

ILFRACOMBE TOWN COUNCIL'S ADOPTED STRATEGIC PLAN

"Appreciating the bigger picture"

ILFRACOMBE STRATEGIC PLAN 2015 - 2025



ILFRACOMBE TOWN COUNCIL
ADOPTED MARCH 2015

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Mission Statement

‘ To be the most prosperous, friendly, forward looking and characterful seaside town in the South West; right sized, sustainable and attractive to modern business, of diverse type and size, to tourists and to residents.’

This is an ambitious target, but Ilfracombe Town Council believes that the Town’s wonderful assets – its heritage, its architecture and beautiful natural setting – make it achievable. An opportunity exists to use these strengths, together with its strong community spirit and the potential of creating a maritime hub linking other parts of the South West and South Wales, to re-establish itself as a prosperous coastal Town boasting a unique curious charm.

Owing to its enormous tourism popularity immediately after the Second World War there are many UK adults today, who as children, visited the Town and have fond memories. The Town is therefore well known across the country, which in marketing terms is an advantage, and the Council proposes to build on this recognition.

The Town Council accepts that there will be challenges, but believes that modern tourism is the path to prosperity, creating opportunities for wider economic development, improved employment and greater social inclusion.

Ilfracombe Town Council Strategy

Introduction

Why a Strategy?

To help achieve and measure success, Ilfracombe Town Council believes it important to set itself, and others that serve the Community, a cohesive and comprehensive plan to help improve the quality of the environment. This is for the benefit of residents and the local economy, especially tourism – its major industry. The plan requires creative thinking leading to an ambitious vision for the Town and provides the road map as to how best to deliver the vision. By setting goals, initiatives and action plans, Ilfracombe Town Council is able to actively pursue its vision in a co-ordinated way and measure progress towards its goals.

Why an Ilfracombe Town Council Strategy?

Ilfracombe Town Council has democratic legitimacy, having been elected by the local community. It is the only local public body exclusively committed to the Town. Local District and County Councils, whilst providing much support, invariably have to balance resource commitment against their wider obligations. Since 1974 improvements have been delivered through a ‘top down’ approach via higher authorities i.e. District and County Councils. Often the catalyst for past initiatives has been the offer of funding for specific types of projects.

Some funding opportunities have been on offer through a competitive process and on more than one occasion the Town has been unsuccessful with bids. This has resulted in disillusionment amongst the Community as hopes were initially raised and then dashed by failure.

Even where successful, the projects have not formed part of an integrated plan and as such stand alone. For regeneration to be effective there needs to be a concerted approach to delivering projects in a prioritised way. Therefore, Ilfracombe Town Council believes that the traditional approach is wrong and relatively ineffective despite the commitment of significant District and County Council resources in attempting to help deliver a better future for the Town.

To break the cycle the Town Council has adopted a strategic plan to enable it to be empowered and influence the higher authorities.

It is important that the Town Council, albeit restricted in financial terms, is pro-active in moving the Town forward rather than being reactive to external agencies. The public perception is that the Town Council is part of the public machine and as such equally accountable and responsible for the successes and failures.

Having achieved the Local Council Award Scheme Foundation the Town Council is well placed to embrace the localism agenda and act in ways to promote the economic, social and environmental well-being of their area. The Council regards itself as a responsible employer, paying at least the ‘living wage’ and providing training to its staff in local governance.

The Strategic Planning Process

The Ilfracombe Town Council Strategic Plan was originally adopted on 11th January 2010 and covered a 10 year period from 2010 - 2020, incorporating 17 Objectives. The Strategy has proved enormously successful in terms of supporting the Town Council’s vision and delivering on many actions identified relating to

specific objectives. Several ambitions have been realised in the last five years whilst some have had to be modified in the light of Government policy changes and due to economic considerations.

The Council has taken the opportunity to review the plan given that it is half way through its life cycle. Its 'Vision' is as ambitious as ever and the value of having a strategy to achieve that vision cannot be understated.

The review Group comprised those listed below and the review was completed in March 2015 to make full use of the experience gained by Councillors in the preceding five years.

Cllr Lynda Courtnadge

Cllr Paul Crabb

Cllr Janice Donovan

Cllr Rod Donovan

Cllr Geoff Fowler

Cllr Ron Ley

Cllr George Squires

Cllr John Swan

Andrea Beacham – ITC Strategic Manager

The Strategy now has 18 Objectives as opposed to 17 in the 2010 document, with the extra objective devoted to health matters. The lower than average life expectancy in parts of Ilfracombe together with major reorganisation of healthcare has made us look more closely at ways of providing a co-ordinated support network in our Town.

