment. Situated in the Suffolk Coast and Heaths AONB and Heritage Coast, only limited and small-scale housing development will have taken place within the built-up area. Development in the harbour area will have been managed so as to balance the needs of the fishing industry with the pressure for change, flood risk and the high quality of the environment. The adjacent village of Reydon will continue to function as part of a wider Southwold/Reydon area. Some employment development serving both communities will have taken place in Reydon. Likewise, some enhanced playing field provision will have been provided in Reydon to support local teams. The village will have experienced only small-scale housing development.

⁵ ONS estimate

⁶ Waveney Core Strategy 2009

Key Issues for Waveney⁷

Social

- Waveney's population is growing and ageing. Between 2011 and 2036 it is expected that the population will grow by at least 8,000 people. However, the number of working age people in the District may have fallen.
- Waveney suffers from low levels of participation in physical exercise and high rates of adult and childhood obesity.
- Educational attainment at GCSE level is low compared to Suffolk and national averages.
- Some parts of Lowestoft suffer from high levels of deprivation and average earnings in Waveney are below Suffolk averages
- House prices on average are 6 times above average earnings and rural parts of the District are unaffordable for many.
- Housing need and demand is increasing and may soon exceed supply.
- Waveney benefits from low levels of crime and levels of unemployment have been decreasing recently

Economy

- Historically Waveney's economy has been based on farming, printing, manufacturing, food processing and industries taking advantage of the coastal location, such as tourism and the offshore sector.
- The number of jobs available in Waveney has been declining and productivity remains below East of England averages.
- There is huge potential for jobs growth from the offshore wind sector and from initiatives such as the Great Yarmouth and Waveney Enterprise Zone.
- Lowestoft Town Centre has suffered in recent years with increasing numbers of vacant units. However, the town centres in market towns have been performing better.

Environment

- Waveney has a rich but sensitive natural and built environment.
- The southern coastal section of the District is part of the Suffolk Coast and Heaths Area of Outstanding Natural Beauty and to the north of the District is the Norfolk and Suffolk Broads.
- Waveney has significant areas of sensitive wildlife habitats which support biodiversity of local, national and international importance.
- The District has a rich historic environment which could be sensitive to pressures of new development.
- Some parts of the District are at risk from flooding and coastal erosion which will increase with climate change.
- Air quality is largely good but the water quality of some rivers and streams is decreasing.

Waveney District Local Plan

Currently being prepared for completion autumn 2017, the new Local Plan will cover the period to 2036 and will set out the amount of growth that needs to be planned for the District, where the growth should go and how it should be delivered. It will contain planning policies that will protect the District's valuable natural and built environment and ensure that new development is delivered in a sustainable way. The new Local Plan will take into account the emerging Neighbourhood Plan for Southwold and will provide a basis and identify the 'Strategic Policies for the new Southwold Neighbourhood Plan to align with.

⁷ Waveney Core Strategy 2009

Southwold Town Plan

The Town Plan⁸ is focussed on Southwold's future and seeks to address key issues like the decline in the resident population, the importance of the town's special character and defences against coastal erosion and rising sea-levels. Under the five headings of Economy, Housing, Services and Amenities, Environment and Transport, it sets out actions that the Southwold community considers necessary to protect the town's assets and to secure its future development.

Work undertaken for developing the Town Plan and for the subsequent Town Strategy has informed the development of this CCT Economic Plan and is liberally quoted in this document.

Strategy for the Future of Southwold

The Town Council's strategy⁹ describes its plans for Southwold for the remaining three year duration of the present Council, taking into account the external factors that may impact on the town and the people who live there.

Southwold Town Council's vision:

For Southwold to be *the* successful, vibrant, attractive town on the East Anglian coast, where people want to live, work and visit. We intend to focus on projects that are truly important and meaningful for the Town and that will help us to achieve our objectives.

STC's generic strategy is to focus on projects that will enable it to deliver this vision, and differentiate Southwold from other coastal towns in East Anglia, and those with a similar profile country wide. In particular it wishes to:

1. Diversify the local economy by knowledge based businesses
2. Reverse decline in resident population and attract more families to live and work
3. Retain and enhance the natural and built environment
4. Protect, maintain and enhance community assets
5. Promote and maintain the independent character of the High Street
6. Improve access, parking and transport within the town

Southwold Neighbourhood Plan

With a view to helping shape future planning policies at local level, a Neighbourhood Plan¹⁰ for Southwold is in its final stages of consultation and review. The finalised Plan is due to be published later in 2017.

A series of focus group sessions were undertaken for the Neighbourhood Plan in early 2016 with:

1. Business Leaders
2. Young Families
3. The Loft Youth Club
4. Library Users

The business focus group was attended by Spring (strategic communications & design agency), Two Magpies (artisan bakery), Spots & High Tide (Post Office and retail), Collen & Clare (retail clothing) and Suffolk Secrets (holiday letting agency). Separate 1-2-1 interviews took place with Andy Wood, CEO of Adnams, Kate Adey, co-owner of The Sail Loft Restaurant, and George Mills, shareholder and co-manager of local butchers, Mills & Sons Ltd.

⁸ Southwold Town Plan, October 2013

⁹ Our Strategy for the Future of Southwold, Southwold Town Council, May 2016

¹⁰ Southwold Neighbourhood Plan – due late 2017

A questionnaire was circulated to all residents of Southwold, both full-time and part-time during the summer of 2016. They were asked for views on housing (including the high % of second homes in the town), affordable housing, community facilities, land use, environment, urban design and the town's future economy.

A Neighbourhood Plan Update was circulated in late 2016 identifying specific policy areas relating to:

- High quality design
- In-fill and property extensions
- Low cost housing and affordable business space
- Protecting community assets
- Protection of the natural environment
- Second homes and holiday lets

Reydon Village Plan

Reflecting the views of Reydon residents, the aim of the Village Plan¹¹ was to identify what is needed “to retain what is good in our village, improve what could be better and develop provision that is currently lacking.”

1. Housing

- Increase awareness and understanding of Planning Issues and Applications
- Establish and maintain a dialogue with Waveney District Council on Planning Policy
- Promote provision of small scale Business Units and/or shops

2. Business and Employment

- Ensure Planning, Housing and Transport policies and strategies support the needs of businesses and promote local employment.
- Promote the Reydon Village Website as the first point of reference for the residents and businesses.

3. Schools and Education

- Increase community access to facilities at Reydon Primary School and St Felix
- Seek ways of extending access (including transport) to youth provision, and sport and fitness facilities in Southwold
- Maintain and extend nursery, childcare and play provision.

4. Environment and Community

- Provide additional litter/dog fouling bins and recycling point
- Provide a village map at Reydon Corner and enhance Jubilee Green
- Maintain, and enhance where possible, key amenities
- Explore with the Police and Highways Authorities further steps to discourage speeding and vandalism
- Ensure the Planning Authority (Waveney District Council) and Environment Agencies (Natural England and the Environment Agency) are aware of the extent of local concern for the environment
- Continue to protect and enhance the local natural environment.
- Hold a public event to explain the implications of the decision not to protect the Blyth Estuary river walls
- Continue to promote voluntary activity to enhance village life

¹¹ Reydon Village Plan 2014

5. Traffic and Transport

- Work with the Highways Authorities to develop proposals for traffic and parking improvements and carry out formal consultation
- Conduct a condition survey of footpaths and cycle routes and develop plans for new paths/cycle routes in key areas
- Improve enforcement of speed limits and parking controls.
- Maintain and Improve public transport provision

6. Emergency and Other Services

- Maintain the recent improvements in street cleaning and broadband connectivity and work with providers to improve mobile telephone reception
- Support any local initiatives to extend services available in Reydon
- Discuss with Suffolk Police the findings on satisfaction with their service

7. Health and Caring

- Extend, where possible access to GP's and other health services
- Increase volunteering
- Ensure Out-of-Hours GP Services are good

Waveney Retail and Leisure Needs Assessment

The relevant extract for Southwold from the Retail and Leisure Needs Assessment ¹² reads as follows:

“Although the smallest of the District’s market towns in terms of its total retail floor space, the centre has developed a strong and unique shopping, leisure and service offer due to its important role as a tourist and visitor destination. Apart from the attractive seafront, the Adnams Brewery and associated uses are particular attractions.

“The centre’s main offer is focussed along the linear High Street and Market Place where it forks into East Street and Queen Street, joining together on Pinkey’s Lane. It has relatively strong comparison goods and fashion offer, including a number of national multiple retailers that would not normally be associated with a centre of its size; this again reflects its strong visitor and tourist economy. Southwold’s food and convenience offer is characterised by smaller independent stores, ‘anchored’ by Tesco Express and Co-Op. It has a good selection of cafés and restaurants, and the Electric Picture Palace on Blackmill Road is a unique and popular attraction, albeit separated from the High Street. Vacancy levels across the centre are also low, at 5.3%.

“Overall Southwold is a popular, attractive, vital and viable town centre. The main issue appears to be a lack of parking during peak holiday periods which can lead to severe congestion around the town centre. The identification of additional car parking and/or ‘park-and-ride’ provision to meet peak demand is a priority for the town centre, otherwise it could discourage visits to the town centre to the detriment of the local economy.”

Carter Jonas’ economic capacity assessment forecasts the following potential need for new retail (convenience and comparison goods) floor space in the Town Centre up to 2032.

¹² Waveney Retail and Leisure Needs Assessment, Carter Jonas 2016

Southwold Town Centre – Retail Capacity Forecasts

	2021	2026	2031	2032
Comparison Goods Floor space Capacity (m2 net):	15	154	305	335
Convenience Goods Floor space (m2 net)1:	7	13	17	18
TOTAL RETAIL CAPACITY	22	167	322	353

Carter Jonas are forecasting capacity for 167m² net of new retail floor space by 2026, increasing to 353m² net by 2032, which is equivalent to 209m² gross by 2026 and 441m² gross by 2032. They recognise that “there is limited scope for new retail floor space development in the town centre due to its historic nature. As a result, meeting the identified needs will have to occur through the conversion and change of use of existing buildings in the primary shopping area, and/or through ‘infill’ development as has happened in the past.”

However, the Carter Jonas report predates the current business rates crisis which may paint a very different picture of retail prospects going forward.

Employment Land Needs Assessment - Ipswich and Waveney Economic Areas

The authors of the Employment Land Needs Assessment for Ipswich and Waveney Economic Areas¹³ make the following observation about the potential for Waveney:

“The Waveney Economic Area has become increasingly recognised for its growing potential to support the offshore energy sector. Employment has declined over the last four years indicating that Waveney’s economy has particularly suffered from the effects of the recession. Key sectors in employment terms include public administration, health and education, finance and business services, retail and manufacturing. Recent economic performance across a range of business, productivity and labour market indicators has been relatively poor.”

“Sizewell C represents a significant economic development that is ... likely to generate additional demand for B class space and land in Suffolk Coastal and surrounding authority areas over the period to 2031.”

East Suffolk Business Plan

The East Suffolk Business Plan¹⁴ sets out a vision for the delivery of services to the communities across the two districts.

“Our objective is to achieve the right balance for our area, so that we attract the inward investment to take advantage of our economic opportunities (particularly from sustainable energy) and address the social challenges of our diverse area, while at the same time protecting and enhancing all that is best and unique about our natural and built environment, whether it is our coastline, our countryside, or our traditional villages and market towns.

“Vision:

Maintain and sustainably improve the quality of life for everyone growing up in, living in, working in and visiting East Suffolk.

“Successfully delivering our Vision will significantly improve the economic, social and environmental wellbeing of our area. It will safeguard the prospects of current and future

¹³ Ipswich and Waveney Economic Areas - Employment Land Needs Assessment, Nathaniel Lichfield & Partners 2016

¹⁴ East Suffolk Business Plan (2015 – 2023) Suffolk Coastal & Waveney in Partnership

generations and improve everyone's quality of life. To achieve the best possible quality of life for local people, this strategy will see the Councils, enabling communities, promoting economic growth and becoming financially self sufficient."

The Councils have identified 10 'critical success factors' that support the delivery of their shared Vision and will show that the Business Plan is working. These include:

- Economic Development & Tourism - A strong, sustainable, and dynamic local economy offering our communities more stable, high quality and high value jobs, with increased opportunities for all.
- Communities - A diverse mix of resilient and supportive communities that value their rural and coastal heritage; which feel engaged, valued and empowered; and where people's needs are met and where they can make a difference to their community.

Enabling Communities Strategy

The Enabling Communities Strategy¹⁵ is about how Suffolk Coastal District Council and Waveney District Council will work with other organisations in East Suffolk to enable local people to do more.

"We want East Suffolk communities to be vibrant, resilient and able to help themselves. What we will do is build the skills and knowledge of communities so that they can do more for themselves, rather having things done 'for' or 'to' them. This ensures that skills stay in the community and can be used for future community projects."

East Suffolk Partnership

The East Suffolk Partnership¹⁶ has identified five key priority areas that represent their primary business although many of the underlying issues are interconnected and demand a collaborative approach to address them successfully:

1. Build on economic prosperity, growth and infrastructure development
2. Ensure people have the skills to meet employment opportunities
3. Encourage a growing, ageing population to be healthy and live well
4. Build strong communities & reduce inequalities in health, housing & crime
5. Improve lives through environmental action

Priority area 1 - Relevant Priorities for Southwold:

- Support Business Associations in East Suffolk to have sufficient operational capacity to realise their plans for growth.
- Support Business Associations in East Suffolk to develop and promote a wider network of businesses, local government and specialist organisations to encourage beneficial partnerships.
- Contribute to the sustainability of our market towns by supporting existing grass roots activity, encouraging new ways of thinking and stimulating collaborative work to build strong and distinctive places.

Priority area 4 - Relevant priority for Southwold:

- Support place-based initiatives in East Suffolk that bring partners from across the public, private and voluntary sectors together to achieve common priorities by testing new delivery models and ways of working.

¹⁵ Enabling Communities Strategy

¹⁶ The East Suffolk Partnership (ESP) is a non-statutory, non-executive organisation that covers Suffolk Coastal and Waveney and attracts organisations from the public, business, community and voluntary sectors to achieve joined up services and redesign of the system for the long term benefit of residents and business in East Suffolk.

