

Coastal Productivity Plan

Focusing on Coastal Towns
and Resorts



heart of the
south west

local enterprise partnership

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Version Control	
V1 June 2019	Consultation draft to coastal group
V2	Consultation draft to LEP MTM

Executive Summary

This Coastal Productivity Plan (CPP) identifies the key challenges faced by the Heart of the South West's most economically challenged coastal areas¹. It responds to those challenges setting out interventions to raise economic prosperity and productivity in these areas contributing to delivery of the overall mission for Heart of the South West Local Enterprise Partnership.

The challenges facing England's coastal towns and resorts have been set out in detail in the 'The Future of Seaside Towns'² report published by the House of Lords Regeneration of Seaside Towns Select Committee. That report considered evidence from coastal towns across the UK to summarise the key issues and outline actions to support their regeneration. The report noted economic issues that are founded on decline of core industries and geography with peripherally of these places a particular issue.

The Government's³ response to the House of Lord's report is welcomed. Their acknowledgment of 'neglected' coastal areas and the need for a 'trajectory to regeneration' aligns with the purpose of this plan to raise productivity levels and support long term sustainable growth of HotSW's coastal towns and resorts. However to address the deep seated and unique structural challenges faced by our coastal towns and resorts more needs to be done.

¹ Defined as coastal towns and resorts with high concentration of tourism employment

²

<https://publications.parliament.uk/pa/ld201719/ldselect/ldseaside/320/320.pdf>

³ https://www.parliament.uk/documents/lords-committees/Regenerating-Seaside-Towns/Government_response.pdf

To ensure that Heart of the South West's coastal towns and resorts can not only share in the growth of the wider economy but make a consistent contribution there is a requirement to intervene to create jobs, train and develop people and boost growth in those places.

This Plan provides a mechanism for supporting delivery of the Heart of the South West (HotSW) LEP Local Industrial Strategy (LIS) themes for the HotSW to be a 'thriving place' and specifically supporting the objectives; to develop tourism sustainably, to work towards all places becoming inclusive clean growth settlements and support the development of Coastal Action Zones. The recommendations throughout the CPP align with the themes of the LIS and its foundations for clean and inclusive growth.

Figure 1: HotSW Productivity Strategy's Objective

Enabling as many people as possible to contribute and benefit from economic growth within the HotSW	
Socially Benefitting people across the labour market spectrum, including groups and individuals that face particularly high barriers to high quality employment	Place Addressing inequalities in opportunities between different parts of the HotSW, including those areas which suffer from poor connectivity

The CPP supports the long term delivery of vibrant coastal economies across the HotSW with a skilled and motivated workforce.

Key Recommendations

1. Establish a Coastal Action Zone (CAZ)

In line with the evidence submitted to the Lords Committee from HotSW this plan advocates that HotSW lobbies for any government pilot around coastal action zones or extensions of the Town Deal concept. This plan advocates that such a zone would be intended to catalyse development and regeneration by reducing viability gap and encouraging private sector investment including in bed rock sectors.

The chronic underinvestment in coastal towns and resorts over the past decades mean the physical environment has degenerated and is underserved, resulting in a downward-spiral in investment sentiment.

In order to encourage private sector investment into the HotSW's coastal towns and resorts incentives are required to 'level the playing field' and raise the commercial attractiveness to the investment market, through mechanism such CAZ. It is recommended that CAZs offer:

- Simplified local authority planning procedures e.g. resource to develop the tools such as Local Development Orders (LDO), Development Briefs, 9DB) and Supplementary Planning Documents (SPD) to simplify planning procedures and fast track the delivery of investment and regeneration in designated coastal areas.

- 100% capital allowances on new investments and reinvestments in capital and property within designated CAZs.
- A Seed Fund facility to deliver early enabling works in CAZs to springboard the delivery of infrastructure projects that facilitate commercially viable developments where "market failures" have been proven.
- Allow CAZ authorities to put forward investment cases to borrow from the Public Works Loan Board (PWLB) at a discounted rate of at least 0.25% to promote investment in infrastructure that supports job creation and business growth.

2. Ensure that the needs of coastal towns and resorts are recognised in the design of relevant growth funding i.e. Stronger Towns Fund, Coastal Communities Fund & UK Shared Prosperity Fund

Ensuring that the LEP, Joint Committee and the Great South West All Party Parliamentary Group are aware of the issues slowing growth in coastal towns and resorts. Partners should make representations to the Ministry for Housing and Local Government (MHCLG) to extend Coastal Communities Fund (CCF) as the key funding tool for coastal places. It will be important that HotSW's coastal communities and partners in coastal LEPs demonstrate the value placed on CCF and seek its extension. This report recommends that HotSW also encourages focus of an enlarged CCF towards raising productivity levels within coastal towns and resorts, in response to the House of Lords report, the Future of Seaside Towns.