Implementation

As stated in the 2010 document, Ilfracombe Town Council has committed itself to take ownership of the Strategic Plan, to persuade others to sign up to its objectives and – through learning and development programmes for its Officers and Staff- help influence other organisations with which it comes into contact. Grant aided bodies will also be required, upon receiving a grant, to sign up to the Strategy and any direct initiatives that might be developed.

The Full Council also supports the principle of collective responsibility to promote the corporate message to outside organisations where Councillors represent the Council. The power of the Strategy can only be maintained by enthusiasm and dynamism. It is not something that can be imposed and it will not be successful without appropriate leadership.

The Town Council has agreed to ensure that the Strategic Plan is kept alive by instructing its Officers and Staff, as well as requiring Councillors, to use the document as a framework for moving forward and delivering real change and improvements to the Town.

Reading this report in context

Each of the 18 Objectives is considered separately in this Strategic Plan and includes a series of 'Actions' which have been adopted by Ilfracombe Town Council.

Within each section we also include a commentary including some examples of how actions may be achieved. The commentary is a flexible element of the document and a guide as to how specific objectives could be met.

Regular Review

It is important that any strategic plan remains relevant and flexible. To achieve this it must be subject to regular review in the light of changing circumstances. The Council, through its Strategy Group, will undertake this process and report back to the Full Council. The commentary will be updated as circumstances, opportunities and policies dictate.

For further information please contact

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Strategic Objectives

Objective 1

Assume Management of our Town

- *Identify, use and enhance powers of discretion.*
- *Agree Strategy and Action Plans.*
- *Continue to develop, support and lead One Ilfracombe & its principles and treat as core business*
- *Seamlessly use staff and council resources to support core business*
- *Aim to have Ilfracombe strategic objectives embedded in partner agency strategies*
- *Continue to engage and expand conversations with other public bodies, including national organisations*
- *Engage with important private bodies*
- *Capture and share learning, knowledge and experiences*
- *Take advantage of Localism and associated legislation*
- *Develop a strong and meaningful community network, allowing two way conversations around town issues*
- *ITC to imaginatively modernise itself developing public events that help increase public trust, confidence and the council's relevance*
- *Encourage democracy*
- *Use modern technology in valuable ways*
- *Require ITC funded organisations to accept and promote ITC strategic objectives*
- *Evaluate projects using Social Return on Investment (SROI) or similar model*
- *Build on our national leadership role in Localism by developing strategic relationships*
- *Carry out action and improvement plans.*

- 1.1 There has been a step change in recent times for central, and to a lesser extent local government, towards supporting communities who are ambitious and wish to assume direct responsibility for local services. There is also recognition that the trend toward achieving economies of scale in the public sector via large service delivery packages, thereby removing local accountability, has at times resulted in poorer services.

Ilfracombe Town Council is committed to utilising new powers and to becoming more directly responsible and influential in service delivery.

- 1.2 Since 2010 Ilfracombe Town Council has created One Ilfracombe, a Company limited by guarantee and with Board members representing all public bodies that deliver services in Ilfracombe. It was evident, following the publication of the original Strategic Plan, that to deliver the Objectives as laid out in the Plan, the agencies that provide the public services in our Town must be working to a common goal. It was discovered that many of the public service providers rarely talked to each other and a certain amount of duplication was occurring which was wasting resources and causing confusion for the general public. By bringing all the Agencies together One Ilfracombe has been able to create a more co-ordinated approach to the delivery of services at a time when fairly severe budget cuts have been experienced by all Public Bodies.

- 1.3 In creating One Ilfracombe ITC has provided the vehicle to further the delivery of the Strategic Plan. ITC will use its staff to work seamlessly with the One Ilfracombe Board across all aspects in delivering a better service to the residents of Ilfracombe.
- 1.4 ITC will endeavour to ensure that our strategic objectives are recognised in strategies produced by our partner agencies. This is particularly relevant to any 'Local Plan' that is produced by the District or County Councils.
- 1.5 ITC will continue to expand its conversations with other public bodies throughout the Country to ensure that it acquires details of practices that may benefit the people of Ilfracombe. These contacts have been generated through the localism agenda and the setting up of One Ilfracombe.
- 1.6 ITC, through One Ilfracombe, will continue to expand its relationship with private organisations, particularly those operating in Ilfracombe, to ensure that, as a Council, we are able to alleviate any concerns, and be shown to be pro-active in the creation of additional employment opportunities. We will encourage the private sector to play its part in respecting and supporting the Town's aims and objectives.
- 1.7 The sharing of knowledge between ITC and partners in both the public and private sectors is essential to create a good working relationship. The One Ilfracombe Board has representatives from both the public and private sector and the input from both is having a positive effect on the agendas of the Ilfracombe Works and the Living Well committees.
- 1.8 The 'Localism' agenda gives smaller local authorities far more scope to assume responsibility for the destiny of a local Community and ITC is determined to take advantage of the related legislation, where appropriate, to benefit the residents of Ilfracombe.
- 1.9 In employing Community Engagement Officers, ITC is endeavouring to communicate better with the Community and ensure that, where reasonable, the views and opinions of the Community are noted and acted upon.
- 1.10 The relevance of the Town Council is sometimes questioned but ITC intends to continue its policy of openness, and will try to encourage more people to become involved in Council business so that the purpose of the Council is appreciated.
- 1.11 The Town Council will continue to promote the democratic process and encourage more residents to put themselves forward as prospective candidates for a position on the Council.
- 1.12 The Council will continue to embrace modern technology where it is of benefit to the progress of the Council and where its community engagement can be enhanced.
- 1.13 Where the Council contributes to the funds or resources of various organisations within the Town then it will expect those organisations to accept and promote the Council's strategic objectives.
- 1.14 Projects initiated by the Council will be monitored and evaluated to ensure that there is a clear indication of their social return on investment.