New Anglia Strategic Economic Plan

The LEP's Plan¹⁷ identifies four underpinning sectors which are the largest employers in our economy and which we will continue to support in order to improve their productivity and competitiveness. One of the most significant of these is tourism, worth approximately £1.3bn in GVA to the New Anglia area and almost 68,000 jobs (10% of employment) plus many more indirect jobs.

All of the key sectors have an important role to play, providing jobs and growth throughout the wider New Anglia economy. They make important contributions to our growth locations. They will continue to be actively supported by the LEP - through business growth, skills and infrastructure developments in particular. These sectors will actively be encouraged to develop synergy with our high impact sectors; for instance, the excellent existing cultural and tourism offer can benefit from the major developments in ICT and Digital Creative; and the Ports and Logistics sector benefits from Energy sector developments.

Suffolk Coast Tourism Strategy

The purpose of the Suffolk Coast Tourism Strategy¹⁸ is to set the overall framework for developing and promoting sustainable tourism between 2013 and 2023.

Vision:

In 2023, the Suffolk Coast is a tourism destination with a strong reputation for its positive environmental values. The Suffolk Coast is known for high quality, varied, 'easy to access' and enjoyable visitor experiences throughout the year. Visitors, communities and tourism enterprises work together to balance environment, heritage, economy and community through effective partnership working.

The strategy is built upon seven key objectives, each supported by a series of proposals and key tasks:

1. Maximise the appeal, quality and popularity of the countryside, and the market and coastal towns to encourage more 'off' and 'shoulder' season visits for a range of activities.
2. Strengthen the range and provision of activities available within the Suffolk Coast to broaden market appeal and to encourage visits to the destination throughout the year.
3. Strengthen key themes within the Suffolk Coast, especially those that present unique stories, accentuate key characteristics of the area, and have clearly defined visitor markets.
4. Improve the quality of visitor facilities and services across the Suffolk Coast, including developing new provision where there are clear gaps or a defined market need.
5. Ensure good quality and relevant visitor information is available in a range of ways and is accessible both within and beyond the Suffolk Coast.
6. Develop a clear marketing and promotional plan to deliver sustainable tourism throughout the seasons.
7. Ensure that tourism activity and visitor behaviour is truly sustainable by seeking mutual benefits for all stakeholders involved in the visitor economy, environmental conservation and community welfare.

Specific references to Southwold in the Strategy:

"The coastal towns of Aldeburgh, Southwold, Kessingland and Felixstowe also have their own sense of place, with Aldeburgh and Southwold representing 'market towns by the sea'. The towns and villages of Felixstowe, Woodbridge, Aldeburgh, Southwold, Kessingland,

¹⁷ New Anglia Strategic Economic Plan

¹⁸ Suffolk Coast Tourism Strategy 2013-23

Framlingham and Halesworth each have different characteristics, with some already having their own strong tourism identities.

“Tourism Character Areas (TCAs) North - Southwold, Kessingland and Halesworth – the pier, lighthouse and beach huts of Southwold harks back to a bygone age of traditional family holidays. Geographically and spatially speaking, the North TCA is the smallest and has the least in terms of stand-alone tourism products when compared to the other areas. However, this belies the fact that the coastal town of Southwold and the coastal resort/village of Kessingland are strong destinations in their own right, and that they also have connections with Lowestoft to the north. Identified Woodbridge, Southwold and Framlingham as the ‘gateway’ towns to the Suffolk Coast and their respective tourism character areas.”

Relevant key activities:

- Develop initiatives that encourage discovery of the area’s different heritage sites and features in the landscape - Coastal defence heritage: Raise the profile of the Battle of Sole Bay of 1672 where an Anglo-French fleet repelled a surprise attack by a Dutch fleet close to Southwold during the third Anglo-Dutch War.
- Support the further development, promotion and packaging of all cultural event programmes, especially those that can motivate overnight visitor trips to the Suffolk Coast - A key function of events should be to drive new business during out of peak season periods.
- Encourage more integrated public transportation services across the Suffolk Coast, with key visitor sites such as Southwold to be supported where possible.

CCT Plan

4. Evidence

A number of strategic documents for Southwold have been prepared recently including the Town Plan 2013, the Town Strategy 2016 and the Neighbourhood Plan (currently in preparation), all of which have been used to inform this Economic Plan.

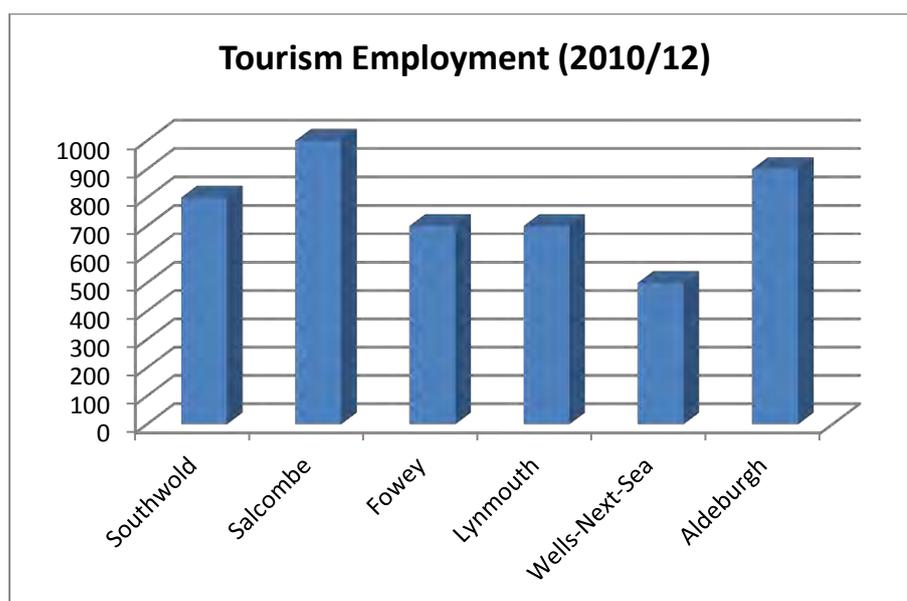
Consultation with the community and local businesses has been carried out for both the Neighbourhood Plan and for this Economic Plan and the findings from that is reported below in Section 7. That feedback has shaped the direction of this Plan and its recommended actions.

Demographic data has been supplied at Section 2.

In terms of the visitor economy, figures are available for the Economic Impact of Tourism both on Waveney as a district and on Southwold as a destination in its own right. The latter reflect the huge importance of tourism to Southwold's economy.

Economic Impact of Tourism 2015	Waveney ¹⁹	Southwold ²⁰
Total number of trips (day & staying)	5.2 million	1,393,000
Total staying trips	0.3 million	34,400
Total day trips	4.9 million	1,427,400
Total Tourism Value	£293 million	£72 million
Total actual tourism related employment	6,929	1,719

Tourism employment in Southwold compared to other seaside towns (2010/12):



¹⁹ Economic Impact of Tourism Waveney 2015, Destination Research

²⁰ Economic Impact of Tourism Southwold 2015, Destination Research

As a relative assessment of how the town presents itself to visitors and shoppers, Southwold was one of the four Waveney Market Towns – with Beccles, Bungay, and Halesworth – that were the subject of a Town Mystery Shopper Audit²¹ commissioned by WDC in the summer of 2016. The Audit looked at:

- General features - Signage, parking, open spaces & floral displays, street furniture, cleanliness
- Market - Location, range and presentation
- Toilets - Availability, Maintenance and cleanliness
- Retail and Catering – Facilities, presentation and external physical condition
- Information Provision - Information boards, Visitor Information Points

Southwold out-performed all the other towns overall and in most individual aspects. However it scored least well in the group in terms of General Features (signage, parking, open spaces & floral displays, street furniture, cleanliness) and Information Provision. It came second to Halesworth for the Market and for Retail and Catering.

Aspect	Beccles	Bungay	Halesworth	Southwold
General	91%	89%	90%	85%
Market	78%	80%	86%	83%
Toilets	61%	49%	54%	83%
Retail and Catering	87%	83%	93%	90%
Information Provision	80%	74%	75%	70%
Total Overall Average Score	79%	75%	80%	82%

These suggest areas that Southwold needs to improve on to maintain its appeal and reputation as a shopping and visitor destination.

5. Analysis

The following analysis, expanded from previous work for the Southwold Town Strategy, identifies the town’s strengths and weaknesses, the real and potential threats it faces and the opportunities that might mitigate them.

Strengths	Weaknesses
High profile of the town and the Southwold ‘brand’.	Diminishing and ageing resident population.
The architecture and style of the town.	Loss of young people at age 11 as no secondary school.
Active community engaged through many organisations.	Imbalanced economy too dependent on tourism.
Local people take pride in town and have strong views.	High property prices
Traditional values where people feel safe.	Lack of affordable homes
The High Street and its mix of numerous independent traders and high street chains providing a strong retail destination	Not enough social housing allocated to key workers.
Popular independent pubs, cafes and restaurants.	Lack of available workforce making recruitment difficult for local businesses.
Strong appeal as a traditional family destination.	Lack of reliable transport links
The continuing success and reputation of Adnams and its investment to the town.	Lack of available space for local businesses wishing to expand
	Management of parking and traffic flow.
	Not enough high quality arts and other events (like

²¹ Town Mystery Shopper Audit – Waveney Market Towns 2016, Destination Research Ltd for WDC

<p>The Harbour and its businesses. Seafront and Blue Flag beach. Southwold’s ‘authenticity’ –Adnams beer, beach huts, pier, local produce, great fish and chips. The Common providing free access to open space in the heart of town. Natural environment including the marshes and denes Free parking in some areas Very proactive, well-managed and supported local library 100 social housing units in town and impetus to develop more</p>	<p>Aldeburgh). Local eating places at capacity during the summer months Limited hotel accommodation and no glamping Limited number of people available to volunteer especially for one off events. Size of parish. Public toilets – not enough and not state of art. Some new build is poor quality and threatens architectural merit of town. Town landscape a bit shabby and suffers in peak times. Management of natural environment locally Some resistance or reluctance to change.</p>
<p>Opportunities Sizewell C and economic potential. Offshore wind developments in Lowestoft. Our high profile enables us to punch above our weight and have influence within/on the District and in media. Development of new business types , new ways of working Potential for more digi-tech/knowledge based businesses. Opportunity to grow the visitor economy by extending the tourism season outside peak periods. Opportunity for visitor economy to tap into boom in health and well-being and take advantage of Southwold’s exceptional natural environment. Opportunity to attract visits from the burgeoning UK cruise market. Potential redevelopment of sites within the town, including old Hospital, Station Road site, Kings Head and former police and fire station. Growth in business for Adnams and potential to bring its supply chain businesses to the town. Proposed new wildlife visitor centre and perimeter parking on site opposite Millennium Hall. Potential Town Council acquisition of High Street premises to rent to local businesses. Local Chamber of Trade galvanised by the business rates issue and seeking to revitalise the High Street Potential to maximise the local food and drink offer Scope to build on Southwold’s unique location and offer</p>	<p>Threats Increase in business rates threat to local traders diminishing differentiation and local services. High rents and threat to independent traders. Too many chains diminishing differentiation of town. Sizewell C bottle neck – accessibility to Southwold and potential environmental threat. Any change in legislation that might adversely impact on the town’s asset base. Change in legislation that makes investment in domestic and business property more attractive. Increase in number of holiday homes. High profile makes Southwold desirable but level of congestion particularly during peak times makes it inaccessible or appears to be inaccessible. Re-organisation of health and care services could adversely impact on quality of life (and death). Future of library and other community services. WDC divestment of assets including threat to close all Southwold’s public toilets. Ongoing liability for maintenance of harbour and river banks with risk of inundation if they are breached by tidal surge. Diminishing school roll at Southwold primary school a threat to its long term viability</p>

Based on work by the Town Council for its recent Town Strategy, the following PESTLE analysis identifies external factors potentially impacting on the town and plans for the future:

Political

- Impact of the devolution agenda.
- Localism Act – more responsibilities on STC without sufficient supporting funding.
- ‘Austerity’ agenda - Police resources become more limited. No foot patrols; no regulation of parking by police from April 2017. But as the powers are being transferred to local authority this may not be such an issue.
- Education – All schools to achieve academy status. Impact on Southwold Primary School?
- Low educational attainment in Suffolk
- Availability of reliable and accessible transport links that will enable people to live and work in Southwold.
- Council Tax/Business Rates – potentially severe impact on local businesses of disproportionately high increases.

Economic

- Southwold’s seasonal employment base (too reliant on tourism), with resultant low wages and temporary contracts.
- Tourism is vulnerable to fads and fashions. Demand might change although it is likely to strengthen post-Brexit.
- Over supply of holiday homes.
- Oil/energy crisis.
- Low interest rates but for how long?

Social

- Number and age profile of those on the electoral roll.

Technological

- Growth in digital, creative and knowledge-based industries
- Growing number of people home-working
- Demand for super-fast broadband

Legal

- Legislative constraints and regulations imposed on councils.
- Increased legal compliance for landlords.

Environmental

- Climate Change – impact of variable weather and flood surges etc especially on tourism, the natural environment and working harbour.

6. Key challenges and needs of the community

Although it is a highly regarded tourist destination and an attractive place both to live and work, it is clear therefore that Southwold has a number of significant sustainability issues. Some of these have been identified in earlier work by the Town Council while others have emerged through the course of preparing this CCT Economic Plan.

Southwold’s thriving High Street is a vital part of the town’s appeal to visitors and a key driver for the main local industry, tourism. However, its unique mix of independent businesses, already hit by

dramatic increases in commercial rent caused by an influx of national chains over recent years, is now seriously under threat because of the potential devastating impact of disproportionate hikes in business rates²². The average increase is 177% but some small local businesses are facing rates increase of up to 400%, in many cases requiring them to increase turnover by several thousands of pounds a year – an unachievable goal for small businesses like greengrocers and bakers whose margins are so very small.

The popularity of Southwold as a tourism destination is in many ways to be celebrated and has contributed greatly to the success of the town. However it also brings with it a number of disbenefits, including an over-reliance on very seasonal trade, capacity and sustainability issues at peak periods, low-paid and seasonal employment, lack of year-round business for local traders, and the impact of second-homers and holiday home owners on property prices and the sustainability of local services.