3. Develop and pilot a Digital Business Academy

Pilot a Digital Business Academy, aimed at providing independent SMEs and micro businesses with the digital skills sets and tools to raise business productivity by increasing market presence and penetration, and better equipping their business against cyber threats. The Digital Business Academy would include:

- Introduction to Social Media – Overview on the tools available, and how to derive value added business benefits.
- Using Multi-media – Developing the skills to maximise the impact of media on social platforms such as photography and video editing.
- Developing a Digital Strategy – Identifying digital tools to improve business productivity, and implementation. How to maximise digital advantage and become more competitive.
- Digital Reputation - How to manage your online profiles to ensure a professional, consistent and positive approach
- Webmaster – Importance of developing a website, online presence, and enhancing skills on writing for the web, website creation, and enhancement for e-Commerce.
- Online Marketing – Search engine optimisation, pay per click digital marketing, digital lead generation and utilising data.
- Analytics and Evaluation – Learn how to measure and evaluate your digital success analytics.
- Love Digital – Establish a network of peer-to-peer learning and knowledge transfer groups.
- Boosting Business Productivity using Digital Tools – Identifying where digital tools can boost business productivity through utilisations of AI, agile working, remote system access and data management.

- Digital Business Support Programme – Provide an intense programme of flexible 1:2:1 business support to help businesses implement their digital strategy.
- Fraud and Cyber Security – Provide an overview of the key cyber threats and ways to avoid becoming a victim. Build a response plan to ensure business resilience.

4. Expand Apprenticeship Pilot

The Pilot will focus on four key areas:

- Provide Information, advice and guidance to SMEs on the benefits of apprenticeships. Raising awareness of the different types and opportunities for training existing staff, through events, forums, and social media campaign.
- Apprenticeships Fair – Hold an event to bring together employers, apprentices, and training providers to act as a 'matchmaking' service.
- Pooling of Apprenticeship Levy – identify the local apprenticeship levy paying companies and co-ordinate accessing funds and transferring/ pooling of unused funds to other local SMEs which are looking to recruit an apprentice.
- Case studies – Identify and develop case studies in STEM based, and encourage career opportunities in local priority sectors such as tourism and hospitality

5. Support the Coastal resorts across the HotSW to secure a Tourism Sector deal and work to secure HotSW as a Tourism Zone.

Seek to develop across HotSW and with other areas as appropriate a data led proposal for a Tourism Zone that supports the growth of this vital bedrock sector. This is expected

to be achieved by extending the visitor season, diversifying the offer based on our natural, cultural and heritage assets and by improving the digital capabilities of businesses across the visitor economy in the utilisation of data and digital technologies to reach new markets and enhance the visitor experience.

6. Recognition of the importance which coastal towns and resorts can play in the HotSW economy

Recognition and understanding of the area, in order to inform policy and activity such as the emerging HotSW Local Industrial Strategy.

The HotSW LEP is one of the largest and unique geographies. Elsewhere LEPs typically cover smaller 'functional' city-regions where policy can be much more targeted. The HotSW comprises of a diverse economy, featuring three cities and divided north to south by two National Parks.

The coastal towns and resorts are distinctive from the HotSW's rural areas and urban centres. The evidence demonstrates that the LEP's coastal towns and resorts are adrift in terms of economic performance. Given the coastal areas account for around 40% of the LEP's total population, recognition of the coastal agenda needs to be entrenched in the LEP's thinking.

Background

The Heart of the South West (HotSW) Coastal Productivity Plan (CPP) was born out of work of partners across the area. The purpose of the CPP is to explore how economic productivity can be improved in HotSW's coastal places leading to inclusive and sustainable long-term economic growth across the area.

The Scope of the Plan

Geography

The purpose of the CPP is to support our coastal towns and resorts which are suffering from low productivity, and lagging nationally. Based on indicators including GVA per head, the concentration of tourism employment, social mobility and population. The geographic scope of the CCP is to be confirmed but it is proposed that the activities specifically targeting the geographies of:

- East Devon
- North Devon
- Torbay
- Torridge
- West Somerset

Figure 2: Scope of Coastal Productivity Plan



Defining Coastal Towns and Resorts

The 'spirit' of the CPP is to address the issues facing traditional coastal resorts and seaside towns rather than coastal cities. It seeks to improve the capability of coastal towns and resorts to function at a higher level and contribute more to the growth of the region. Therefore this Plan recommends to raise productivity for coastal towns and resorts particularly focusing on areas with low GVA per head and high concentration of employment within the tourism sector.

The CPP recognises that there are a number of official and unofficial classifications for coastal areas and different parties define coastal areas in different ways. Coastal communities have been defined by Government in guidance for the Coastal Communities Fund as '...any coastal settlement within a local authority area whose boundaries include UK foreshore, including local authorities whose boundaries only include estuary foreshores. Coastal settlements include seaside towns, ports and other areas which have a clear connection to the coastal economy.'

Based on the purpose and premises behind this CPP, a pragmatic approach has been taken to adopt a more narrow definition based on the productivity challenges and economic performance of coastal towns and resorts which are on the periphery of functioning economic areas and act as a 'drag' on economic growth.

Objective

The purpose of this CPP is to bring together the evidence and aspirations of stakeholders from across the HotSW geography to focus and prioritise driving coastal productivity to raise prosperity. The CPP will not be a panacea to address all of the many socio-economic issues which plague coastal communities, but provide strategic recommendations and a platform for government to

consider the policy implications of raising productivity levels in the HotSW's through inclusive growth.

The House of Lords Select Committee on Regenerating Seaside Towns and Communities, the Future of Seaside Towns⁴ notes that 'Investment from central government must be focused on supporting sustainable, long-term regeneration, not piecemeal, short term initiatives. Local authorities, alongside business and community leaders, have a crucial role to play in providing vision, leadership and enforcement, enabling partnerships, and setting a favourable planning environment.