1.15 The pioneering work being undertaken by One Ilfracombe is being recognised nationally as demonstrating leadership in the promotion of local governance. Strategic relationships developed during this process will be strengthened and enhanced to influence Government policy on local issues affecting the wellbeing of communities.

1.16 The value of any strategy is in the positive actions that follow. The Council is determined to ensure that when plans are created then they are implemented. The Town Council Strategy will form the backdrop for all major policies that Ilfracombe Town Council develops.



Objective 2

In view of limited public finances be prepared to either fund or source funds ourselves.

- *Develop a 4 year medium term finance plan*
- *Better utilise precept.*
- *Borrow against business cases.*
- *Partnerships with private funders.*
- *Generate surpluses when operating commercial services.*
- *Utilise Business Improvement Districts (BID)*
- *Encourage benefactors – legacies – sponsors.*
- *Continue grant sourcing.*
- *Develop an early warning system to take advantage of opportunities*
- *Work with other grant giving bodies operating in the town*
- *Take advantage of legislative opportunities*
- *Consider taking ownership of s106 affordable housing being built in the town*
- *Develop sustainable community projects and businesses where adding value*
- *Learn from other successful organisations and communities*
- *Through One Ilfracombe co-ordinate local organisations investing in common objectives / programmes*
- *Through One Ilfracombe continue to develop strategic partnerships*

- 2.1 The 'financial year' for the Council runs from 1st April to 31st March. It has been traditional to set the budget on a yearly basis and this is published in January of each year.

It is our intent to publish a 4 year finance plan to indicate to our Community the desired expenditure and expected income for this period and in doing so to give guidance to a newly elected Council. This plan should be published within two years following an election.

- 2.2 The Precept is the amount of money the Town Council raises from Council Tax payers in its area, on an annual basis, to help support the financial budget. The proportion of Council Tax allocated to the Town Council is miniscule compared to District and County Councils.

Over the past ten years ITC has raised its precept such that it is now at a level comparable with most other parishes in the area. In doing so it has been able to open a regeneration budget which is designed to provide seed funding for capital projects within the Town. In addition to this the Council now operates the Ropery Car Park which, following interest repayments is generating a surplus which will be re-invested in the Town.

Having access to a capital fund to be used toward specific projects will demonstrate to other agencies the Town's commitment to such projects and hopefully encourage external funding sources in support.

Where precept funds are distributed to other organisations, such as through the grant application system, the council will require, as a condition and as appropriate, recipients to support objectives set by the Council that concur with the Strategic Plan.

- 2.3 Ilfracombe Town Council under the adopted power of well-being now has the ability to raise capital in support of any project that benefits the community either socially, economically or environmentally.

The regulations permit a Parish Council to raise up to £500,000 per annum towards an approved project. Such a project could run for more than one year allowing a significantly higher capital value scheme, e.g. a £2 million project funded over 4 years, to be considered.

The Council could use this power in support of sound and robust business proposals.

- 2.4 Ilfracombe Town Council will work with private funding / equity partners to achieve objectives and especially where a proposal can demonstrate that the community will benefit.
- 2.5 The Town Council is not disbarred from operating commercial enterprises, but that is not its core purpose. If, however, an opportunity should arise where it would be beneficial to become involved then the Council is willing to do so, subject to safeguards, conditions and measuring risk against rewards.
- 2.6 A Business Improvement District (BID) is a partnership between a Local Authority and the local business community to develop projects and services that will benefit the trading environment within the boundary of a clearly defined commercial area.