One potential avenue for diversifying the local economy is to attract more knowledge based businesses to the town. As part of its plans to acquire and develop a range of new uses for the former Southwold community hospital site, the community group, Save Our Southwold has commissioned a study from Tech East²³ investigating the feasibility of the site as a creative hub for digital businesses, from which the following is an extract:

Attracting digital tech and creative digital companies is a high priority for the wider region because they offer high value, sustainable jobs. Most sectors are underpinned by digital tech. The Southwold offer should be about attracting digital tech SME businesses and SME businesses in non-traditional tech sectors such as Marketing, Education (EdTech) and Financial services (FinTech) that wish to grow their businesses using digital tech. A viable Tech Hub in Southwold fits into the wider strategy for the region.

Given Southwold's overall attractiveness as a place to live, work and vacation the analysis in this report would suggest it is feasible to attract between 5 – 10 businesses to tenant the available space assuming the right facilities at the right price. A per use or membership offer to take advantage of the high-quality facilities will also be attractive to wealthy visitors that are attracted to Southwold. Bookable high quality meeting rooms and a studio would be a welcome additional option for the town and the District's businesses and community.

The key to success for Southwold is to market its strengths to a well-defined target set of potential members. How to attract the numbers required should not be underestimated. There are facilities offering similar services relatively close by. It will require a strong marketing plan to position the offer. But for a number of business owners particularly in London the chance to 'live their dream' of working and living in a place like Southwold is attractive.

As described above, holiday-lets now account for over 20% of all residential properties²⁴ while the proportion of residents' homes has fallen to less than 50%. As well as the fall in off-season trade for local businesses, this results in falling numbers at the local primary school and the increasing difficulty of finding volunteers for community activities. If the proportion of residents falls much further, the community may become unsustainable.

²² A revaluation of property in Britain will result in changes to the cost of business rates for small businesses across the country. Some will see their rates bill fall, others will see it increase and in some cases dramatically. Because of the exceptional rise in property and commercial rental values in the town, and has been widely reported in the national press, Southwold is the worst affected of any town in the country. At the time of writing, businesses in the High Street are facing average rates rises of 177% with some as high as 400%.

²³ Southwold TechHub Feasibility Report, Ian Buxton, Tech East, December 2016

²⁴ Source: Southwold and Reydon Society Housing Report, 2012

The decline in the resident population and the growing proportion of those over 65 (over half the population), simultaneously challenge the provision of services and increase demand. While the services of Southwold surgery have recently been transferred to the new Sole Bay Health Centre in Reydon, Southwold Hospital has been closed and there is a fear over the future of the local library whose lease is due to expire soon.

It is part a measure of Southwold's success that it suffers traffic congestion and parking problems. Shoppers from surrounding areas as well as visitors have increasing problems finding somewhere to park, as do many residents who often do not have off-road parking space. The problem is especially acute in the summer season. .

In common with other coastal towns, Southwold faces the long-term issues of pollution, coastal erosion and the management of the consequences of climate change. In some cases the action required to mitigate the risks to Southwold goes beyond the reach of local authorities. Some kinds of pollution pose immediate threats to the town's vital tourism industry as well as to residents. Other problems, such as coastal erosion, have a long history in the town, impacting on the local environment, the estuary, and the future viability of the Harbour. The Blyth Estuary Group is a taking a lead role in addressing these concerns.

In summary the key issues for Southwold are:

- a declining and ageing population, fewer younger people and families
- very high property values and lack of affordable housing
- high commercial rents and an imminent dramatic increase in business rates
- majority of jobs and local economy dependent on tourism
- majority of housing stock as second homes and holiday lets
- risk to community facilities such as library and school
- risks posed by flooding and coastal erosion to the local environment, estuary and the Harbour

At the same time, the town has many strengths, in particular its commitment to, and a strong sense of, community; as well as the assets that make it so popular both as a visitor destination and as a place to live and work.

When asked in 2013, what were the key issues that need to be addressed by the proposed Neighbourhood Plan²⁵, local residents prioritised these as follows:

1. Protect community assets
2. Encourage local employment
3. Support local business
4. Preserve and promote the town's unique character
5. Reduce the risk of flooding
6. Protect the environment
7. List buildings for historical or architectural reasons
8. Protect neighbours' amenities (light, privacy, etc)

²⁵ Source: Southwold Town Plan, 2013

9. Restrict infill (i.e. building in the ground of existing houses)
10. A local design policy
11. A policy on energy conservation

From previous work and the consultation undertaken for this Plan, it is clear there are number of major issues are of particular concern to local residents. In particular the current business rates issue, the implementation of the Neighbourhood Plan, and the management of the local environment and the threat posed to it of coastal erosion and tidal surge.

These must not be forgotten. However, for this Economic Plan, we have focused on the issues that have a direct bearing on the Town's future economic success and which the Plan can directly address. We have accordingly distilled the strategic priorities for the CCT Economic Plan as follows:

Strategic priorities for the CCT Economic Plan

1. Maintain and promote the vitality of the High Street
2. Make our visitor economy more sustainable
3. Balance the community
4. Secure and enhance our community and cultural assets
5. Address access, parking and transport issues
6. Preserve our natural environment
7. Diversify the local economy
8. Preserve and promote our local heritage

Delivering the Economic Plan

7. Ambition

The Economic Plan needs to deliver the following vision for Southwold CCT:

For Southwold to be the successful, vibrant, attractive town on the East Anglian coast, where people want to live, work and visit.

To bring together various business, commercial and community interests to inspire and guide a coordinated approach to creating greater future economic prosperity for the town.

As stated above the strategic priorities for this Economic Plan are to:

1. Maintain and promote the vitality of the High Street
2. Make our visitor economy more sustainable
3. Balance the community
4. Secure and enhance our community and cultural assets
5. Address access, parking and transport issues
6. Preserve our natural environment
7. Diversify the local economy
8. Preserve and promote our local heritage

The Plan sets out a suite of initiatives to achieve the vision and which are designed collectively to address the needs of the community and key issues identified for Southwold. In many cases complementing other parallel schemes, they take into account the particular opportunities and threats the town faces and focus on those things that people see as important or which indirectly support the key strategic priorities.

8. CCT Action Plan and resources required

Listed below is a programme of 14 actionable initiatives listed under the eight strategic priorities. These are not stand-alone projects but a suite of complementary initiatives which collectively can go a long way towards addressing many of the key challenges that Southwold faces.

Under each initiative are identified the relevant lead body and partners, indicative timescale, potential funding source(s) and estimated funding requirement.

The Action Plan is summarised in tabular format at Appendix 1.

PRIORITY 1 – MAINTAIN AND PROMOTE THE VITALITY OF THE HIGH STREET

Note: The Economic Plan will acknowledge the business rates revaluation as a major threat impacting on local business and the CCT aims to support projects which help local independent businesses.

1a. Revitalising the High Street

Description:

Develop a Town Centre Strategy to leverage the strengths of the High Street traders within the town, appoint a Southwold Development Manager to deliver it and build a programme of events around the year.

The new role will help bring together all local businesses, coordinate and promote events and activities, manage a new website for Southwold, and market the town to shoppers and visitors. This is a key role which will bring together and potentially coordinate several other aspects of the CCT Economic Plan.

A programme of events (see 4b below) and other initiatives, such as a food assembly hub in partnership with local food providers, will enliven the High Street and attract more shoppers and visitors outside the main tourist season.

Project Outcomes/Performance Measures:

- | | |
|---|--|
| • | Creation of a framework and clear plan for strengthening the success of the town's High Street and its independent businesses |
| • | Appointment of a key role to galvanise local businesses and to coordinate and promote relevant activity and events |
| • | Provision of a resource to deliver the effective promotion of the town to shoppers and visitors including the management of the website and liaison with the Suffolk Coast DMO |
| • | Creation of events and promotions that will help extend the tourist season |
| • | More people visiting the town and supporting local businesses all year through the promotion of the town as a year-round retail destination |
| • | Provision of a resource for helping to deliver the CCT Economic Plan |

Lead body/partners:

STC, Chamber of Trade, Waveney District Council

Timescale:

Under 6 months

Potential funding source(s):

STC, Chamber of Trade/local businesses

Estimated funding requirement:

Development of Town Centre strategy - £12-15,000

Southwold Development Manager £45,000 p.a. for 3 years (3-year funding initially)

Events budget - £50,000 pa for 3 years

Strategic fit:

Priorities 1, 2 and 4

Barriers to delivery:

No significant barriers identified for delivery of Town Centre Strategy. Access to suitable funding and support from local businesses present potential barriers to appointment of Southwold Development Manager and funding activity.

Mitigation: Target suitable funding sources and submit compelling funding bid. Active engagement with local companies to secure their support.

1b. Promoting Southwold's businesses

Description:

Build on the previous work done by the Chamber of Trade to promote independent businesses in the town, including the My Southwold campaign, and provide a robust vehicle to encourage partnership working amongst the business community.

The project will include a complete review of the existing Southwold websites and look to provide one consumer-facing website and mobile app promoting Southwold to residents, visitors and shoppers bringing together all town information on a user friendly platform.

This could include a relaunch and redesign of the My Southwold leaflet and related voucher scheme providing more information about services and facilities for visitors and residents on the merits of buy local.

Project Outcomes/Performance Measures:

- | |
|--|
| • Development of a web platform and mobile app to promote the town to residents, shoppers and visitors |
| • Revitalisation of a strong brand for a known and easily recognised consumer campaign |
| • More repeat visits to the town by shoppers and visitors |
| • Support for independent businesses increased and the message of 'buy local' reinforced |
| • Trade increased to local businesses with increased benefit to the local economy |
| • Refreshment and extension of the My Southwold guide as an inclusive and effective guide to the town with reference to other CCT initiatives (e.g. the heritage and outdoor trails) |
| • A united and proactive approach to galvanising the local business community |

Lead body/partners:

Chamber of Trade, Waveney District Council, STC

Timescale:

Under 6 months

Potential funding source(s):

Chamber of Trade, Local business partners

Estimated funding requirement:

Website £2000

Mobile App £10,000

Design and print of new My Southwold guide £4,000

Strategic fit:
Priorities 1 and 2

Barriers to delivery:
Having in place a suitably dynamic and well-resourced Southwold Development Manager

Mitigation: As for 1a.

PRIORITY 2 - MAKE OUR VISITOR ECONOMY MORE SUSTAINABLE

2a. A Destination Management Plan for Southwold

Description:

Develop a Destination Management Plan for Southwold, uniting all businesses involved in and benefiting from the visitor economy and consolidating its position as a leading destination. Southwold is of course a popular and successful seaside destination for the traditional family holiday and day visitor markets. However, with changing visitor trends and expectations, it needs to reappraise its visitor offer to ensure it can meet the needs of modern-day and future visitors and retain its market position.

The Destination Management Plan will help to assess where Southwold sits now and where it needs to get to. The Plan will identify opportunities for meeting market demand such as the growing trends in health, well-being and personal development, and the needs of families seeking authentic experiences and quality time together. It will seek to address changes in accommodation needs (e.g. glamping, boutique B&B) and visitor expectations (e.g. a spa), and identify any improvements needed to enhance the visitor experience, e.g. public WCs, visitor information, signage, etc. A specialist tourism consultant could be commissioned to write the Plan in consultation with local businesses.

Project Outcomes/Performance Measures:

- | | |
|---|--|
| • | Creation of an essential framework for all the work and collaborative effort that is needed to promote Southwold, extend its tourism season and enhance its visitor experience |
| • | The visitor economy managed more effectively, and its negative impacts mitigated, by developing the Southwold visitor proposition outside the main tourist season |
| • | Bringing together with a common set of goals all local businesses and other relevant organisations involved in the visitor economy |
| • | Identification of relevant trends and opportunities to ensure Southwold's continuing success as a destination. |
| • | Identification of what is needed to improve Southwold's visitor offer and consolidate the brand |

Lead body/partners:
STC, Suffolk Coast DMO, WDC, Visit Suffolk

Timescale:
Under 6 months

Potential funding source(s):

Tourism business contributions, STC, Chamber of Trade, LEADER

Estimated funding requirement:

Commissioning of DMP from specialist consultant - £12-15,000

Strategic fit:

Priority 2

Barriers to delivery:

Support and involvement of local businesses in the visitor economy.

Mitigation: Active engagement with local tourism businesses and the DMO.

2b. Promoting Southwold outside the peak tourist season

Description:

Put in place a marketing plan for extending the season including the promotion of events and initiatives to attract visitors outside the peak tourist season, in order to help create a more sustainable visitor destination and a more positive visitor experience.

The Marketing Plan will involve promoting off-season breaks and day visits built around events and itineraries related to physical and mental well-being as well as those with a retail or food and drink focus (see Projects 5b and 6a above).

The potential for recreation and well-being of the natural aspects of the Harbour area as well as the Common and Marshes will form part of the visitor proposition.

The project will include the creation of a new website for Southwold with live webcams and real-time weather feeds, events information, heritage and wildlife trails, etc. The Harbour, together with its fishing industry, will be promoted as a key part of the visitor offer for Southwold and as a port of call for visiting cruise ships.

The Marketing Plan will also involve closer work with the Suffolk Coast Destination Management Organisation and will be delivered by the new Town Centre Coordinator.

Project Outcomes/Performance Measures:

- | |
|---|
| • The visitor economy managed more effectively, and its negative impacts mitigated, by developing the Southwold visitor proposition outside the main tourist season |
| • More visits and more support for local businesses out of season through the creation of a year-round tourism market |
| • Creation of a new website with current and salient information that helps to catalyse both planned and impulse day visits |
| • UK cruise passengers attracted to experience the harbour and the town, and patronise local businesses |
| • More visitors enjoying a more rounded experience of Southwold through effective promotion of less well-known aspects of the Southwold visitor offer, e.g. local food and drink, natural environment, etc. |
| • More people drawn to sample what Southwold can offer in well-being and health and fitness. |

Lead body/partners:

STC, Chamber of Trade, WDC, Suffolk Coast DMO, Visit Suffolk

Timescale:

6 to 18 months

Potential funding source(s):

STC, Chamber of Trade/local tourism businesses,

Estimated funding requirement:

Marketing budget for delivery of plan (excluding partner contributions) - £50,000 p.a. for 3 years

Cost of website covered above in 1b

Installation of webcams – say 3 (seafront, Harbour, High Street/Lighthouse) - £1,000 (Note - existing Suffolk Secrets webcam on top of water tower available for use. There is also a webcam at the Pier.)

Cost of events/product development referenced elsewhere in 1a, 4b, 8.

Strategic fit:

Priorities 1,2 and 4

Barriers to delivery:

Support and funding from local businesses in the visitor economy.