Local Enterprise Partnerships have a clear role and responsibility to support seaside regeneration where it is most needed. Seaside towns have the potential to contribute to national priorities around increasing productivity.'

The CPP supports the recommendations of the House of Lords Select Committee recommendations. The CPP recognises the coastal issues across the HotSW alongside the rural dimension of our region to ensure that these areas are not left behind. The CPP should be used as a platform to influence the direction of upcoming funding programmes, and input into emerging strategies and priorities at both local and national level.

Strategic Context

The CPP supports delivery of the HotSW Local Industrial Strategy (LIS). The LIS is central to delivering the vision to build an economy fit for the future, with prosperous communities across the HotSW, and to drive up productivity.

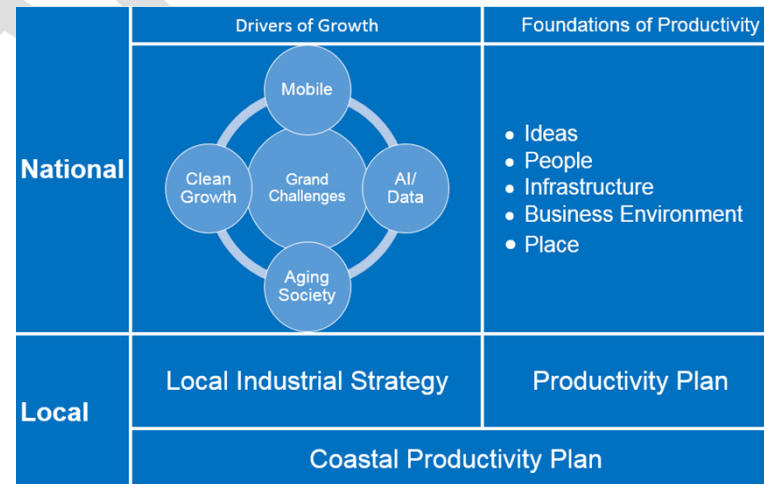
The HotSW is a special place with enormous potential in its businesses, its people and its places. With an economy of £35Bn

⁴ <https://www.parliament.uk/regenerating-seaside-towns>

per year, 83,000 businesses and a population of over 1.7M, featuring two coastlines stretching over 484 miles – coastal towns and resorts play an integral role in the make-up of the HotSW economy, leading on hi-tech engineering and the opportunities within the marine sector.

The CPP aligns with the HotSW LEP's vision for all parts to become more prosperous, and for people to have a better quality of life and higher living standards. The CPP supports the LEP's ambition to create a more vibrant economy where the benefits can be shared by everyone. Improving productivity will help achieve that goal. The CPP will support productivity led growth in the context of national policy.

Figure 3: National Context



The CPP will build on the ambition for inclusive growth, and support it in addressing the area's productivity challenges. At a time of significant uncertainty, there is an especially strong case for interventions that provide stability, promote investment and cultivate

optimism and which can shape funding opportunities and national policy.

Key Facts and Figures

The issues and challenges facing many coastal towns and communities across the UK are well evidenced. Britain's coastal communities are among the worst socio-economically performing parts of the country across a range of indicators, including earnings, employment, health and education. Analysis⁵ shows that:

- Five of the ten local authorities in Great Britain with the lowest average employee pay are in coastal communities – Torbay, North Devon, Gwynedd, Hastings and Torridge – three of which are within the HotSW.
- In 2016 average employee pay was about £3,600 per annum lower in coastal communities than in other parts of Great Britain.
- Five of the 10 local authorities in Great Britain with the highest unemployment rate are coastal communities
- Ten of the twenty local authorities in England & Wales with the highest proportion of individuals in poor health are coastal communities.
- The two local authorities in England & Wales with the smallest proportion of 16+ population holding level 4 and above qualifications (such as higher apprenticeships and degrees) are Great Yarmouth and Castle Point – both coastal communities.
- In 1997, economic output (GVA) per capita was 23% lower in Great Britain's coastal communities, compared with non-coastal communities. By 2015 this gap had widened to 26% showing the scale of challenge.

⁵ Living on the Edge; Britain's Coastal Communities, Social Market Foundation, September 2017

Poor economic performance and social deprivation in our seaside and coastal towns has been associated with a lack of well-paid job opportunities due to long-term structural economic challenges resulting from the demise of the domestic tourism market. This coupled with isolated communities, with poor transport links and lack of major employment centres, has resulted in communities 'living on the edge'. These challenges lead to disconnection and deprivation evidenced through the labour market and wider economic underperformance, social, health, and educational issues which all cost the public purse over the long term⁶.

The Localis report⁷ recognised that for all its merits, a national industrial strategy: *"won't suit, or even help a great many places whose choice will be to either lead their own industrial strategy or have none at all."* The report goes on to identify places which they consider to be "stuck":

Table 1: The thirty structurally weakest economies in England

Rank	Place	Average national ranking on key economic and demographic indicators⁸
1	Isle of Wight	263
2	Blackpool	258
3	Tendring	257

⁶ OECD, Job Creation and Local Economic Development, 2016

⁷ The Making of an Industrial Strategy, Localis, March 2017

⁸ Average Ranking refers to the average ranking an area receives against a set number of economic and human capital indicators we have established as being important measures of a places economic vitality. Full details of our calculations are available in the appendices of The Making of an Industrial Strategy, Localis