BIDs allow businesses in a defined area and business sector(s) to vote on which additional services they want to invest in, to improve their trading environment. If approved a levy is made against all businesses in the district and the fund used to achieve specific agreed objectives. A BID would last for 5 years.

ITC will consider consulting on establishing a Business Improvement District at an appropriate time and facilitate its implementation, if supported by the commercial community, to address such topics as broadband speeds and transportation.

- 2.7 Many towns and cities across the UK have through time received generous support from benefactors who have been keen to give something back to the community in which they lived, worked or were born. St James Park in Ilfracombe is such an example having been given to the town in 1920s by a local vicar.

The popularity of benefactor donations and bequests made to communities has greatly declined over time. It may be argued there is a direct correlation between towns losing support and the considerable increase in the number of deserving UK charities seeking financial support to either establish or maintain their service provision. Many have extremely professional fund raising operations who promote their cause very successfully, specifically attracting benefactor and legacy

support. Some of that support in the past may have gone direct to communities, but has now fallen out of favour.

- 2.8 ITC believes it appropriate to try and reconnect with potential benefactors, to help achieve long lasting inward investment for the town and deserved recognition and reward for supporters.

Similarly ITC is keen to attract legacy support from those whose heart is in the town and the value the town has added to their lives.

The mechanisms for promoting and managing legacy and benefactor income / capital is yet to be agreed, but ITC is determined to ensure that any such initiatives are of a high standard, imaginative and appropriately focused, containing sufficient safeguards to deliver results that meet its Strategic Plan at economic cost.

One such initiative could be to provide a free will service, where ITC would meet the cost of solicitors fees for drafting a will and where the town (not ITC directly) would be a future beneficiary from an estate.

- 2.9 Sponsorship is a familiar source of fundraising especially from the commercial community. ITC has enjoyed some success in this area, but would like to develop further, either through seeking support for specific initiatives and events, or individual and cyclical projects. Sponsorship can come in many guises, not just financial; it could include resource commitment on an annual basis.

Some private companies are enthusiastic about such proposals as it assists in team building and giving back to the community at relatively modest financial cost.

- 2.10 Ilfracombe has for many years relied to a significant extent on external funding, usually directed at specific projects to 'make things happen'. In the past this has been based upon others i.e. District and external agencies leading the way in seeking such funding. There has often been an unco-ordinated approach but latterly we are working in unison, particularly with the District Council to make grant sourcing more focused. ITC will continue to give time to its current staff to work within a team that is seeking grant funding. These staff will endeavour to gain information at an early stage with relation to grant opportunities and will try to develop an early warning system so we have the maximum time to develop a resilient business case for the funding opportunities.
- 2.11 ITC will work with other grant giving bodies within the Town, such as the Rotary Clubs, Round Table and the Lions Club to ensure that money available is distributed fairly.
- 2.12 ITC will endeavour to keep abreast of changes in legislation to ensure that these changes may be used to the benefit of the Town.
- 2.13 As more responsibility filters down to Parish Councils, ITC may wish to consider taking ownership of 'affordable housing' that has been created through the section 106 agreements with developers.

- 2.14 Where Community projects and businesses can be seen to be adding value to the Town then ITC must be seen to be aiding the development of these schemes within its scope of influence.
- 2.15 It is important that ITC learns from the experiences of others, particularly other Towns and Parishes, to ensure that it makes the right decisions in taking the Town forward.
- 2.16 ITC has the opportunity, through One Ilfracombe, to make sure that programmes designed to benefit the residents of Ilfracombe are co-ordinated and supported by all the agencies that operate in the Town. Through One Ilfracombe, ITC must continue to develop strategic partnerships with both private and public organisations.

Objective 3

One of our main businesses is tourism, broaden its scope and take upmarket

- *Create and periodically update a marketing plan.*
- *Bring large tourism operators and tourist related organisations with us*
- *Promote consistent message and branding of the town*
- *Improve the public realm.*
- *Target as quality tourist destination to specific groups*
- *Promote quality tourist events*
- *Market our history.*
- *Promote the character of the historic and built environment.*
- *Encourage routine cruise liner visits*
- *Promote water borne activities such as regattas*