Mitigation: As for 2a.

PRIORITY 3 – BALANCE THE COMMUNITY

Note: The encouragement of more affordable housing is a key aspiration which will be clearly stated in the Plan but not identified as a deliverable CCT project.

3. Training and apprenticeships

Description:

This project will seek funding for training and apprenticeship programmes backed by Adnams and independent businesses in the town, helping to fill gaps in skills and recruitment and provide employment and training opportunities for younger people in the town.

Working with the local business community to encourage apprenticeships, the project will help local businesses grow their own workforce. By investing in young people, it will remove barriers and increase out of season employment opportunities, particularly focusing on the key sectors of hospitality and health. This initiative will be linked to related initiatives such as lobby for improvements with local public transport bodies to ensure that young people can get to Southwold easily for employment.

Project Outcomes/Performance Measures:

- | | |
|---|---|
| • | Develop and invest in local skill sets |
| • | Gaps in locally-available skills filled |
| • | Recruitment assisted for local employers |
| • | New employment opportunities opened up for younger people in the town |
| • | Increase in out of season employment opportunities |
| • | Removing barriers for both businesses and young people |

Lead body/partners:
WDC, Apprenticeship training providers, local businesses

Timescale:
1 to 2 years and ongoing

Potential funding source(s):
East Suffolk Partnership, Suffolk County Council, Skills Agencies, Colleges, Universities?

Estimated funding requirement:
Approx £20-30,000

Strategic fit:
Priorities 3 and 7

Barriers to delivery:
Support of local employers. Logistics for apprentices accessing bespoke training and placements.

Mitigation: local employers to be actively engaged by WDC and benefits of the project fully promoted.
Tapping into existing schemes to aid access (e.g. car share).

PRIORITY 4 - SECURE AND ENHANCE OUR COMMUNITY AND CULTURAL ASSETS

4a. Expand community assets

Description:

As a key example of the town's community assets, Southwold library is very strong, well-managed and heavily used by the local community and visitors but it has outgrown its existing premises and its lease is due for expiry soon. As part of an aim to make better use of existing assets to promote health and well-being, this project will work with relevant groups to retain a thriving library and resource centre, maintain a vital Visitor Information Point, explore the scope to broaden and enhance the library facilities to include adult training provision and build the library's already successful role as a real community hub.

Several options are being considered for expansion including relocation of the library to another site or an extension of the existing premises.

Project Outcomes/Performance Measures:

- | | |
|---|--|
| • | The future of the library secured as its current lease expires |
| • | Extension of the library into a multi-faceted hub and resource centre for the local community and enhancement of the excellent service already provided |
| • | Additional 'Visitor Information Point' revenue generating services are explored including event, travel and attraction ticket sales and visitor materials e.g. OS, cycling, walking guides |
| • | More local people use and benefit from the library/community hub |
| • | More community events and learning activities provided |
| • | The mental health and well-being of the town's community supported and enhanced |

Lead body/partners:
Southwold Library, SWRS, Town Council, Suffolk Libraries, WDC

Timescale:
18 months to 2 years (as per 7b)

Potential funding source(s):
Various Community Grant funds

Estimated funding requirement:
Dependent on chosen option and related development.

Strategic fit:
Priority 4

Barriers to delivery:
Project relies on availability of suitable premises or potential expansion on existing site
Mitigation: Identify suitable alternative premises.

4b. Grow Southwold's events programme

Description:

Building on the town's existing assets and successful events like the Southwold Arts Festival, Way With Words, Adnams 10k run and Aviva Women's Cycle Tour, this project will develop new events outside the main tourist season that will embrace food and drink, culture, heritage and sport. The aim of the project is to attract more visitors and shoppers to the town around the year, particularly outside peak tourist periods.

It will involve working with relevant organisations to enhance community assets and experiences such as the Southwold Arts Festival, Southwold Arts Centre at St Edmunds Hall, the sports pavilion on The Common and the Stella Peskett Millennium Hall.

A specific proposal is the creation of a new Southwold Seafood and Drink Festival in the autumn which would not only attract visitors to the town out of season but also would involve and support local businesses and local supply chains. As well as the town itself, it would also provide a focus for Southwold Harbour, its fishing industry and allied traders. Other ideas include revival of the Flying Egg Festival held successfully in the town until quite recently and perhaps the popular crabbing competition at the Harbour.

Project Outcomes/Performance Measures:

- | | |
|---|---|
| • | Celebration and leverage of Southwold's particular strengths and assets, e.g. local produce and seafood, local artists and creativity |
| • | Provision of learning and enriching experiences for local people and visitors |
| • | Enhancement in the mental health and well-being of the local community |
| • | Increase in visitors and business for the town outside the main tourist season, boosting visitor spend and the local economy |
| • | Increase in Southwold's profile and enhancement of its individual character |

Lead body/partners:

Southwold Arts Festival, Southwold Arts Centre, WDC, Southwold & District Chamber of Trade, Suffolk Coast DMO, Southwold Town Council, local leisure groups

Timescale:

6 to 18 months

Potential funding source(s):

Sponsorship, BIG Lottery Events Programme if re-launched for 17/18. Awards for All. Arts Council grants

Estimated funding requirement:

Seed funding of £30,000

Strategic fit:

Priorities 1,2 and 4

Barriers to delivery:

Active cooperation and support from potential event organisers and promoters. Sponsorship support from local companies.

Mitigation: Strong case made to local organisations with the offer of effective collaboration and volunteer support. Active engagement (by the new Southwold Development Manager) with local companies to secure their support

PRIORITY 5 - ADDRESS ACCESS, PARKING AND TRANSPORT ISSUES

5a. Edge-of-town car-parking

Description:

Ensure there is adequate signage and links to other transport hubs and points around the town e.g. shuttle bus, bus stops, and other car parks. Linked to new/improved directional signage for short, medium and long term parking in the town.

Creation of a shuttle service around the town linking all car parks with the town centre and enabling easier access between each.

Support the Southwold Millennium Foundation in the creation of a new 200-space car park as part of its plans for a new Wildlife Garden and Visitor Centre on the site opposite Stella Peskett Millennium Hall on Might's Road.

Project Outcomes/Performance Measures:

- | | |
|---|--|
| • | Traffic congestion reduced with new signage helping visitors find suitable car-parking more easily |
| • | 200 new car spaces provided, increasing car-parking capacity for the town and helping to ease pressures on the town centre at peak periods |
| • | An essential facility provided for the Wildlife Garden and Visitor Centre |
| • | A new shuttle bus service providing park and ride pick up points at all car parks |

Lead body/partners:

Southwold Millennium Foundation, Greener Growth, WDC, Southwold Town Council

Timescale:

18 months to 2 years

Potential funding source(s):

LEADER programme, WREN Community Action Fund

Estimated funding requirement:

£30,000 new car park

£50,000 signage

£100,000 new shuttle bus service between all car parks.

Strategic fit:

Priority 5

Barriers to delivery:

Successful completion of the Wildlife Garden and Visitor Centre Project (6a).

Mitigation: As for 6a.

5b Expanding the Southwold and Reydon community shuttle bus service

Description:

The existing shuttle bus service operates daily between Reydon and Southwold and provides a valuable service to both local people and to visitors.

It is funded by the Town Council with sponsorship of £10,000 pa from Adnams, who have branded the bus with their Ghost Ship livery. Strengthening the partnership with Reydon Parish Council as well as securing new sponsorship will be essential to the aim of maintaining and extending the service.

However existing shuttle bus can't meet current demand because the vehicle is too small and the service is too irregular. The current vehicle also needs replacing.

The service will be promoted through the enhanced Southwold website and will be featured on new editions of the My Southwold town map. Relevant publications and platforms where the service can be promoted will be explored including coach companies and local bus companies to ensure connectivity between the services. Both Southwold Town Council and Reydon Parish Council are willing to invest in improving the service.

Project Outcomes/Performance Measures:

- | | |
|---|--|
| • | Procurement of new liveried shuttle bus |
| • | The continuing operation of an essential service for local residents secured and improved |
| • | Shuttle bus service extended and improved |
| • | More visitors using the bus and reducing traffic impact. |
| • | More visitors encouraged to discover other parts of the town and its local businesses including the harbour. |

Lead body/partners:
Southwold Town Council, Reydon Parish Council, Adnams

Timescale:
Under 6 months and ongoing

Potential funding source(s):
Southwold Town Council, Reydon Parish Council, Adnams, Suffolk County Council sustainable transport budgets, community funding (Lottery, smaller charitable grant givers)

Estimated funding requirement:
Cost of replacement bus - £30,000
Cost of driver for 3 years - £10,000 p.a.

Strategic fit:
Priorities 2 and 5

Barriers to delivery:
Assuming funding from STC, RPC and Adnams, no significant barriers identified.

PRIORITY 6 - PRESERVE OUR NATURAL ENVIRONMENT

Note: This Plan recognises the issues of coastal erosion and the potential impact of tidal surges and the CCT will seek to ensure that coastal protection measures are delivered in harmony with CCT vision and objectives.

6a. Natural spaces Management Plan including a new Wildlife Garden and Visitor Centre

Description:
The creation of a Management Plan for the Marshes and Common and other open spaces to improve maintenance and management of those open spaces and natural areas.

This will provide an integrated environmental and visitor strategy for those natural spaces including Reydon Marsh and the land along the estuary up to the Hen Reedbeds. This will require work with the landowner and other stakeholders. Harboring exceptional wildlife and habitats, these spaces will appeal both to dedicated ornithologists and enthusiasts as well as to the casual visitor. Virtual interpretation points will describe the local environment and its wildlife.

The Management Plan will also involve the creation of a self-guided trail leaflet, a network of virtual interpretation points accessible by smartphone and a series of natural public art works. The trail leaflet (also downloadable from the Southwold website – see above) will promote walks from the visitor centre to new wildlife lakes by the Boating Lake (see below) and to the Harbour as well as explaining the special qualities of the natural environment.

The virtual interpretation points will describe the local environment and its wildlife. The natural public art works or willow sculptures will be commissioned from local artists and will be placed at strategic points in the Wildlife Garden and on the trails encouraging people to explore and discover them.

The project will include supporting the Southwold Millennium Foundation in creating a Wildlife Garden and Visitor Centre with car park, on the vacant site adjoining the allotments opposite Stella Peskett Millennium Hall on Mights Road Marsh.

The Management Plan will create wide-ranging community assets that complement other related proposals for enhancing and raising awareness of the town’s natural environment.

Key components could include:

- New, volunteer-run visitor centre/green classroom to interpret the marshes and their wildlife, and provide courses on market-gardening etc throughout the year.
- A sales outlet for market garden produce from the adjacent allotment
- Planting of a Wildlife Garden and orchard with a wildlife path, seating, decking, shelter and information panels.
- A World War 1 pillbox on the site will be preserved and interpreted
- A Man-Shed created to provide a meeting place for males to socialise and share skills that will aid mental health and well-being.
- Improved footpaths, Information Boards, Trail leaflets.

Project Outcomes/Performance Measures:

•	The creation of a Management Plan for the Marshes and Common
•	Creation and ongoing maintenance of a Wildlife Garden and Visitor Centre
•	Preservation of an important piece of wartime heritage.
•	More local people and visitors understand and appreciate the natural environment and wildlife of the locality.
•	Provision of interesting and rewarding volunteering opportunities for local people together with suitable training.
•	A programme of courses and classes providing learning opportunities for local community
•	Health benefits for people exploring self-guided trails through the open spaces and natural environment around the town
•	Improved mental health and well-being
•	Links created between points of interest such as the Harbour, the denes and new wildlife havens adjacent the Boating Lakes.
•	The work of local artists supported and showcased in aiding interpretation and discovery

Lead body/partners:

Common Trust, Southwold Millennium Foundation, Greener Growth, Southwold Town Council, Reydon Parish Council, Suffolk Wildlife Trust,

Timescale:

Under 6 months for Management Plan

18 months to 2 years for wider project

Potential funding source(s):

HLF, LEADER, Suffolk Wildlife Trust, Natural England, Big Lottery Awards for All, LEADER, WREN Community Action Fund, STC, Southwold Millenium Foundation, Big Lottery Reaching Communities

Estimated funding requirement:

Management Plan £20,000

Management Plan outcomes £250,000 including;
 Site clearance and preparation £10,000
 Infrastructure including carpark and planting, Visitor centre and green classroom approx £150,000
 Volunteer training - £1,000
 Directional signage - £3,000
 Outdoor trail leaflet – research, design and print £4,000
 Virtual reality Interpretation points – costs to be identified
 Public artworks – say 6 installations at £5,000 each - £30,000

Strategic fit:
 Priorities 2 and 6.

Barriers to delivery:
 No significant barriers identified for delivery of Management Plan. Wildlife Garden and Visitor Centre will require suitable funding and support of suitably trained local volunteers.

Mitigation: Detailed research and preparation of funding application. Active recruitment and training of volunteers.

6b. New havens for wildlife

Description:

This project will be linked to the Management Plan in 6a to cover all open spaces and natural areas in and around the town. One example is to support the sustainability and continuing viability of the Boating Lake and surrounding natural environment as a key asset for the town’s visitor economy. Operators of the Boating Lake are seeking to create new lakes and wildlife havens beside the existing Boating Lake. There are number of phases to this project.

Phase 1 : In order for operations at the Boating Lake to continue, the most immediate and urgent action to be addressed is the need to sustain consistent water levels within the lake by laying new underground pipes to bring sea water into the lake. This will not only rectify falling water levels but also restore the salinity to the lakes and return them to their original brackish condition.

Phase 2: Once this is achieved, the existing lakes can be replenished together with interpretation of their wildlife and habitats.

Project Outcomes/Performance Measures:

- | | |
|---|--|
| • | Enhancement of the natural environment and creation of new havens for wildlife |
| • | More local people and visitors understand and appreciate the natural environment and wildlife of the lakes and marshes |
| • | Water levels in the Boating Lakes managed to ensure the future sustainability |

Lead body/partners:

Boating Lake, Southwold Town Council, WDC

Timescale:

1 to 2 years

Potential funding source(s):

LEADER programme, WREN Community Action Fund, Private business and community contributions.

Estimated funding requirement:
Approx £50,000

Strategic fit:
Priorities 2 and 6

Barriers to delivery:
Access to funding.

Mitigation: Target suitable funding source and submit compelling funding bid.