4	King's Lynn and West Norfolk	253
5	East Lindsey	252
6	North Norfolk	247
7	Torbay	245
8	North Lincolnshire	245
9	West Lancashire	242
10	Wyre	241
11	Copeland	239
12	Dudley	236
13	Eden	235
14	West Somerset	235
15	Sunderland	233
16	Babergh	233
17	North Kesteven	232
18	North East Derbyshire	230
19	Staffordshire Moorlands	228
20	North East Lincolnshire	227
21	Suffolk Coastal	226
22	North Devon	225
23	South Norfolk	225
24	Tameside	223
25	Torridge	223
26	Barrow-in Furness	223
27	South Lakeland	223
28	Great Yarmouth	222
29	Stoke-on-Trent	222
30	Christchurch	222

The evidence emphasises that the economies of many coastal towns across England have performed poorly relative to the rest of

the country, with a lack of well-paid job opportunities for people in these areas. Many are poorly connected to major employment centres, which compounds the challenges faced by the residents in coastal communities. Not only do they lack local job opportunities, but travelling elsewhere for work is also relatively difficult due to the peripheral/ isolated locations and poor infrastructure links, all of which act as a barrier to social mobility.

The economic gap between coastal and non-coastal communities has widened over time. In Great Britain, economic output (GVA) per capita was 23% lower in coastal communities, compared with non-coastal communities, in 1997. By 2015 this gap had widened to 26%. In 2015, 10 of the bottom 20 local authorities in terms of economic output per head were in coastal communities.

Reflecting this, low employee pay is pervasive across coastal communities. Among the 98 coastal local authorities in Great Britain, 85% had mean pay levels below the average across Britain in 2016. Research by the Social Market Foundation showed that in 2015 average employee gross pay was about £3,600 per annum lower in coastal communities than in other parts of Great Britain.

The research identifies that within the HotSW there are four 'stuck' places which have structurally weak economies. All of these four places share the common denominator of a dominant presence of coastal towns and resorts. Within the Heart of the South West, the composition of its coastal towns means there are pockets of significant deprivation surrounded by affluence – often diluting the extent of the issues – 1 in 6 residents in Torbay, Torridge, North Devon and West Somerset live in some of the most deprived areas in England⁹.

While the HotSW fares relatively well when compared to other coastal areas in the North West and South East on some of the

⁹ Index of Multiple Deprivation 2015, based on 2012 data. Living in the bottom 20% most deprived wards in England

social metrics such as health and education, the key challenges around the coastal productivity gap and long terms sustainable economic growth remain ever apparent.

There is over 484 miles of coastline in the Heart of the South West. Excluding Plymouth and Exeter, over 692,400¹⁰ of the HotSW's 1,740,700 population living in coastal areas – equating to 39.7%.

North Devon, Torridge, and Torbay are examples of the disconnected areas described in the above research and where deprivation remains far too prevalent. These areas are not alone in their focus of raising productivity in coastal places. So too are East Devon and West Somerset. Table 2 below provides a summary of the economic performance of the HotSW coastal areas compared to others.

Trapped in a cycle of disadvantage, with a lack of social mobility, the big problem for many coastal communities and particularly those in the HotSW is that they have now become unattractive to investment, whilst also lacking the resources and the power to tap into new opportunities – leading to lost decades of growth.

While these challenges are not exclusive to coastal communities, it is evident that coastal towns and resorts suffer from these issues to a greater extent than the rest of the country:

- Polarised communities, with high levels of economic inequality
- Presence of underinvestment with infrastructure under growing pressure
- Higher proportion of low paid part time employment, and comparatively lower representation of well paid jobs in the professional, scientific, and technical sectors

- Lower aspiration, with intergenerational unemployment and educational underachievement, associated with the challenges around the lack of social mobility
- A greater percentage of residents with a long-term health problems and on out-of-work benefits
- Higher levels of relative deprivation
- Higher-than-average proportions of small and cheap private sector rented

The CPP sets out the context and a number of recommendations to address these challenges associated with low economic productivity in our coastal areas.

¹⁰ Nomis, Annual Population Estimates, 2017. Figure excludes Plymouth and Exeter

Table 2: HotSW LEP Economic Indicators

	Population ¹¹	GVA per FTE ¹²	GVA per Head ¹³	Average Resident Pay ¹⁴	Average Workplace Pay ¹⁵	IMD 2015 Rank ¹⁶	Proportion of tourism employ	Employment ¹⁷	JSA ¹⁸	Unemployment ¹⁹
Torridge	67,821	£39,549	£12,757	£20,802	£17,070	107	17.1%	76.1%	0.4%	
Mid Devon	80,623	£40,020	£13,783	£22,039	£18,391	180	11.0%	83.6%	0.3%	4.4%
Teignbridge	131,437	£41,245	£15,326	£20,282	£20,299	188	15.4%	80.8%	0.3%	2.7%
South Hams	85,340	£41,778	£19,208	£20,898	£19,500	224	18.1%	79.1%	0.2%	4.9%
West Devon	55,329	£42,032	£13,746	-	-	106	20.3%	74.2%	0.3%	-
East Devon	142,265	£42,736	£15,269	£21,666	£21,981	248	17.8%	82.9%	0.3%	-
North Devon	95,440	£43,044	£19,370	£19,122	£20,103	134	17.9%	86.6%	0.3%	-
Torbay	135,247	£44,110	£14,975	£19,019	£15,539	48	19.8%	75.0%	0.9%	4.8%
Sedgemoor	122,178	£44,629	£15,822	£20,638	£18,711	144	13.0%	79.2%	0.1%	2.6%
Mendip	113,513	£45,316	£18,320	£21,006	£18,513	179	13.0%	77.3%	0.1%	8.2%
Taunton Deane	117,423	£46,777	£21,232	£21,035	£18,875	189	10.6%	80.2%	0.1%	2.2%
HotSW	1,842,747	£47,131	£19,217	£20,999	-	-	13.7%	78.7%	0.4%	3.5%
South Somerset	167,216	£48,717	£19,878	£21,348	£21,934	186	9.8%	82.9%	0.1%	1.6%
Plymouth	263,070	£48,970	£19,418	£22,526	£23,202	69	11.9%	75.8%	0.6%	4.6%
UK	66,040,229	£56,321	£24,403	£24,006	£24,006	-	10.9%	75.0%	0.8%	4.2%
West Somerset	34,865	£59,183	£23,153	£17,233	-	169	28.3%	68.2%	0.1%	-
Exeter	128,916	£61,417	£40,521	£21,320	£23,615	160	9.3%	73.6%	0.4%	5.6%