- 3.1 Tourism continues to be Ilfracombe's main business - a business that is the lifeblood of the town and its impact all-pervasive; one in three jobs and 40% of the town's businesses are in tourism related industries (1). It holds the key to Ilfracombe's success or decline therefore the industry needs to be protected from present and future risks with forward planning to ensure Ilfracombe ably competes for a full share of the modern tourism market.
- 3.2 Many of the town's tourism businesses have developed successful marketing strategies and utilise good marketing techniques. As a Town Council, without bias to any individual business or group, we are well-placed to bring these together to develop an overall long-term marketing strategy for the town for the collective benefit. The Ilfracombe Tourism Marketing Group has been welcomed by the Ilfracombe & District Tourism Association (IDTA), which is a valued partner in the group, and tourism businesses.
- 3.3 The successes of the IDTA - such as the Tourist Information Centre and www.visitilfracombe.com - are valued and should be sustained and developed.
- 3.4 Recognising the need for a consistent, quality brand image for Ilfracombe the brand developed in 2009 has been accepted throughout the Town and the logo, strap line, colours and images are being used by most businesses. Curious Coastal Charm is a successful brand but needs new impetus if it is not to get sidelined by mixed messages. A start has been made to enhance the public realm by introducing the 'brand colours' and this will continue to be supported by ITC. This brand must be protected, kept alive and promoted and the Town Council will need to be at the forefront in championing this by promoting the correct colours in the public realm and on advertising materials.



- 3.5 Art and weddings have transformed shoulder months. These niche markets need support and must be encouraged to engage with other Tourism providers. Weatherspoons has created an all weather attraction, we must engage with other landlords to encourage more visionary developments.

If we are able to attract more visitors to the Town then a larger all-weather attraction may become viable. The Town Council will continue to work through the Marketing Group and engage with the private sector to establish whether some existing attractions could be combined into a single venue whilst attracting new investment in this venue from the entertainment sector.

- 3.6 A solid platform of credibility is required for PR activity to be successful and there are some hurdles that Ilfracombe must overcome before it can reach its potential. There is a general feeling that Ilfracombe has become "shabby" due to an increase in empty High Street shop fronts, some key development sites lying either derelict or dormant and a lack of investment in maintaining privately owned buildings (many of which are Victorian town houses that have been converted into HMOs). Targeting each of these issues in conjunction with and as part of the Marketing Strategy is required.
- 3.7 Often public realm improvements are carried out in isolation with a particular local authority department working unilaterally to achieve a particular aim. This problem is now being addressed through the One Ilfracombe Town Team's Operational Committee. ITC will continue to support this group which comprises officers from Devon County Council, North Devon Council and Ilfracombe Town Council to ensure that all public realm works are coordinated and agreed.
- 3.8 Greater investment is needed in much of Ilfracombe's holiday accommodation and providers should be aware that the town's boutique hotels and top quality guesthouses are well booked throughout the season despite commanding higher prices. Marketing should be targeted at the

higher-spending audience and Ilfracombe's product - including its shops, attractions, accommodation and entertainment - should amply cater for such. Low spend and low quality establishments will not be supported and will need to improve and develop to survive.

- 3.9 Niche tourism markets must be actively promoted. These will diversify the product offer and minimise the effects of seasonality. It is clear that not all niche markets relate to the higher end of the market but the high-spend bracket should be targeted through the creation of a marina and through the addition of a motor-home park within walking distance of the Town centre.

Ilfracombe also has a rich, colourful and diverse history and this should be marketed to the heritage tourism market (nationally and internationally) as a niche product in its own right. To promote this venture it is essential that the character of the historic built environment is protected and preserved.

- 3.10 Quality tourist events should be established and promoted. Ilfracombe now has a strong arts connection with links to Damien Hirst and resulting from the many galleries that have developed over recent years displaying the work of many local artists. The creation of an 'Art Trail' should be further promoted and emphasising the 'curious' brand already has the foundations of credibility.

Coastal/Maritime events such as the quirky Birdman competition, the Lundy Yacht Race and the Sea Ilfracombe festival should be supported together with the 'All things Morris' weekend. The Victorian Week celebrates our history and has been in the calendar for near thirty years.

Condensing this festival into a weekend may give it a new lease of life.

The 'Walkers Welcome' campaign should be further promoted and the fact that Ilfracombe is the start or destination of part of the National Cycle Network must be publicised.

Classic car and bike shows are always popular and we must support the proposed film festival and the Art Trail event.

There are volunteers looking to improve the winter 'lighting the lights' event to make this evening even more attractive and successful and the Town Council will do what it can to support this initiative.



Objective 4

Support our large manufacturing employers

Actions

- *Maintain contact with local major employers.*
- *Identify their needs.*
- *Through One Ilfracombe promote links between schools, The Academy, colleges and Universities with manufacturers to support a sustainable workforce*
- *Understand and promote manufacturers when recognised as important industry leaders*
- *Support the work of COMBEBusiness in leading the town business sector*
- *Make Ilfracombe an attractive place to work*
- *Develop links with inward business investors*
- *Recognise and support out of area businesses that generate business opportunities in the town e.g. hotel operators*
- *Support the area's other existing and potential industries where benefiting the town*

4.1 Major employers represent an important part of our Community. On a day to day basis ITC has little rapport with these but has developed contact with Pall and TDK through One Ilfracombe and has been able to reassure these employers that ITC is a supportive rather than an obstructive public body. Through One Ilfracombe it is gradually extending this relationship to other Employers in order to ensure that ITC is regarded as a proactive body in furthering employment opportunities and acting to assist Employers in any expansion proposals that they may have.