PRIORITY 7 - DIVERSIFY THE LOCAL ECONOMY

7a. Feasibility study for redevelopment of available premises in the town

Description:

To help diversify the local economy the Town Council wishes to encourage new businesses to relocate to Southwold and there are a number of potential sites where these might be housed. A sector analysis and a feasibility study/options appraisal are required to assess the demand and potential interest from businesses.

The sector analysis will appraise the opportunity for attracting businesses to Southwold and the feasibility study/options appraisal will then review available sites and their potential for housing those businesses. It will also need to consider how this can complement and strengthen the High Street and existing business in the town.

The CCT will seek to secure funds for the demand and feasibility study to assess what can be achieved on available sites and how those end uses can be secured.

Project Outcomes/Performance Measures:

•	Production of sector analysis and a feasibility study/options appraisal
•	Regeneration and best use for development of the town's economy, of disused sites within the town.
•	Dedicated facilities provided for new businesses which will help diversify the local economy.
•	New jobs created.

Lead body/partners:
Southwold Town Council, WDC

Timescale:
Under 6 months for sector analysis and feasibility study/options appraisal
(Longer timeframe for realisation of potential)

Potential funding source(s):
Southwold Town Council, WDC, Adnams, LEADER, Community Led Buildings Pre-feasibility grant, New Anglia

Estimated funding requirement:
Cost of feasibility study £10-15,000
(Implementation costs to be determined later)

Strategic fit:
Priorities 3 and 7

Barriers to delivery:
No significant barriers identified

7b. Support for a knowledge-based business hub

Description:

It is widely believed that Southwold has the potential to attract micro-businesses in the creative digital/tech/knowledge sector

At the time of writing, the nascent Southwold and Waveney Regeneration Society (SWRS) have well-developed plans to convert the former Southwold Hospital site into an energy-efficient exemplar building with community and business space on the ground floor. The plans include the creation of a Creative Digital Tech Hub, a Farm-to-Fork Café and a nursery, generating up to 60 jobs.

Their plans are informed by a comprehensive feasibility study by Tech East²⁶ assessing the demand from and potential for knowledge-based businesses relocating to the site. The study suggests that the proposed Creative Digital Tech Hub could successfully tap into the fastest growing sector in East Anglia, bringing new businesses and younger people into the town, and increasing year round footfall for High Street.

Assuming the SWRS is successful in its bid (decision expected end of May 2017), the CCT will provide support for the realisation of these plans which will bring significant benefits to the town. If they are not successful, it is hoped that elements of their plans can be transferred to other potential sites within the town.

Project Outcomes/Performance Measures:

- | | |
|---|---|
| • | Creation of a hub for small business in the digital/creative tech sector which will help diversify the local economy and help rebalance the community |
| • | Provision of a Farm-to-Fork Café showcasing local produce and supporting local supply chains |
| • | Learning opportunities created by the Farm-to-Fork Café for the local community in nutrition and associated health benefits, linked |
| • | Creation of up to 60 jobs |
| • | Provision of a new nursery |
| • | Provision of accommodation for an expanded library |
| • | A building of important historic value to the town regenerated and restored |

²⁶ Southwold TechHub Feasibility Report, Ian Buxton, Tech East, December 2016

Lead body/partners:

Southwold and Waveney Regeneration Society (SWRS), Hastoe Housing Association, WDC, Suffolk County Council, New Anglia LEP

Timescale:

1 to 2 years NB Decision on SWRS bid and proposals for site expected by end of May.
If unsuccessful, review of alternatives to follow thereafter.

Potential funding source(s):

Hastoe Housing Association (development revenues), Princes Regeneration Trust, LEP's 'Growing Places' grant money, HLF, Big Lottery Reaching Communities

Estimated funding requirement:

Purchase and development approx £1.5 million estimate

Strategic fit:

Priorities 3, 4 and 7

Barriers to delivery :

Willingness of NHS Property Services to agree sale of the site to SWRS as a community asset rather than dispose of it as a commercial property sale on the open market

Mitigation: If purchase cannot proceed, elements of the proposals could be incorporated in other site developments.

PRIORITY 8 - PRESERVE AND PROMOTE OUR LOCAL HERITAGE

Note : Completion and implementation of the Southwold Neighbourhood Plan will be a guiding principle of the CCT Economic Plan (not in itself a CCT project).

8. Celebrating Southwold's heritage

Description:

A package of work designed to promote and increase awareness of the Town's outstanding heritage value including the creation of a self-guided town trail and the installation of a virtual interpretation facility.

Available as a printed leaflet (Town Map) and as a downloadable guide (through the Southwold website - see above), the heritage trail will highlight notable historic buildings such as the Town Hall, Market Place, St Edmund's Church, the Lighthouse and Adnams brewery and also makes links to current activity and projects e.g. Touching the Tide, Reydon Walks.

In addition, virtual 'augmented reality' interpretation points, accessible by smartphone, will be installed at key places to help visitors appreciate and understand the town's heritage and built environment. (This use of technology will have less impact on the environment than conventional interpretation panels).

Project Outcomes/Performance Measures:

- Production of a heritage trail leaflet and town map

•	More local people and visitors appreciate and value the town's heritage
•	Information provided to visitors to enhance the enjoyment of their stay and encourage repeat visits
•	A new way of experiencing and enjoying the place which will increase visits outside the peak tourism season
•	Local businesses benefited as more people encouraged to explore the town and go beyond the High Street and beach.

Lead body/partners:

Southwold and Reydon Society, Southwold Town Council, Southwold & Reydon Chamber of Trade, Reydon Town Council, Waveney District Council, Southwold Film Society, Southwold Museums, Southwold Arts Trust

Timescale:

6 to 18 months

Potential funding source(s):

HLF, LEADER, STC, Chamber of Trade, potential LEADER linked into other projects, Arts Council

Estimated funding requirement:

Heritage trail leaflet/town map – research, design and print £5,000

Virtual reality Interpretation points – costs to be identified

Strategic fit:

Priorities 2 and 8

Barriers to delivery:

No significant barriers identified

9. Goals and timescales

a) Short term goals/actions (first 6 months)

Achieving the goals set for all the projects identified in this Economic Plan depend on securing suitable funding despite the challenges of an uncertain economic climate. The following projects are expected to deliver the relevant short-term outcomes within 6 months of securing appropriate funding:

1a. Revitalising the High Street

1b. Promoting Southwold's businesses

2a. A Destination Management Plan for Southwold

5b. Expanding the Southwold Reydon community shuttle bus service

6a. (part) Natural spaces Management Plan

7a. Feasibility study for redevelopment of available premises in the town

<i>Project</i>	<i>Output within 6 months:</i>	<i>Longer term performance measures:</i>
1a. Revitalising the High Street	<ul style="list-style-type: none"> • Creation of a framework and clear plan for strengthening the success of the town's High Street and its independent businesses (Town Centre Strategy) • Appointment of a key role to galvanise local businesses and to coordinate and promote relevant activity and events (Southwold Development Manager) • Provision of a resource for helping to deliver the CCT Economic Plan 	<ul style="list-style-type: none"> • Effective promotion of the town to shoppers and visitors including the management of the website and liaison with the Suffolk Coast DMO • Creation of events and promotions that will help extend the tourist season • More people visiting the town and supporting local businesses all year through the promotion of the town as a year-round retail destination
1b. Promoting Southwold's businesses	<ul style="list-style-type: none"> • Development of a web platform to promote the town to residents, shoppers and visitors • Revitalisation of a strong brand for a known and easily recognised consumer campaign • Support for independent businesses increased and the message of 'buy local' reinforced • Refreshment and extension of the My Southwold guide as an inclusive and effective guide to the town with reference to other CCT initiatives (e.g. the heritage and outdoor trails) • A united and proactive approach to galvanising the local business community 	<ul style="list-style-type: none"> • More repeat visits to the town by shoppers and visitors • Trade increased to local businesses with increased benefit to the local economy

<p>2a. A Destination Management Plan for Southwold</p>	<ul style="list-style-type: none"> • Creation of an essential framework for all the work and collaborative effort that is needed to promote Southwold, extend its tourism season and enhance its visitor experience • Bringing together with a common set of goals all local businesses and other relevant organisations involved in the visitor economy • Identification of relevant trends and opportunities to ensure Southwold’s continuing success as a destination. • Identification of what is needed to improve Southwold’s visitor offer and consolidate the brand 	<ul style="list-style-type: none"> • The visitor economy managed more effectively, and its negative impacts mitigated, by developing the Southwold visitor proposition outside the main tourist season
<p>5b. Expanding the Southwold Reydon Community Shuttle Bus service</p>	<ul style="list-style-type: none"> • Procurement of new liveried shuttle bus • The continuing operation of an essential service for local residents secured and improved • Shuttle bus service extended and improved 	<ul style="list-style-type: none"> • More visitors using the bus and reducing traffic impact. • More visitors encouraged to discover other parts of the town and its local businesses including the harbour.
<p>6a. (part) Natural spaces Management Plan</p>	<ul style="list-style-type: none"> • The creation of a Management Plan for the Marshes and Common and other open spaces. 	
<p>7a. Feasibility study for redevelopment of available premises in the town</p>	<ul style="list-style-type: none"> • Production of sector analysis and a feasibility study/options appraisal 	<ul style="list-style-type: none"> • Regeneration, and best use for development of the town’s economy, of disused sites within the town. • Dedicated facilities provided for new businesses which will help diversify the local economy. • New jobs created.

b) Medium term goals/actions (6 months to 5 years)

6 to 18 months

2b. Promoting Southwold outside the peak tourist season

4b. Grow Southwold's events programme

8a. Celebrating Southwold's heritage

<i>Project</i>	<i>Output within 6-18 months:</i>	<i>Longer term performance measures:</i>
2b. Promoting Southwold outside the peak tourist season	<ul style="list-style-type: none"> • More visits and more support for local businesses out of season through the creation of a year-round tourism market • Creation of a website and mobile app with current and salient information that helps to catalyse both planned and impulse day visits • UK cruise passengers attracted to experience the harbour and the town, and patronise local businesses • More visitors enjoying a more rounded experience of Southwold through effective promotion of less well-known aspects of the Southwold visitor offer, e.g. local food and drink, natural environment, etc. • More people drawn to sample what Southwold can offer in well-being and health and fitness. 	<ul style="list-style-type: none"> • The visitor economy managed more effectively, and its negative impacts mitigated, by developing the Southwold visitor proposition outside the main tourist season
4b. Grow Southwold's events programme	<ul style="list-style-type: none"> • Celebration and leverage of Southwold's particular strengths and assets, e.g. local produce and seafood, local artists and creativity • Provision of learning and enriching experiences for local people and visitors • Enhancement in the mental health and well-being of the local community 	<ul style="list-style-type: none"> • Increase in visitors and business for the town outside the main tourist season, boosting visitor spend and the local economy • Increase in Southwold's profile and enhancement of its individual character
8a. Celebrating Southwold's heritage	<ul style="list-style-type: none"> • Production of a heritage trail leaflet and town map • More local people and visitors appreciate and value the town's heritage • Information provided to visitors to 	

	<p>enhance the enjoyment of their stay and encourage repeat visits</p> <ul style="list-style-type: none"> • A new way of experiencing and enjoying the place which will increase visits outside the peak tourism season • Local businesses benefited as more people encouraged to explore the town and go beyond the High Street and beach. 	
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1 to 2 years

3a. Training and apprenticeships

6a. (part) New Wildlife Garden and Visitor Centre

6b. New havens for wildlife

<i>Project</i>	<i>Output within 1 to 2 years:</i>	<i>Longer term performance measures:</i>
3a. Training and apprenticeships	<ul style="list-style-type: none"> • Develop and invest in local skill sets • Gaps in locally-available skills filled • Recruitment assisted for local employers • New employment opportunities opened up for younger people in the town • Increase in out of season employment opportunities • Removing barriers for both businesses and young people 	
6a. (part) A new Wildlife Garden and Visitor Centre	<ul style="list-style-type: none"> • Creation and ongoing maintenance of a Wildlife Garden and Visitor Centre • Preservation of an important piece of wartime heritage. • More local people and visitors understand and appreciate the natural environment and wildlife of the locality. • Provision of interesting and rewarding volunteering opportunities for local people together with suitable training. • A programme of courses and classes providing learning opportunities for local community • Links created between points of interest such as the Harbour, the 	<ul style="list-style-type: none"> • Health benefits for people exploring self-guided trails through the open spaces and natural environment around the town • Improved mental health and well-being

	<p>denes and new wildlife havens adjacent to the Boating Lakes.</p> <ul style="list-style-type: none"> • The work of local artists supported and showcased in aiding interpretation and discovery 	
6b. New havens for wildlife	<ul style="list-style-type: none"> • Water levels in the Boating Lakes managed to ensure future sustainability 	<ul style="list-style-type: none"> • Enhancement of the natural environment and creation of new havens for wildlife • More local people and visitors understand and appreciate the natural environment and wildlife of the lakes and marshes

18 months to 2 years

4a. Expand community assets

5a. Edge-of-town car-parking

7b. Support for a knowledge-based business hub

<i>Project</i>	<i>Output within 18 months to 2 years:</i>	<i>Longer term performance measures:</i>
4a. Expand community assets	<ul style="list-style-type: none"> • The future of the library secured as its current lease expires • Extension of the library into a multi-faceted hub and resource centre for the local community and enhancement of the excellent service already provided • Additional 'Visitor Information Point' revenue generating services are explored including event, travel and attraction ticket sales and visitor materials e.g. OS, cycling, walking guides • More local people use and benefit from the library/community hub • More community events and learning activities provided 	<ul style="list-style-type: none"> • The mental health and well-being of the town's community, supported and enhanced
5a. Edge-of-town car-parking	<ul style="list-style-type: none"> • 200 new car spaces provided, increasing car-parking capacity for the town and helping to ease pressures on the town centre at peak periods • An essential facility provided for the Wildlife Garden and Visitor Centre • A new shuttle bus service providing park and ride pick up 	

	<p>points at all car parks</p> <ul style="list-style-type: none"> • Traffic congestion reduced with new signage helping visitors find suitable car-parking more easily 	
<p>7b. Support for a knowledge-based business hub</p>	<ul style="list-style-type: none"> • Creation of a hub for small business in the digital/creative tech sector which will help diversify the local economy and help rebalance the community • Provision of a Farm-to-Fork Café showcasing local produce and supporting local supply chains • Learning opportunities created by the Farm-to-Fork Café for the local community in nutrition and associated health benefits, linked • Creation of up to 60 jobs • Provision of a new nursery • Provision of accommodation for an expanded library • A building of important historic value to the town regenerated and restored 	

Communications

10. Consultation

In the preparation of this plan a series of 1-2-1 meetings were held with key stakeholders, a public consultation event for the local community was held at the Buckenham Art Gallery in the High Street on Saturday 18th February, a briefing and consultation for local businesses at the Southwold Chamber of Trade AGM on Monday 20th February, and an online survey was made available to local residents and businesses.