- Data unavailable

¹¹ Nomis, Population Estimates, 2018

¹² HotSW Projection Model, Oxford Economics. 2013 prices

¹³ HotSW Projection Model, Oxford Economics. 2013 prices

¹⁴ Nomis. Annual Survey of Hours and Earnings, 2018. Average median pay

¹⁵ Nomis. Annual Survey of Hours and Earnings, 2018. Average median pay

¹⁶ Index of Multiple Deprivation, 2015. Rank out of 326 Local Authorities

¹⁷ Nomis, Annual population Survey, January 2018 – December 2018

¹⁸ Nomis, JSA, December 2018

¹⁹ Nomis, Annual population Survey, January 2018 – December 2018

A scenic view of a beach with golden cliffs and blue water under a clear sky. The cliffs are tall and layered, with some greenery on top. The beach is sandy and pebbly, with several people walking along the shore. The water is a deep blue, and the sky is a clear, bright blue with a few small clouds.

Ideas:

Natural Capital, Culture and Heritage

01

Context

Our coast is one of our most valued natural assets, and steeped in history with strong heritage, but also subject to erosion and rising sea level. HotSW is home to Jurassic Coast and two UNESCO World Heritage sites – the North Devon Biosphere and Torbay Geopark.

The natural capital of our coastal economies directly supports jobs in fishing and tourism, but also provides wider benefits to our economy through the provision of quality of life, recreation, and flood protection and social value. Similarly our cultural heritage not only attracts visitors from around the world, but also plays a vital role in supporting the wellbeing of people and communities by attracting new investment, recognition of place, and supporting social pride.

There is a wealth of evidence that an area's natural and cultural assets ranging from heritage sites to centres of excellence in arts and crafts can play a vital 'place-making' role in economic development.

Approach

The natural and cultural assets of our coastal communities are vital economic assets, which need to be maintained and preserved so that they can continue to provide services to the economy. The loss of natural and cultural heritage, will cause long term damage to the coastal economies of the HotSW as so many businesses are reliant on our natural capital base. It is imperative that the LEP works closely with key stakeholders (including Natural England, South West Water, Environment Agency, and Destination Management Organisations) to ensure economic growth and protection of our key environmental assets go hand in hand.

Supporting the promotion and awareness of our key natural and cultural offerings across the LEP is critical to supporting sectors such as high value tourism in attracting overseas visitors to areas which are truly unique – raising productivity in what is traditionally a low productivity sector. Our natural capital offers the opportunity for diversification of our economy in providing new job opportunities in sectors such as offshore and hydroelectricity generation.

Recommendations

1. Work in partnership with the Destination Management & Management Organisations (DMO) and stakeholders to capitalise on the natural environment, heritage and cultural assets in developing a higher value visitor economy offer.
2. Secure HotSW as a Tourism Zone in collaboration with other LEP areas as appropriate.
3. Support and maximise the opportunities for sustainable and clean energy generation through tidal and offshore renewables, particularly on the North coast of Devon and Somerset

Case Study – English Riviera: England's Seafood Coast



The England seafood Coast promotes the fantastic seafood sector and restaurants which Torbay, and the wider Heart of the SW, is home to.

The project has created a brand, developed a national seafood trail, and a seafood festival – drawing on the natural capital, and the fruits of our seas. .

The project has attracted new 'food tourists' from Holland and Germany to the South coast of England. The project is expanding to enable visitors to identify and book eateries that serve locally-landed seafood.

People:



02

Context

The availability of labour, workforce and skills – the right people, with the right skills – are key issues effecting coastal business. The challenges are complex and sometimes inter-related but include:

- Coastal businesses find staff recruitment a challenge at all levels, due to the demographical composition of our coastal communities (defined by a higher proportion of the resident population being retired) along with a dichotomy in aspirations between those who are highly motivated moving away, and those who come from households with intergenerational unemployment and are socially immobile. Anecdotal evidence indicates that coastal businesses have a lower propensity to address these skills challenges, partly due to their size and focus on 'business as usual', but also the value they place on their workforce and willingness to pay higher wages – partly linked to the nature of the business i.e. being seasonally dependant, but also the captive nature of the labour pool.
- Brexit presents a challenge to some of the dominant sectors within our coastal economy (such as tourism and hospitality, health and social care and food and drink) where there is a higher proportion of 'immigration labour'. These challenges are amplified by projected demand-side factors such as the increased demand in domestic tourism and 'staycations' along with the increasing proportion of over 65's moving to the coast.
- Higher skills needs present a particular challenge, because there is a complex interplay between the wages offered in coastal areas (which tend to be lower), causing higher skilled workers to commute to the larger urban employment centres, resulting in a 'brain drain'. Consequently the more productive businesses which require a higher skilled workforce also tend to

move closer to the talent in the urban centres, thus swelling the vicious cycle.