4.2 ITC must assist local employers if they are encountering problems that may be alleviated through local government resources.

4.3 ITC, through One Ilfracombe, must continue the positive liaison between the Ilfracombe Academy and local Employers to try to ensure that a percentage of students leaving school are suitable for employment with local Companies and thereby creating career opportunities and preventing young people from leaving the Town.



We must help local Companies and the public sector in promoting the opportunities that are available for professional families and encourage them to relocate to Ilfracombe.

Objective 5

Promote the establishment of micro-businesses

(probably creative / knowledge intensive / broadband dependent)

- Find out their experience/views.
- Set out promotional plan
- Take part in exhibitions
- Work with broadband and mobile phone providers to ensure good quality service.

- 5.1 Faster and continually improving communications especially telecommunications has made the planet and the world of commerce a smaller place. No longer do businesses necessarily have to be located close to markets or large populated areas.

Micro businesses in particular tend to be more flexible than traditional enterprises often choosing to relocate to a particular area for lifestyle and family reasons.

- 5.2 Ilfracombe has many attributes to attract and encourage the development of such businesses, such as fabulous scenery, sense of community, low crime rate, good schools, attractive house prices and capable human resources.

- 5.3 Ilfracombe already benefits from a number of micro businesses and ITC would like to understand the potential for expanding this market in its area as it offers potential employment and wealth creation.

To that end the Council recognises that it must firstly understand the opportunities and trends within the sector and determine how many such businesses operate within the parish. ITC, therefore, intends to identify the number, size and type of micro business that have chosen to operate in the area.

- 5.4 ITC considers it important to work with existing micro businesses to gain knowledge and understanding of their needs and that of the sector. This may be achieved by for example either undertaking surveys or creating a forum to allow an exchange of information.

- 5.5 ITC also appreciates that it does not necessarily have in-house expertise to undertake this task alone so it is essential it works with the business community to deliver benefits.

- 5.6 Knowledge will allow the town either directly or indirectly to create a promotional plan for the town, targeted at the micro-business market. ITC believes that potential for this market could be a significant contributor to the growth and economic expansion of our town.

- 5.7 Once a promotional plan has been developed ITC believes that it should be actively promoted at events such as exhibitions, property road shows and industry events.

- 5.8 To encourage micro businesses it is essential that we are at the forefront of the rural telecommunications revolution. We need to work closely with infrastructure providers, such as BT, to ensure that the high speed broadband is available to all of our community and particularly to businesses at Mullacott Business Park.
- 5.9 Use the One Ilfracombe annual business survey to understand the current needs and concerns of local businesses. Encourage businesses to participate in the survey and to join Combe Business as a representative body.
- 5.10 Promote the use of the Welcome Pack to larger businesses as a tool to assist them in recruiting staff from outside of the area.



Objective 6

Welcome and exploit renewable energy opportunities

Actions

- *Promote Ilfracombe as renewable energy friendly.*
- *Support tidal / wave energy projects.*
- *Promote upgrading of older buildings as product test laboratories for new energy conservation products that blend the aesthetics of the architecture.*
- *Support energy conservation and efficiency.*
- *Promote energy efficiency over conservation, where Conservation Area Status applies*
- *Promote energy information and efficiency savings to residents.*
- *Support and promote energy security where appropriate*
- *Use cooperative principles to deliver affordable energy options*

- 6.1 Investment in renewable energy development and delivery is an expanding and maturing industry. With Government having committed to international targets there is a need for all sectors of society to play their part in reducing the effects of global warming.
- 6.2 North Devon has experienced pressure from private companies to allow the development of wind farms to help deliver the UK's 'green' energy requirements. We have managed to maintain our coastal conservation area free of windmills whilst supporting the Fullabrook development and three units in Mullacott Business Park. With the loss of Government subsidies we are likely to see a drastic reduction in applications to erect further windmills. Any future application must be considered on its merits and we must ensure that no windmills encroach on the coastal preservation area.
- 6.3 ITC has adopted a policy of supporting well thought through renewable energy proposals, providing they take account of the local landscape, prove their effectiveness, which include measures to reduce the UK carbon footprint, whilst delivering real benefits to the local community. Any application for solar farms within the coastal preservation area will be opposed.
- 6.4 ITC, in considering renewable proposals adjacent to the AONB, will give due regard to actual benefits available to the Town if development progressed. ITC would also consider other targeted inward investment from energy companies.
- 6.5 Ilfracombe coastline has the second highest tidal range in the world. The ability to harness tidal and wave power is yet to be finessed. ITC will encourage and support the experimentation and development of technology to harness this natural energy.
- 6.6 There is an increasing need to insulate our homes to better standards, both to conserve heat and reduce energy costs. In new buildings this is relatively easy to implement through the Building Regulations. In existing properties the Building Regulations do not normally apply when renovating.