Key stakeholders interviewed:

Waveney District Council	Michael Ladd (Chairman of CCT)	Cabinet Member for Tourism & Economic Development (also Cllr rep Southwold on SCC and Town Councillor)
Waveney District Council	Marie Webster-Fitch (Treasurer of CCT)	Economic Development Manager
Waveney District Council	Cheryl Willis	Economic Development Officer
Waveney District Council	Jo Chapman (secretary of CCT)	Economic Development Programme Officer
Southwold Town Council	Lesley Beevor	Town Clerk
Southwold Town Council	Melanie Tucker	Town Mayor
Southwold & Reydon Society	Philip O'Hear (and Dexter Kirk)	Chairman
Two Magpies Bakery	Rebecca Bishop	Owner (and Chamber of Trade)
Durrants	Dominic Parravani	MD (and Chamber of Trade)
Adnams	Andy Wood	Chief Executive
Save Our Southwold (Hospital project)	Jessica Jeans (and Laurence Vuillamy)	Project lead (and Southwold Town Councillor)
Suffolk Secrets	Richard Ellis	CEO
Spring	Erika Clegg	CEO
My Southwold	Sally Smith	Fancy Pants

Feedback from the community and business consultation recently undertaken for the Southwold Neighbourhood Plan has also been taken into account.

A summary of the feedback from the CCT Consultation and online survey is given at Appendix 3.

11. Collaboration

The success of delivering this plan rests in securing the endorsement and active engagement of relevant third parties, many of whom will in any case be directly responsible for some of the initiatives identified.

A number of these key organisations (including the accountable body, Waveney District Council) will also be directly involved in the delivery of the Economic Plan through their place on the Steering Group.

Suitable reporting arrangements will be put in place to communicate with DCLG and the Coastal Communities Alliance.

12. Communication with community

Consultations undertaken to date are just the starting point for communicating the progress of the CCT. We have identified a number of communication channels and tools to accompany our short, medium and longer term approaches to engagement, communication and participation and these include:

- Making the Economic Plan available through local websites, including those members of the steering group
- Regular project and activity updates within local parish and community newsletters as well as through the Town Council and Waveney District Council communication channels
- A press release for local print and broadcast media when key milestones or project activity is achieved
- Updates via social media through members of the steering group
- Minutes of the steering group meetings will be made available upon request
- Dedicated area on either the Town Council website or new town website (as per action 6b)

A launch event is being planned for June which is designed to be a celebration of the natural environment surrounding Southwold and Reydon as well as recognise the key role that the CCT plays within the future sustainable development of the town. However, the CCT steering group see the Plan as very much a living document, to be reviewed and added to over time as part of a continuous improvement programme

13. Communications Contact

As per section 1.0 , the CCT lead officer Marie Webster-Fitch is available to be contacted for any updates.

Marie Webster-Fitch
Economic Development Manager
Waveney District Council
Riverside, 4 Canning Road, Lowestoft, Suffolk NR33 0EQ
Tel: 01502 523395
Email: marie.websterfitch@eastsoffolk.gov.uk

CCT Logistics

14. Management and costs

The work of the CCT and delivery of identified projects will be overseen by the Southwold CCT steering group which includes representatives from Waveney DC and Southwold Town Council as well as various other key stakeholders in the town.

When necessary, smaller working groups will be formed for specific initiatives. For example the Chamber of Trade will take the lead with support from the other partners when the focus is around retail marketing.

The secretariat function currently sits with WDC but the aim is that this will go over to the Town Council once the group is more established and starts to coordinate and directly oversee/deliver projects. Initially the WDC ED Team will take a key support role in delivery of the Economic Plan but that function will reduce over time as the projects become more self-sustaining.

It is envisaged that the Steering Group will initially meet every other month. Meetings will be held at the Town Hall with overhead costs met by the Town Council where feasible.

Apart from the costs of hosting meetings, there are no significant running costs for the CCT beyond the individual project costs as identified as most stakeholder support for the team will be provided 'in kind'.

15. Support structure

The delivery of the projects set out in this plan depends on the active cooperation and engagement of various third party organisations as identified in the Action Plan. Some of these bodies are represented on the Steering Group, others will be co-opted for appropriate project working groups as need arises.

The proposed Southwold Development Manager will be a vital resource in the delivery of a number of projects and helping to coordinate others.

16. Sustainability

The CCT Steering Group may become a permanent Project Board, with suitable representatives from the private sector and relevant third party organisations recruited on an ongoing basis to oversee and help deliver projects that benefit the town's economy in the longer term.

Appendices

Appendix 1 – Summary Action Plan

Strategic priorities	Initiatives
1. Maintain and promote the vitality of the High Street	1a. Revitalising the High Street 1b. Promoting Southwold's businesses
2. Make our visitor economy more sustainable	2a. Destination Management Plan for Southwold 2b. Promoting Southwold outside the peak tourist season
3. Balance the community	3. Training and apprenticeships
4. Secure and enhance our community and cultural assets	4a. Expand Community Assets 4b. Grow Southwold's events programme
5. Address access, parking and transport issues	5a. Edge-of-town car-parking 5b. Expanding the Southwold and Reydon community shuttle bus service
6. Preserve our natural environment	6a. Natural spaces Management Plan including a new Wildlife Garden and Visitor Centre 6b. New havens for wildlife
7. Diversify the local economy	7a. Feasibility study for redevelopment of available premises in the town 7b. Support for a knowledge-based business hub on the Southwold Hospital site
8. Preserve and promote our local heritage	8. Celebrating Southwold's heritage

PRIORITY 1. MAINTAIN AND PROMOTE THE VITALITY OF THE HIGH STREET

Action	Description	Lead body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strategic Fit
<p>1a. Revitalising the High Street</p>	<p>Develop a Town Centre Strategy to leverage the strengths of the High Street traders within the town, appoint a Southwold Development Manager to deliver it and build a programme of events around the year.</p> <p>The new role will help bring together all local businesses, coordinate and promote events and activities, manage a new website for Southwold, and market the town to shoppers and visitors.</p> <p>This is a key role which will bring together and potentially coordinate several other aspects of the CCT Economic Plan.</p> <p>A programme of events (see 4b) and other initiatives, such as a food assembly hub in partnership with local food providers, will enliven the High Street and attract more shoppers and visitors outside the main tourist season.</p>	<p>STC, Chamber of Trade, Waveney District Council</p>	<ul style="list-style-type: none"> • Creation of a framework and clear plan for strengthening the success of the town’s High Street and its independent businesses • Appointment of a key role to galvanise local businesses and to coordinate and promote relevant activity and events • Provision of a resource to deliver the effective promotion of the town to shoppers and visitors including the management of the website and liaison with the Suffolk Coast DMO • Creation of events and promotions that will help extend the tourist season • More people visiting the town and supporting local businesses all year through the promotion of the town as a year-round retail destination • Provision of a resource for helping to deliver the CCT Economic Plan 	<p>Under 6 months</p>	<p>Development of Town Centre strategy - £12-15,000.</p> <p>Southwold Development Manager £45,000 p.a. for 3 years (3-year funding initially).</p> <p>Events budget - £50,000 pa for 3 years</p>	<p>STC, Chamber of Trade/local businesses</p>	<p>1,2 and 4</p>

<p>1b. Promoting Southwold's businesses</p>	<p>Build on the previous work done by the Chamber of Trade to promote independent businesses in the town, including the My Southwold campaign, and provide a robust vehicle to encourage partnership working amongst the business community.</p> <p>The project will include a complete review of the existing Southwold websites and look to provide one consumer-facing website and mobile app promoting Southwold to residents, visitors and shoppers bringing together all town information on a user friendly platform.</p> <p>This could include a relaunch and redesign of the My Southwold leaflet and related voucher scheme providing more information about services and facilities for visitors and residents on the merits of buy local.</p>	<p>Chamber of Trade, Waveney District Council, STC</p>	<ul style="list-style-type: none"> • Development of a web platform and mobile app to promote the town to residents, shoppers and visitors • Revitalisation of a strong brand for a known and easily recognised consumer campaign • More repeat visits to the town by shoppers and visitors • Support for independent businesses increased and the message of 'buy local' reinforced • Trade increased to local businesses with increased benefit to the local economy • Refreshment and extension of the My Southwold guide as an inclusive and effective guide to the town with reference to other CCT initiatives (e.g. the heritage and outdoor trails) • A united and proactive approach to galvanising the local business community 	<p>Under 6 months</p>	<p>Website £2,000. mobile app £10,000 Design and print of new My Southwold guide £4,000</p>	<p>Chamber of Trade, Local business partners</p>	<p>1 and 2</p>
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PRIORITY 2. MAKE OUR VISITOR ECONOMY MORE SUSTAINABLE

Action	Description	Lead body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strategic Fit
<p>2a. Destination Management Plan for Southwold</p>	<p>Develop a Destination Management Plan for Southwold, uniting all businesses involved in and benefiting from the visitor economy and consolidating its position as a leading destination.</p> <p>Southwold is of course a popular and successful seaside destination for the traditional family holiday and day visitor markets. However, with changing visitor trends and expectations, it needs to reappraise its visitor offer to ensure it can meet the needs of modern-day and future visitors and retain its market position.</p> <p>The Destination Management Plan will help to assess where Southwold sits now and where it needs to get to. The Plan will identify opportunities for meeting market demand such as the growing trends in health, well-being and personal development, and the needs of families seeking authentic experiences and quality time together. It will seek to address changes in accommodation needs (e.g. glamping, boutique B&B) and visitor expectations (e.g. a spa), and identify any improvements needed to enhance the visitor experience, e.g. public WCs, visitor information, signage, etc.</p> <p>A specialist tourism consultant could be commissioned to write the Plan in consultation with local businesses.</p>	<p>STC, Suffolk Coast DMO, WDC, Visit Suffolk</p>	<ul style="list-style-type: none"> • Creation of an essential framework for all the work and collaborative effort that is needed to promote Southwold, extend its tourism season and enhance its visitor experience • The visitor economy managed more effectively, and its negative impacts mitigated, by developing the Southwold visitor proposition outside the main tourist season • Bringing together with a common set of goals all local businesses and other relevant organisations involved in the visitor economy • Identification of relevant trends and opportunities to ensure Southwold’s continuing success as a destination. • Identification of what is needed to improve Southwold’s visitor offer and consolidate the brand 	<p>Under 6 months</p>	<p>Commissioning of DMP from specialist consultant - £12-15,000</p>	<p>Tourism business contributions, STC, Chamber of Trade, LEADER</p>	<p align="center">2</p>

<p>2b. Promoting Southwold outside the peak tourist season</p>	<p>Put in place a marketing plan for extending the season including the promotion of events and initiatives to attract visitors outside the peak tourist season, in order to help create a more sustainable visitor destination and a more positive visitor experience.</p> <p>The Marketing Plan will involve promoting off-season breaks and day visits built around events and itineraries related to physical and mental well-being as well as those with a retail or food and drink focus (see Projects 5b and 6a above).</p> <p>The potential for recreation and well-being of the natural aspects of the Harbour area as well as the Common and Marshes will form part of the visitor proposition.</p> <p>The project will include the creation of a new website for Southwold with live webcams and real-time weather feeds, events information, heritage and wildlife trails, etc. The Harbour, together with its fishing industry, will be promoted as a key part of the visitor offer for Southwold and as a port of call for visiting cruise ships.</p> <p>The Marketing Plan will also involve closer work with the Suffolk Coast Destination Management Organisation and will be delivered by the new Town Centre Coordinator.</p>	<p>STC, Chamber of Trade, WDC, Suffolk Coast DMO, Visit Suffolk</p>	<ul style="list-style-type: none"> • The visitor economy managed more effectively, and its negative impacts mitigated, by developing the Southwold visitor proposition outside the main tourist season • More visits and more support for local businesses out of season through the creation of a year-round tourism market • Creation of a new website with current and salient information that helps to catalyse both planned and impulse day visits • UK cruise passengers attracted to experience the harbour and the town, and patronise local businesses • More visitors enjoying a more rounded experience of Southwold through effective promotion of less well-known aspects of the Southwold visitor offer, e.g. local food and drink, natural environment, etc. • More people drawn to sample what Southwold can offer in well-being and health and fitness. 	<p>6 to 18 months</p>	<p>Marketing budget for delivery of plan (excluding partner contributions) - £50,000 p.a. for 3 years Cost of website covered above in 1b Installation of webcams – say 3 (seafront, Harbour, High Street/Lighthouse) - £1,000 (Note - existing Suffolk Secrets webcam on top of water tower available for use. There is also a webcam at the Pier.)</p>	<p>STC, Chamber of Trade/local tourism businesses</p>	<p>1, 2 and 4</p>
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PRIORITY 3 – BALANCE THE COMMUNITY							
Action	Description	Leady body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strategic Fit
3. Training and apprenticeships	<p>This project will seek funding for training and apprenticeship programmes backed by Adnams and independent businesses in the town, helping to fill gaps in skills and recruitment and provide employment and training opportunities for younger people in the town.</p> <p>Working with the local business community to encourage apprenticeships, the project will help local businesses grow their own workforce. By investing in young people, it will unblock barriers and increase out of season employment opportunities, particularly focusing on the key sectors of hospitality and health.</p> <p>This initiative will be linked to related initiatives such as lobby for improvements with local public transport bodies to ensure that young people can get to Southwold easily for employment.</p>	WDC, Apprenticeship training providers, local businesses	<ul style="list-style-type: none"> • Develop and invest in local skill sets • Gaps in locally-available skills filled • Recruitment assisted for local employers • New employment opportunities opened up for younger people in the town • Increase in out of season employment opportunities • Removing barriers for both businesses and young people 	1 to 2 years and ongoing	Approx £20-30,000	East Suffolk Partnership, Suffolk County Council, Skills Agencies, Colleges, Universities	3 and 7