- The perceived lack of interesting, inspirational, and high skilled opportunities in coastal areas suppresses career ambitions and the aspirations of the future workforce – educators, parents & carers and potential recruits are not aware of the breadth of skilled opportunities in addition to the bedrock sectors
- Changes in relation to apprenticeships provide an opportunity to develop greater career aspirations amongst the future workforce. However due to the nature of typical coastal businesses many of our business perceive the apprenticeship process to be a barrier to them following this route.
- Peripherality of some of our coastal towns and resorts mean associated challenges around transport connection and social isolation, are all barriers to accessing training and education (including apprenticeships). This is particularly notable on our north coast.

Approach

The availability of labour and lack of people with the right skills is a significant challenge facing businesses, in part due to the underlying socioeconomic factors influencing this shortage such as housing affordability, transport and an ageing population. Attracting higher skilled individuals is a particular challenge, particularly as the young 'talent' tends to move away in search of better opportunities away from our coastal areas. Coastal areas can also act as a 'cul-de-sac' which prevents higher skilled people from re-locating to the area. For young people 'living on the edge' poor transport connections and accessibility limits choices and opportunities to access the best education, training and apprenticeships opportunities available. This limits the scope for social mobility and realising aspirations.

The Joseph Rowntree Foundation report *The Benefits of Tackling Worklessness and Low Pay*²⁰ found that for every out-of-work claimant that moved into a job that paid the Living Wage²¹ the Government gained, on average, £6,900, and the local economy benefited, on average, by more than £14,000 per year.

Improving well paid job opportunities and wage rates in coastal communities through the delivery of the CPP could support over 5,000 residents in the HotSW moving from out-of-work benefits (22,020 in HotSW, April 2019) into a Living Wage job would benefit the Government by around £34.5M each year and the local economy by over £70M each year. It is projected that a return on investment to the public purse would be circa £3.14 for every £1 invested.

Given that an effectively skilled workforce is a driver of productivity, small and medium sized enterprises (SMEs) need to understand the opportunities which apprenticeships present to their businesses for training their workforce and raising their skills levels. Myth busting around apprenticeships is required, along with combating the barriers faced by SMEs taking time out of business to invest in skills and training.

Recommendations

1. Through the LEPs Skills Advisory Panel (SAP) recognise the full extent of the skills needs of coastal towns and resorts in the context of wider societal challenges associated with coastal towns and resorts e.g. lack of social mobility, transport and access, and sectorial make up.

2. Expand the Apprenticeship Pilot – to provide information, advice, and guidance to businesses and adopt an innovative approach in facilitating the opportunity to bring together training providers, businesses and apprentices.
3. Training Voucher scheme – Provide vouchers for SMEs to support upskilling of workforce and productivity gains, particularly in the retail and hospitality sector
4. Explore sector-specific approaches and centres of excellence for training (specifically visitor economy, health and social care, construction and advanced engineering) to help develop career pathways.
5. Improve engagement and awareness between the Careers Hubs and local industry to ensure schools are aware of the breadth and diversity of industry in coastal areas.

²⁰ December 2014

²¹ £7.45 per hour in 2012

Infrastructure:

A large concrete dam is shown with waves crashing over it, creating a massive spray of white water. In the background, a city is visible on a hillside under a cloudy sky. The overall scene is dramatic and emphasizes the scale of the infrastructure.

03

Context

In coastal communities, the need and opportunities for investment into economic infrastructure comes in a variety of forms. These include:

- Town centre regeneration
- Transport connections (road and rail)
- Digital connectivity
- Coastal management and flood defences
- New employment space

Many coastal towns have endured long term decline, as private sector investment has reduced. In some places investor confidence has evaporated altogether, due to a chronic lack of investment and falling rates of return which is causing a downward spiral in investment sentiment. This has led to the deterioration in the physical fabric and both the tourism stock and town centres.

Our coastal communities can often feel at 'the end of the line' the nature of their peripheral locations 'on the edge' can lead to disconnect with other parts and cause social isolation. Improved infrastructure and transport connection are required to physically (and digitally) connect places, opening up new markets and enabling the movement of labour to better employment and education opportunities – which can help reduce the challenges associated around social mobility.

Challenges associated with climate change and rising sea levels are acutely felt in our coastal communities. The need for flood defences and coastal management are fast emerging priorities and crucial to helping raise productivity levels – not only in protecting houses and development, but also ensuring the resilience of our road and rail connections which enable our economic geographies to function.

Approach

Infrastructure is a key enabler to economic growth and productivity. The HotSW and Local Authorities should continue to work together to articulate the key infrastructure challenges faced by our coastal communities (physical and digital) and develop a pipeline of priorities around the LIS themes, which will support and uplift in productivity .