Older properties represent the majority of the country's housing stock. Period properties are especially difficult to upgrade without impacting upon architectural features. The town has diverse architectural styles and types.

ITC wishes to promote upgrading of period properties. ITC believes that the town could act as a living laboratory for leading product developers who could trial new products to determine effectiveness and suitability. This policy will require the support of the Local Planning Authority.

Trial study products could then be promoted and demonstrated to those issuing specifications, planning officers, designers and users, which indirectly would increase the town's exposure to potential future tourists.

- 6.7 ITC will support and encourage energy conservation and efficiency in all areas of the community and review and upgrade its own property periodically. This could take the form of proactive marketing of current best practice in the industry.



Objective 7

Support Ilfracombe as an important port, passenger and car ferry gateway linking the West Country, South Wales and Ireland.

Actions

- *Work in partnership with Ilfracombe Harbour Board*
- *Support the proposed ferry link to South Wales and design suitable transport links from the Harbour to the Town Centre.*
- *Ensure all Ilfracombe organisations have contact with Welsh equivalents.*
- *Encourage and support the fishing and leisure fleets*

- 7.1 Ilfracombe's harbour is its largest and most important tourist attraction. Its future is vital to the success of Ilfracombe's tourism industry and it should be protected carefully, but developed proactively and creatively. Ilfracombe Harbour has the natural advantage of being, not only the largest harbour on the North Devon coast, but the only harbour 'of safe haven' (port of refuge) between Watchet and Padstow.

The harbour has always held great importance for the town and the local economy, not only for its tourism draw but for its fishing and boating activities. Not including its wider tourism economic benefits, the harbour is currently estimated to support 227 full time equivalent jobs and bring added value of £8.2 million (1) to the local economy.

- 7.2 The harbour is the biggest single asset that has the potential to rejuvenate Ilfracombe and provide regeneration opportunities of sufficient scale to deliver the step-change required to ensure economic success in Ilfracombe. As a key focal point, transport gateway and centre of maritime economic and leisure activity it is recognised as a natural target for regeneration activity and a catalyst for regeneration of the town as a whole.

- 7.3 The Harbour is currently used for commercial fishing, ferry trips, the RNLI and increasing sporting and leisure activities. To maximise its potential, the Harbour needs to provide deep water berths and more protection to attract an increasing number, as well as larger and more lucrative, leisure craft, together with ferries and cruise liners.

The Council therefore supports the development of a Northern Breakwater and marina (the option described as the Full Harbour Development Scenario in the GHK report) which significantly increases the functionality of the harbour and provides the opportunity to create a 280 berth marina and harbourside developments.

The GHK report states that the Northern Breakwater option “best meets the vision for the harbour in delivering a high quality tourist offer while becoming a key ‘Maritime Gateway’ for leisure and commercial vehicles”.

This option would also accommodate potential Marine Energy Park/Tidal Demonstration Zone support vessels and this is supported by the Economic Development Team at NDC, the Harbour Board and One Ilfracombe

‘ITC supports the masterplan prepared by the Harbour Board.

- 7.4 Management of the harbour is through North Devon Council’s Harbour Board; a Harbour Community Forum with representatives from key stakeholders feeds into this. The current constitution of the Harbour Board does not guarantee Ilfracombe Town Council representation.

As the harbour is of such immense strategic importance to the town, this needs to be addressed with ITC representation on the board. As the Harbour Board action plan calls for "greater stakeholder access to decision making", this principle should be supported by the Harbour Board.

ITC should ensure that it uses its full complement of two councillors on the Harbour Community Forum and that these represent and support the Town Council's strategic aims.

- 7.5 Ilfracombe Town Council supports the development of new passenger ferry routes, including those with South Wales and Ireland as well as the introduction of car ferry links but does not support the introduction of larger commercial vehicle ferry services due to the extensive alteration and major infrastructure that would be required.

The introduction of large transport vehicles would likewise be inappropriate to the setting, layout and tourism positioning of the town. The more modest infrastructure to support both car and passenger ferries should be actively encouraged.