PRIORITY 4. SECURE AND ENHANCE OUR COMMUNITY AND CULTURAL ASSETS

Action	Description	Lead body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strategic Fit
4a. Expand Community Assets	As a key example of the town's community assets, Southwold library is very strong, well-managed and heavily used by the local community and visitors but it has outgrown its existing premises and its lease is due for expiry soon. As part of an aim to make better use of existing assets to promote health and well-being, this project will work with relevant groups to retain a thriving library and resource centre, maintain a vital Visitor Information Point, explore the scope to broaden and enhance the library facilities to include adult training provision and build the library's already successful role as a real community hub. Several options are being considered for expansion including relocation of the library to another site or an extension of the existing premises.	Southwold Library, SWVRS, Town Council, Suffolk Libraries, WDC	<ul style="list-style-type: none"> • The future of the library secured as its current lease expires • Extension of the library into a multi-faceted hub and resource centre for the local community and enhancement of the excellent service already provided • Additional 'Visitor Information Point' revenue generating services are explored including event, travel and attraction ticket sales and visitor materials e.g. OS, cycling, walking guides • More local people use and benefit from the library/community hub • More community events and learning activities provided • The mental health and well-being of the town's community, supported and enhanced 	18 months to 2 years (as per 7b)	Dependent on chosen option and related development.	Various Community Grant funds	4

<p>4b. Grow Southwold's events programme</p>	<p>Building on the town's existing assets and successful events like the Southwold Arts Festival, Way With Words, Adnams 10k run and Aviva Women's Cycle Tour, this project will develop new events outside the main tourist season that will embrace food and drink, culture, heritage and sport. The aim of the project is to attract more visitors and shoppers to the town around the year, particularly outside peak tourist periods. It will involve working with relevant organisations to enhance community assets and experiences such as the Southwold Arts Festival, Southwold Arts Centre at St Edmunds Hall, the sports pavilion on The Common and the Stella Peskett Millennium Hall. A specific proposal is the creation of a new Southwold Seafood and Drink Festival in the autumn which would not only attract visitors to the town out of season but would involve and support local businesses and local supply chains. As well as the town itself, it would also provide a focus for Southwold Harbour, its fishing industry and allied traders. Other ideas include revival of the Flying Egg Festival held successfully in the town until quite recently and perhaps the popular crabbing competition at the Harbour.</p>	<p>Southwold Arts Festival, Southwold Arts Centre, Adnams (?), WDC, Southwold & District Chamber of Trade, Suffolk Coast DMO, Southwold Town Council, local leisure groups?</p>	<ul style="list-style-type: none"> • Celebration and leverage of Southwold's particular strengths and assets, e.g. local produce and seafood, local artists and creativity • Provision of learning and enriching experiences for local people and visitors • Enhancement in the mental health and well-being of the local community • Increase in visitors and business for the town outside the main tourist season, boosting visitor spend and the local economy • Increase in Southwold's profile and enhancement of its individual character 	<p>6 to 18 months</p>	<p>Seed funding of £30,000</p>	<p>Sponsorship, BIG Lottery Events Programme if re-launched for 17/18. Awards for All. Arts Council grants</p>	<p>1,2 and 4</p>
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PRIORITY 5. ADDRESS ACCESS, PARKING AND TRANSPORT ISSUES

Action	Description	Lead body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strategic Fit
5a. Edge-of-town car-parking	<p>Ensure there is adequate signage and links to other transport hubs and points around the town e.g. shuttle bus, bus stops and other car parks. Linked to new/improved directional signage for short, medium and long term parking in the town.</p> <p>Creation of a shuttle service around the town linking all car parks with the town centre and enabling easier access between each.</p> <p>Support the Southwold Millennium Foundation in the creation of a new 200-space car park as part of its plans for a new Wildlife Garden and Visitor Centre on the site opposite Stella Peskett Millennium Hall on Mights Road.</p>	Southwold Millennium Foundation, Greener Growth, WDC, Southwold Town Council	<ul style="list-style-type: none"> • Traffic congestion reduced with new signage helping visitors find suitable car-parking more easily • 200 new car spaces provided, increasing car-parking capacity for the town and helping to ease pressures on the town centre at peak periods • An essential facility provided for the Wildlife Garden and Visitor Centre • A new shuttle bus service providing park and ride pick up points at all car parks 	18 months to 2 years	£30000 new car park. Signage £50,000. New shuttle service £100,000.	LEADER programme, WREN Community Action Fund	5

<p>5b. Expanding the Southwold and Reydon community shuttle bus service</p>	<p>The existing shuttle bus service operates daily between Reydon and Southwold and provides a valuable service to both local people and to visitors.</p> <p>It is funded by the Town Council with sponsorship of £10,000 pa from Adnams, who have branded the bus with their Ghost Ship livery. Strengthening the partnership with Reydon Parish Council as well as securing new sponsorship will be essential to the aim of maintaining and extending the service. However existing shuttle bus can't meet current demand because the vehicle is too small and the service is too irregular. The current vehicle also needs replacing.</p> <p>The service will be promoted through the enhanced Southwold website and will be featured on new editions of the My Southwold town map. Relevant publications and platforms where the service can be promoted will be explored including coach companies and local bus companies to ensure connectivity between the services.</p> <p>Both Southwold Town Council and Reydon Parish Council are willing to invest in improving the service.</p>	<p>Southwold Town Council, Reydon Parish Council, Adnams</p>	<ul style="list-style-type: none"> • Procurement of new liveried shuttle bus • The continuing operation of an essential service for local residents secured and improved • Shuttle bus service extended and improved • More visitors using the bus and reducing traffic impact. • More visitors encouraged to discover other parts of the town and its local businesses including the harbour. 	<p>Under 6 months and ongoing</p>	<p>Cost of replacement bus - £30,000. Cost of driver for 3 years - £10,000 p.a.</p>	<p>Southwold Town Council, Reydon Parish Council, Adnams, Suffolk County Council sustainable transport budgets, community funding (Lottery, smaller charitable grant givers)</p>	<p>2,5</p>
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PRIORITY 6. PRESERVE OUR NATURAL ENVIRONMENT

Action	Description	Lead body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strategic Fit
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<p>6a. Natural spaces Management Plan including a new Wildlife Garden and Visitor Centre</p>	<p>The creation of a Management Plan for the Marshes and Common and other open spaces to improve maintenance and management of those open spaces and natural areas. This will provide an integrated environmental and visitor strategy for those natural spaces including Reydon Marsh and the land along the estuary up to the Hen Reedbeds. This will require work with the landowner and other stakeholders. Harbours exceptional wildlife and habitats, these spaces will appeal both to dedicated ornithologists and enthusiasts as well as to the casual visitor. Virtual interpretation points will describe the local environment and its wildlife.</p> <p>The Management Plan will also involve the creation of a self-guided trail leaflet, a network of virtual interpretation points accessible by smartphone and a series of natural public art works.</p> <p>The trail leaflet will promote walks from the visitor centre to new wildlife lakes by the Boating Lake and to the Harbour as well as explaining the special qualities of the natural environment.</p> <p>The virtual interpretation points will describe the local environment and its wildlife. The natural public art works or willow sculptures will be commissioned from local artists and will be placed at strategic points in the Wildlife Garden and on the trails encouraging people to explore and discover them.</p>	<p>The Common Trust, Southwold Millennium Foundation, Greener Growth, Southwold Town Council, Reydon Parish Council, Suffolk Wildlife Trust</p>	<ul style="list-style-type: none"> • The creation of a Management Plan for the Marshes and Common . • Creation and ongoing maintenance of a Wildlife Garden and Visitor Centre • Preservation of an important piece of wartime heritage. • More local people and visitors understand and appreciate the natural environment and wildlife of the locality. • Provision of interesting and rewarding volunteering opportunities for local people together with suitable training. • A programme of courses and classes providing learning opportunities for local community • Health benefits for people exploring self-guided trails through the open spaces and natural environment around the town • Improved mental health and well-being • Links created between points of interest such as the Harbour, the denes and new wildlife havens by the Boating Lakes. • The work of local artists supported and showcased in aiding interpretation and discovery 	<p>Under 6 months for Management Plan. 18 months to 2 years for wider project</p>	<p>Management Plan £20,000. Management Plan outcomes £250,000 including; Site clearance and preparation £10,000 Infrastructure including carpark and planting, Visitor centre and green classroom approx £150,000 Volunteer training - £1,000 Directional signage - £3,000 Outdoor trail leaflet – research, design and print £4,000 Virtual reality</p>	<p>HLF, LEADER, Suffolk Wildlife Trust, Natural England, Big Lottery Awards for All, LEADER, WREN Community Action Fund, STC, Southwold Millennium Foundation, Big Lottery Reaching Communities</p>	<p>2 and 6</p>
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	<p>The project will include supporting the Southwold Millennium Foundation in creating a Wildlife Garden and Visitor Centre with car park, on the vacant site adjoining the allotments opposite Stella Peskett Millennium Hall on Mights Road Marsh.</p> <p>The Management Plan will create wide-ranging community assets that complements other related proposals for enhancing and raising awareness of the town's natural environment.</p> <p>Key components could include:</p> <ul style="list-style-type: none"> • New, volunteer-run visitor centre/green classroom to interpret the marshes and their wildlife, and provide courses on market-gardening etc throughout the year. • A sales outlet for market garden produce from the adjacent allotment • Planting of a Wildlife Garden and orchard with a wildlife path, seating, decking, shelter and information panels. • A World War 1 pillbox on the site will be preserved and interpreted • A Man-Shed created to provide a meeting place for males to socialise and share skills that will aid mental health and well-being. • Improved footpaths, Information Boards, Trail leaflets. 				<p>Interpretation points – costs to be identified</p> <p>Public artworks – say 6 installations at £5,000 each - £30,000</p>		
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<p>6b. New havens for wildlife</p>	<p>This project will be linked to the Management Plan in 6a to cover all open spaces and natural areas around the town. One example is to support the sustainability and continuing viability of the Boating Lake and surrounding natural environment as a key asset for the town's visitor economy.</p> <p>Operators of the Boating Lake are seeking to create new lakes and wildlife havens beside the existing Boating Lake. There are number of phases to this project.</p> <p>Phase 1 : In order for operations at the Boating Lake to continue, the most immediate and urgent action to be addressed is the need to sustain consistent water levels within the lake by laying new underground pipes to bring sea water into the lake. This will not only rectify falling water levels but also restore the salinity to the lakes and return them to their original brackish condition.</p> <p>Phase 2: Once this is achieved, new lakes can be created together with interpretation of their wildlife and habitats</p>	<p>Boating Lake, Southwold Town Council, WDC</p>	<ul style="list-style-type: none"> • Water levels in the Boating Lakes managed to ensure future sustainability • Enhancement of the natural environment and creation of new havens for wildlife • More local people and visitors understand and appreciate the natural environment and wildlife of the lakes and marshes • Other?? 	<p>1 to 2 years</p>	<p>Approx £50,000</p>	<p>LEADER programme, WREN Community Action Fund, Private business and community contributions.</p>	<p>2 and 6</p>
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PRIORITY 7 - DIVERSIFY THE LOCAL ECONOMY

Action	Description	Leady body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strategic Fit
<p>7a. Feasibility study for redevelopment of available premises in the town</p>	<p>To help diversify the local economy the Town Council wishes to encourage new businesses to relocate to Southwold and there are a number of potential sites where these might be housed. A sector analysis and a feasibility study/options appraisal are required to assess the demand and potential interest from businesses. The sector analysis will appraise the opportunity for attracting knowledge-based digital businesses to Southwold and the feasibility study/options appraisal will then review available sites and their potential for housing those businesses. It will also need to consider how this can complement and strengthen the High Street and existing business in the town. The CCT will seek to secure funds for the demand and feasibility study to assess what can be achieved on available sites and how those end uses can be secured.</p>	<p>Southwold Town Council, WDC</p>	<ul style="list-style-type: none"> • Production of sector analysis and a feasibility study/options appraisal • Regeneration, and best use for development of the town's economy, of disused sites within the town. • Dedicated facilities provided for new businesses which will help diversify the local economy. • New jobs created. 	<p>Under 6 months for sector analysis and feasibility study/options appraisal (Longer timeframe for realisation of potential)</p>	<p>Cost of feasibility study £10,000-£15,000</p>	<p>Southwold Town Council, WDC, Adnams, LEADER, Community Led Buildings Pre-feasibility grant, New Anglia</p>	<p>3,7</p>

<p>7b. Support for a knowledge-based business hub on the Southwold Hospital site</p>	<p>It is widely believed that Southwold has the potential to attract micro-businesses in the creative digi-tech/knowledge sector. At the time of writing, the nascent Southwold and Waveney Regeneration Society (SWRS) have well-developed plans to convert the former Southwold Hospital site site in to an energy-efficient exemplar building with community and business space on the ground floor. Their plans include the creation of a Creative Digital Tech Hub, a Farm-to-Fork Café and a nursery, generating up to 60 jobs. Their plans are informed by a comprehensive feasibility study by Tech East assessing the demand from and potential for knowledge-based businesses relocating to the site. The study suggests that the proposed Creative Digital Tech Hub could successfully tap into the fastest growing sector in East Anglia, bringing new businesses and younger people into the town, and increasing year round footfall for High Street.</p> <p>Assuming the SWRS is successful in its bid (decision expected end of May 2017), the CCT will provide support for the realisation of these plans which will bring significant benefits to the town.</p> <p>If they are not successful, it is hoped that elements of their plans can be transferred to other potential sites within the town.</p>	<p>Southwold and Waveney Valley Regeneration Society (SWVRS), Hastoe Housing Association</p>	<ul style="list-style-type: none"> • A building of important historic value to the town regenerated and restored • Creation of a hub for small business in the digital/creative tech sector which will help diversify the local economy and rebalance the community • Provision of a Farm-to-Fork Café showcasing local produce and supporting local supply chains • Learning opportunities created by the Farm-to-Fork Café for the local community in nutrition and associated health benefits, linked • Creation of up to 60 jobs • Provision of a new nursery • Provision of accommodation for an expanded library. 	<p>1 to 2 years NB Decision on SWRS bid and proposals for site expected by end of May 2017. If unsuccessful, review of alternatives to follow thereafter.</p>	<p>Purchase and development approx £1.5 million estimate</p>	<p>Hastoe Housing Association (development revenues), Princes Regeneration Trust, LEP's 'Growing Places' grant money, HLF, Big Lottery Reaching Communities</p>	<p>3, 4 and 7</p>
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PRIORITY 8. CONSERVE AND PROMOTE OUR LOCAL HERITAGE