The initial findings of the Heart of the South West Employment Land Study Findings, Hardisty Jones Associates, indicates that across HotSW there is a risk that there is not enough readily available employment land to accommodate demand. Whilst supply of, and demand for, employment space varies across the area there is a clear picture emerging of market failure. This is due to cost of infrastructure, viability due to abnormal costs and land owners desire to hold out for housing land prices. The first two challenges need financial solutions to address the funding gap whilst solutions developed in partnership with local planning authorities are required to resolve the landowner issue.

Promoting private sector investment where intervention could involve the provision of direct assistance to private sector developers (e.g. provision of gap funding), by proving and catalysing the market (such as by investing funds in the first phase of a development) or through direct public investment. Where there are uncertainties surrounding the economic case for development for the private sector, better market intelligence maybe the key for unlocking opportunities and catalysing the developer market, particularly when focusing on our town centres and tourism assets.

Improving strategic transport connectivity into peripheral coastal areas to tackle social mobility and isolation, and enhance

productivity. Given the social isolation often associated with coastal geographies, greater lobbying of the Department for Transport (DfT) to acknowledge the social mobility challenges associated with many coastal communities and need to 'rebalance the economy'. While it is acknowledged in its Transport Investment Strategy, a greater focus on National Roads Funds, and emphasis on improving our rail resilience, journey times and connectivity (including new stations) needs to support the 'dispersed economies' living on the edge.

Recognising that technological solutions could help us to address the long-standing structural challenges associated with helping people to access employment and education opportunities in coastal areas. The coastal areas within the HotSW are relatively well catered for, however awareness and improved digital skills provision and grow-on workspace can help raise productivity levels and reduce the focus on 'centres of employment'.

Innovative approaches are required to ensure that the funding for flood defence and coastal management are aligned with wider growth ambitions perhaps through the Coastal Concordat. Solutions need to be explored and prioritised with stakeholders that preserve and enhance the natural environment of our coastal towns and support growth. Working with the Environment Agency, DEFRA and Local Authorities we need to align investment for flood management and resilience and actions to safeguarding the future challenges of rising sea levels and coastal erosion with actions to safeguard the economic and social fabric of the places being protected.

Recommendations

1. Local Infrastructure Fund to support early enabling works to bring forwards new employment sites, and a Coastal Action Zone Capital Fund (to gap fund infrastructure projects that facilitate commercially viable development) and support

additional infrastructure requirements to address coastal flooding etc.

2. Work in partnership with key stakeholders such as the Environment Agency to raise profile and identify new available funding for flood defences and coastal management, as an emerging key priority for protecting our natural assets and coastal communities.

Business Environment:



04

Context

In the HotSW many coastal towns and resorts face similar challenges to those nationally – their primary industries, be it shipbuilding, fishing or tourism are all in decline, and they are struggling to find alternatives

Coastal economies with low productivity tend to have a dependency on a single industry together with relatively high public sector employment. The smallest seaside towns mostly having a greater dependence solely on the tourism sector, which can account for a large proportion of the employment.

Each year around 59.4M visitors come to the HotSW spending around £1,902M per year²². The majority of the HotSW tourists visits the coast and the areas seaside towns. However these tourists tend to visit during the high season. The HotSW visitor economy is made up of mainly SMEs which can generally be defined as ‘lifestyle’ businesses which actively trade during the peak season and then remain dormant for the remainder.

The Business Environment and People themes are interlinked. The more productive businesses tend to be located within the main urban centres where they have access to a pool of readily available talent. The areas coastal towns and resorts tend to be associated with low aspirational businesses which suffer from underinvestment.

Survival rates of many SMEs in coastal towns and resorts are above average relative to other areas, however this is a symptom of their approach towards a ‘lifestyle’ business as opposed to entrepreneurial ambition. These businesses are less likely to

culture and become more productive.

²² South West Research Company Value of Tourism in Devon and Somerset, 2017

Approach

SMEs and micro businesses play a very important role in the dynamics of the coastal economy. Whilst many do not have aspirations for significant growth, many would like to be more profitable, earn a better income and be more resilient to changing environments.

Given the importance which SMEs play in supporting our coastal towns and resorts, along with the national growth of self-employment and ‘slashies’²³, it is recognised that businesses in coastal areas which have an ambition to expand and be more profitable and improve their incomes is very positive for our coastal economy.

Traditional business support programmes which work in urban areas do not always work as well in coastal areas. They are generally more expensive to deliver and offer poor value for money due to the low take up rates and restrictive criteria. A fresh approach is needed to support SMEs in our coastal towns and resorts in becoming more operational efficient by being ‘digitally ready’. This means applying skills and tools which promotes more agile working practices, along with supporting businesses in broadening their reach to wider markets. As acknowledged by the HotSW LEP Digital Skills Partnership²⁴ there is limited specialist digital skills training provision for the high value tourism sector within the LEP area, especially given the size of the sector and opportunity for growth.

²³ Working more than one job to earn a higher income, r for personal and more creative reasons

²⁴ Heart of the South West Digital Skills Partnership, The use and provision of digital skills in the Heart of the South West LEP region Digital Skills Review 2018

Evidence also suggests that taxation (e.g. business rates and VAT) are a significant barrier to growth for smaller businesses. Some tourism businesses think that the UK policy on VAT for tourist accommodation creates an uneven playing field for those competing with other countries, where the VAT rate is lower for tourist accommodation. It is recommended that Government undertakes a review of the relevant tax regimes and acknowledges the unique circumstances faced by our coastal businesses with the view of incentivising economic activity which may be tax neutral or tax positive.

Recommendations

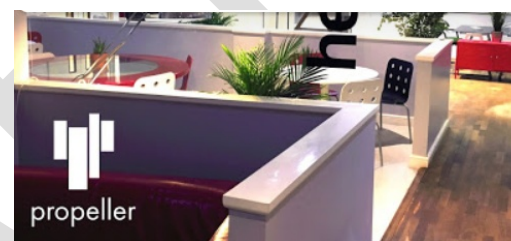
1. Use Coastal Action Zone designation to incentivise new economic activity through increased capital allowances, particularly encouraging investment to extend season and address seasonal dependant sectors.
2. Pilot a Digital Business Academy – to support businesses in becoming ‘digitally ready’ and improve their market presence.
3. Seek funding through the UK SPF to provide small business co-improvement grants (up to £10K) to encourage investment in improving the productivity and competitiveness of growth aspirant businesses in coastal locations e.g. new digital tools, IT systems, PV cells, and equipment etc..
4. Work with the HotSW LEP Digital Skills Partnership to develop and deliver business support to encourage the take-up of digital tools to improve productivity, particularly independent SMEs within the retail and tourism sectors

Case Study – Propeller: Exmouth

The Propeller Group in Exmouth²⁵ has successfully grown its co-working space in Exmouth town centre after East Devon

District Council provided discretionary rate relief to help establish the initiative in acknowledgement of its remarkable local economic benefits.

The centre opened in October 2018 offering a range of support and resources aimed at attracting entrepreneurs to use the centre as a networking base and now has over 100 members who regularly attend their talks.



The activity of Propeller Exmouth has already seen over 4 new start-ups founded and is set to deliver high productivity focussed events

around big data, smart logistics and tech development, leading up to a major conference in 2020 with international appeal.

²⁵ <https://propellerexmouth.co.uk>

Place:



05

Context

Coastal communities in the UK are some of the most deprived areas of the country. They have higher rates of unemployment and lower wages. They are defined by their characteristics of 'low productivity, part-time seasonal employment with comparatively low wage rates in sectors such as fishing, health and social care, and tourism and hospitality'. Large outward flows of younger residents present serious demographic challenges. Coupled with a narrow economic base, and the unique characterise of close proximity between areas of prosperity and affluence to those suffering from significant deprivation. While many challenges are common amongst coastal communities, the unique geography also means that there are both distinctive challenges and opportunities between the HotSWs two coastlines.

Our seaside towns and resorts are often defined and characterised by their towns. The challenges which are faced by our high streets can have a greater impact and reflection in terms of perception of place.

Yet our coastal communities are unique not just in their economic troubles, but also unique in their assets – the coastal and marine environment – that are available to them. Healthier and more productive seas can be an engine for more and better jobs into the future, creating innovative and more sustainable economic opportunities, and the regeneration of coastal communities.

However they offer considerable unrealised potential and the possibility of significant economic growth opportunities in:

- High value tourism from overseas markets
- Growth in low carbon technologies

The economic structure of coastal areas is changing. Improved connectivity combined with outstanding natural environmental assets and quality of life are supporting opportunities for healthy ageing and knowledge based/ service sectors, which promotes high productivity, particularly in digital, tech, and creative based industries.

Approach

Given the length of the HotSW coastline, the area is facing huge opportunities and challenges with strong interest and representation at a local level. The LEP Coastal Communities Working Group, with partners are working to close the gap between productivity in the coastal and wider regional economy.

The coastal environment is an attractive place to live and work and more needs to be done to create broader economic opportunities. Coastal towns need greater investment and reconfiguration to broaden and strengthen their economies. Far from trying to 'drag' coastal towns out of economic decline, they have the potential to be significant drivers of the new economy as they can offer a fantastic quality of life if they can be connected into employment and markets (including the provision of new and innovative workspace within those towns and communities).

Tackling low performing sectors through a strategic approach is required. This strategic approach should be developed collaboratively across the area, bringing together key businesses and stakeholders within the LEP to tackle low productivity and low pay. Strategic development activity should be resourced through emerging funding sources such as Stronger Towns Fund, and UK SPF to develop the place based agenda of coastal towns, and support the tourism sector through offering a wider offer to visitors

and promoting the tourism and hospitality sector as a career which offers full time and well paid employment opportunities.

Encouraging private sector investment, be it housing, employment space, retail and leisure or public realm improvements is key to raising aspirations and regenerating our coastal economies.

Recommendations

1. Lobby Government to accept the House of Lords recommendation of CAZ, and seek for that designation to be piloted in HotSW
2. Lobby Government for the continuation of the Coastal Communities Fund and seek a higher allocation from the Crown Estate to increase the size of funds.
3. Seek reintroduction of discounted Public Works Loan borrowing rates (minimum of 0.25%) for capital investments in growth and regeneration projects undertaken by coastal local authorities to catalyse investment.
4. Ensure that the Stronger Towns Fund and UK SPF recognises the particular challenges of stuck coastal economies to fast track and support delivery of stalled regeneration projects and new investment.
5. Be 'Spatially Aware' through recognition and understanding of the area, in order to inform policy and activity such as the emerging HotSW LIS.
6. Work with other LEPs and Government in developing a place led response to addressing productivity in coastal areas.