Action	Description	Leady body / partner	Outcomes/ Performance measures	Timescale	Estimated Funding Required	Potential Funding Sources	Strat egic Fit
8. Celebrating Southwold's heritage	<p>A package of work designed to promote and increase awareness of the Town's outstanding heritage value including the creation of a self-guided town trail and the installation of a virtual interpretation facility. Available as a printed leaflet (Town Map) and as a downloadable guide (through the Southwold website), the heritage trail will highlight notable historic buildings such as the Town Hall, Market Place, St Edmund's Church, the Lighthouse and Adnams brewery and also makes links to current activity and projects e.g. Touching the Tide, Reydon Walks. In addition, virtual 'augmented reality' interpretation points, accessible by smartphone, will be installed at key places to help visitors appreciate and understand the town's heritage and built environment. (This use of technology will have less impact on the environment than conventional interpretation panels).</p>	<p>Southwold and Reydon Society, Southwold Town Council, Southwold & Reydon Chamber of Trade, Reydon Town Council, Waveney District Council, Southwold Film Society, Southwold Museums, Southwold Arts Trust</p>	<ul style="list-style-type: none"> • Production of a heritage trail leaflet and town map • More local people and visitors appreciate and value the town's heritage • Information provided to visitors to enhance the enjoyment of their stay and encourage repeat visits • A new way of experiencing and enjoying the place which will increase visits outside the peak tourism season • Local businesses benefited as more people encouraged to explore the town and go beyond the High Street and beach. 	6 to 18 months	Heritage trail leaflet/town map – research, design and print £5,000 Virtual reality Interpretation points – costs to be identified	HLF, LEADER STC. Chamber of Trade, . Potential LEADER linked into other projects, Arts Council	2 and 8

Appendix 2 – Southwold Coastal Community Team Terms of Reference

OVERVIEW

The Southwold Coastal Community Team (CCT) is a local partnership consisting of a range of business and community representatives who have an understanding of the issues facing the town and can work towards developing an effective plan to improve the economy of the town.

The entire administrative area of Southwold is included within the CCT with an emphasis on the core commercial and tourism areas, plus taking into consideration the neighbouring parish of Reydon.

VISION

*For Southwold to be **the** successful, vibrant and attractive town on the East Coast, where people want to live, work and visit.*

To bring together various business, commercial and community interests to inspire and guide a coordinated approach to creating greater future economic prosperity for the town.

MAIN AIMS AND OBJECTIVES

Coastal Community Teams across the country have been established to:

- encourage greater local partnership working in coastal areas;
- support the development of local solutions to economic issues facing coastal communities;
- encourage the sustainable use of heritage/cultural assets to provide both a focus for community activities and enhanced economic opportunities; and
- create links to support the growth and performance of the retail sector.

In addition, the Southwold CCT will:

- work with other CCTs across England and with the Government to share knowledge on how tackle issues facing coastal communities;
- provide strategic direction and coordination of resources to enable the town to grow and thrive in a sustainable manner;
- undertake research and consult with the local residents, businesses and visitors to understand the barriers and issues that face the local economy;
- produce an economic plan focusing on the core commercial and tourism areas which outlines the vision and key priorities to support the development of initiatives and funding submissions;
- create and monitor an action plan with short, medium and long term actions/projects, and set up or support delivery/project groups where appropriate; and
- promote and communicate the work of the CCT in partnership with the local press and through social media.

MEMBERSHIP

- ❖ Waveney District Council – including representatives from Economic Development, Funding and Community Development
- ❖ Southwold Town Council
- ❖ Reydon Parish Council
- ❖ Southwold and Reydon Society
- ❖ Southwold Chamber of Trade
- ❖ Other key business and community representatives

Membership will be restricted to a maximum of 10 organisations at any one time. Members that fail to attend three or more meetings without sending their apologies will cease to be members. New members can be adopted by consensus vote. There is no time limit on membership.

The CCT will always have representatives from Waveney District Council, as the accountable body.

STEERING GROUP STRUCTURE & MANAGEMENT

The Steering Group will consist of:

- Chair - Cllr Michael Ladd, Waveney District Council
- Vice Chair – Julie Jordan, Reydon Parish Council
- Secretary – Joanne Chapman, Waveney District Council
- Treasurer – Marie Webster-Fitch, Waveney District Council
- Members with no position

Additional members may be invited to join the Coastal Community Team, subject to the approval of core members. These may be permanent or co-opted for a specific purpose or project, as and when appropriate.

The Steering Group will meet at least six times a year with additional meetings as and when required.

The nominated Secretary will be responsible for the agenda and minutes of each meeting and ensure an accurate record of activity is kept.

DECISION MAKING AND ACCOUNTABILITY

At least half of the CCT steering group must be present for any decisions (including financial) to be made.

All decisions will be agreed by a vote from those present (subject to quorum rules – see above). In the event of an equal vote the Chair has the casting vote.

The Southwold CCT will be open and transparent in its decision making. Information about the work of team will be posted on the East Suffolk Council website as well as via the Southwold Town website (administered by the Town Council).

Anyone attending a CCT meeting with a personal, business or financial interest in any matter being discussed or voted on must declare such interest at the beginning of each meeting, or as soon as possible thereafter.

FINANCIAL MATTERS

Waveney District Council will act as the CCT's accountable body. The nominated Treasurer will ensure an auditable record of all financial transactions including income, funding and expenditure will be kept.

DISSOLUTION

The CCT may be dissolved by a resolution passed by a two-thirds of the members.

Appendix 3 – Results from consultation

<i>Initiative</i>	<i>No of 'votes'</i>	<i>No of related votes/ comments</i>	<i>Placing in priority area</i>	<i>Chamber results</i>		<i>Online survey (70 responses)</i>	
				<i>Votes</i>	<i>Rank</i>	<i>Rank</i>	<i>Score</i>
PRIORITY 1. DIVERSIFY THE LOCAL ECONOMY							
Remodel the Town Council-owned Station Road site into a business hub including small business units and space for artisans (<i>"but with protection for existing businesses"</i>)	66		1	1	1	3	3.25
Support the Save Our Southwold initiative to create a knowledge-based business hub on the old Southwold Hospital site	62	(+10 x "nursing home")	2	1	1	2	3.41
Research what Southwold needs to attract and create a focus for knowledge-based businesses	14		3			1	3.49
Explore the potential of attracting supply chain businesses for Adnams as the company's business continues to grow	5		4			5	1.95
Investigate opportunities for potential new sites and the use of existing assets for knowledge-based businesses	4		5			4	3.11
PRIORITY 2. HELP BALANCE THE LOCAL COMMUNITY IN TERMS OF AGE, LOCAL RESIDENTS AND JOBS							
Identify and encourage development opportunities for affordable and/or social housing (such as the 22 new units at Duncan's Yard)	62		1	2	1	1	3.48

Promotional programme to attract people to live and work in Southwold (e.g. from other parts of East Anglia, surrounding counties and London)	22	(+3 x "will only work if suitable housing available for people who work here")	2	2	1	5	2.57
Explore with organisations like Adnams, Suffolk County Council and Sizewell the scope to create employment opportunities, e.g. by helping to develop Station Road and Hospital sites	21		3			2	3.3
Work with organisations such as TechEast to promote home and flexible working	10		4			4	2.92
Seek to influence how existing businesses/agents promote the town as a place to live and work	5		5			3	3.03
Other suggestions:		"Restriction of 2nd homes as per St Ives, Cornwall"/"too many 2nd homes" x 10					
PRIORITY 3. CONSERVE AND PROMOTE OUR LOCAL HERITAGE							
Complete and implement the Southwold Neighbourhood Plan to preserve the town's special character and limit inappropriate development	81		1	2	4	1	4.3
Incorporate our design plans in potential developments at the entrance to the town	18		2	2	4	2	3.39
Create a self-guided town trail highlighting notable historic buildings including the Town Hall, Market Place, St Edmund's Church, the Lighthouse, Adnams brewery, significant terraces, etc	18		3	3	3	3	3.03

Commission public art works as part of a sculpture trail (possibly along route from proposed visitor centre to Boating Lake) to differentiate the town and raise its profile	13		4	5	1	5	2.02
Install interpretation panels at key places to help visitors appreciate and understand the town's heritage	10		5	4	2	4	2.48
PRIORITY 4. PRESERVE OUR NATURAL ENVIRONMENT							
Better maintenance and management of open spaces and natural areas, including the denes, the marshes, Tibby's Green, and other play areas, and seek to retain green spaces in the town for community use	77		1			1	4.18
Support the Boating Lake in creating new lakes and wildlife havens beside the Boating Lake	35		2	1	3	2	3.29
Install a network of interpretation panels describing the local environment and its wildlife	13		3			5	2.1
Create a self-guided trail leaflet promoting walks from the new visitor centre (e.g. to new wildlife lakes by the Boating Lake and to the Harbour) and explaining special qualities of the natural environment	11		4	14	1	4	2.7
Support the Southwold Millennium Foundation in creating a new visitor centre on the site opposite Stella Peskett Millennium Hall to interpret wildlife and the marshes	3		5	3	2	3	3.07
<i>Other suggestions</i>		<i>"None of the proposed answers are linked to the question of coastal erosion & climate change"</i>					

		<i>"Clear the litter bins on the seafront more regularly during the summer months"</i>						
		<i>"Review the placement of litter bin collection point in the Pier car park. It is blight on the natural environment"</i>						
		<i>"Provide floral displays along the High Street and seafront (as are common in many seaside towns dependent on tourism)"</i>						
PRIORITY 5. SECURE AND ENHANCE OUR COMMUNITY AND CULTURAL ASSETS								
Liaise with the Save Our Southwold group to maximise the opportunity for community services such as an enhanced library and education hub at the former hospital	49		1	2	3		2	3.08
Work with the various museums in the town to enhance their facilities, visitor offer and education programmes, developing funding bids to the Heritage Lottery Fund and others as appropriate	40		2	3	2		5	2.86
Work with relevant groups to retain a thriving library and resource centre	37		3	7	1		1	3.48
Work more closely with organisations to enhance community assets and experiences such as the Southwold Arts Festival and Southwold Arts Centre at St Edmunds Hall	36		4	2	3		3	3.02

Explore the scope to enhance library facilities by relocation to the old hospital site	21		5		2	3		4	2.9
<i>Other suggestions</i>		<i>"There is a surgery just up the road. Include Reydon"/ "Southwold/Reydon are one community, services have not been 'lost', just relocated"/ "Services not lost to Southwold but relocated" x 3</i>							
		<i>"Where is the council's support of sport attracting young people" x 5</i>							
		<i>"Better local cinema?"</i>							
		<i>"Swimming pool, lido?"</i>							
PRIORITY 6. MAINTAIN AND PROMOTE THE VITALITY OF THE HIGH STREET									
Work with the local authority, local businesses and other relevant partners to explore options for reducing the negative impacts of the recent business rates revaluation ("work with central government first to try & impact formula")	203		1		20	1		1	6.48
Build on previous work done by My Southwold and the Chamber of Trade to promote retail businesses in the town	24		2		1	5		4	3.87
Develop a programme of events around the year which enliven the High Street and attract more shoppers and visitors	22		3		6	2		5	3.71

Seek to develop the use of Town Council owned sites by local businesses with favourable rents and encourage the purchase of further commercial sites by the Town Council when the opportunity arises	18		4	1	5	2	5.03
Appoint a Town Centre Manager to help bring together all local businesses, coordinate and promote events and activities, manage a new website for Southwold, and market the town to shoppers and visitors	5		5	5	3	6	3.16
Develop a Town Centre Strategy to leverage the strengths of the High Street traders within the town.	4		6	5	3	3	4.53
Communicate with national and regional chains to secure their support for town initiatives	1		7	1	5	7	2.35
PRIORITY 7. SEEK TO ADDRESS ACCESS, PARKING AND TRANSPORT ISSUES							
Support the Southwold Millennium Foundation in the creation of a new 200-space car park as part of its plans for a new Visitor Centre on the site opposite Stella Peskett Millennium Hall	53		1	5	1	1	4.07
Re-examine timed delivery of larger vehicles and ensure this and time limited parking are enforced	28		2	3	4	2	3.11
Liaise with partners, such as Adnams and their 84-acre distribution centre site, regarding the feasibility and establishment of a park and ride	26	(+ 10 x "Public transport not cars")	3	4	2	3	3.06
Improved directional signage both for pedestrians and for road users	7	(+ 1 x "pedestrian crossing for busy High Street")	4	4	2	5	2.34
Work with third parties on the potential for delivering suitable recommendations from the Town Council's recent Parking Review	1		5			4	2.87

<i>Other suggestions:</i>		<i>"Support and encourage regular shuttle bus throughout the year" x 2</i>						
		<i>"Accessibility to seafront/beach"</i>						
		<i>"Traffic-free high Street on business days"</i>						
PRIORITY 8. MAKE THE VISITOR ECONOMY STRONGER AND MORE SUSTAINABLE								
Promote the Harbour as a key part of the visitor offer for Southwold and as a port of call for visiting cruise ships	27	<i>(+ 6 x "Great care needed – 30 years ago campaign to save harbour from development")</i>	1				4	2.98
Put in place a marketing plan for extending the season including the promotion of events and initiatives to attract visitors outside the peak tourist season, especially those related to physical and mental well-being	18		2	20	1		2	4.16
Develop a Destination Management Plan for Southwold uniting all businesses involved in and benefiting from the visitor economy, and identifying improvements to enhance the visitor experience, e.g. public WCs, visitor information, signage, etc	16		3	13	2		1	4.73
Create a new website for Southwold to include live webcams and weather feeds, events information, etc	16		4				3	3.95
Work more closely with the Suffolk Coast Destination Management Organisation	7		5	1	4		6	2.8

Develop a Southwold App which includes visitor information, events, heritage and wildlife trails, etc	2		6		2	3		5	2.96
<i>Other suggestions:</i>		<i>“Beach erosion – management of beach”</i>							
		<i>“Only get cruise ships to visit out of peak periods”</i>							
		<i>“Local produce ordering service for staying visitors rather than Tesco deliveries”</i>							