- 7.6 Although Ilfracombe is a quality destination in its own right, it is recognised that usage of South Wales and Ireland ferry services will also be by those using Ilfracombe as a stepping stone to other destinations.

Endeavours should be made to ensure that all visitors to Ilfracombe, whether passing through or visiting specifically should find the experience pleasant and unproblematic. Connections from car parks to the harbour should be regular, reliable and comfortable and opportunities to 'tour' Ilfracombe's sights should also be supported.

Ilfracombe's hills and slopes should be an attraction, not an obstacle for the lesser-abled including the disabled, elderly and young families. Therefore more accessible connections between the harbour, seafront and High Street should be actively promoted and signposted accordingly.

- 7.7 The harbour should be an important strand of the town's marketing strategy, not only as a visitor attraction but also to the maritime industry nationally and internationally, once the facilities described earlier, are in place to attract the higher-end yachting and cruise community.

- 7.8 The harbour should become a hub for recreational activities, not only for the local clubs including the yacht and gig clubs, but also as an attraction in its own right offering recreational water sports activities such as kayaking, sailing and rafting. With planning permission now granted for a Water

Sports Centre at Larkstone it is envisaged that when built this Centre will be able to support a range of coastal activities.

- 7.9 Once connections have been made with South Wales and beyond through regular ferry services, relationships should be developed and maintained with counterparts in these areas to ensure maximum benefit from the new links and the visitor, business and educational potential these will bring.

(1) (GHK Ilfracombe Harbour Regeneration Economic Impact Assessment May 2010).



Objective 8

Take our cultural offering upmarket.

- *Secure a more sustainable future for Landmark Theatre*
- *Ensure the theatre is utilised fully for community and tourism.*
- *Support aquarium, museum and Tunnel Beaches holiday attractions etc.*
- *Support and promote good quality retail experience.*
- *Promote Ilfracombe as a quality arts and culinary destination*

- 8.1 Ilfracombe has a long and colourful theatre history and a strong music and arts community. The Landmark Theatre, a 483 seat theatre plus open performance space should be supported to ensure the quality and standard of its cultural offering.

It is a key aim of the tourism strategy within this document that Ilfracombe targets niche and higher spending markets. Higher-spend tourists demand higher quality cultural products and Ilfracombe's theatre should aim to cater more fully for this audience.

The program at the Landmark has been able to move away from the traditional 'Summer Show' and is now providing a selection of performances to cater for most tastes. The size of the theatre restricts the engagement of top named performers but to its credit it has been able to maintain a program of quality with some very entertaining acts. Promoting the shows to the local community remains a problem and ITC needs to ensure that the theatre program is promoted through its Marketing Group.

- 8.2 North Devon Theatres is a Trust supported financially by North Devon Council. Due to its strategic importance, the Town Council aims to have a representative on the board and this representative should be selected from the Marketing Group. North Devon Theatres should be a partner in the Tourism Marketing Group.
- 8.3 The Landmark Theatre is a community asset and the community should have access to its facilities at affordable rates. The bar and catering facilities should complement the theatre and its location maximised through its green area at the front and its sea views at the rear both of which lend themselves to the cafe culture. Opportunities for extending the opening times of the bar (following shows, etc.) should be explored.
- 8.4 Other attractions contribute to Ilfracombe's cultural offering including the Museum, Aquarium and the many art galleries. These must be supported and promoted and it is essential that a new home for the Museum is found as soon as possible.
- 8.5 Ilfracombe's built environment has an interesting history and the books produced by Jim Bates put a new perspective on buildings that we tend to take for granted. The importance of these buildings together with the Town's vast maritime history is undersold and there are many opportunities that should be exploited and publicised.

Objective 9 (Part 1)

Maintain and utilise to best advantage our superb natural and built environment

- *Encourage quality initiatives that complement and enhance the built environment.*
- *Develop and deliver a plan through One Ilfracombe that will seamlessly integrate the Southern Extension with the main town*
- *Influence the ultimate style, layout and mix of housing on the southern extension*
- *Ensure that the Local Plan supports ITC / One Ilfracombe objectives*
- *As the national population increases and inward migration to the south west rises, balance demand pressures with environment considerations*
- *Encourage developers to fulfil affordable home requirements under Section 106 obligations by refurbishing run-down properties within the town.*
- *Balance protecting the landscape with needs for the well-being of the community.*
- *Work with other statutory bodies to develop our vision.*

9.1.1 Ilfracombe boasts a wonderful array of architectural styles that chart the history and economic prosperity of the Town. There are a number of listed buildings and ancient monuments and a Conservation area that is designed to preserve the area and conserve period buildings within it. It is unfortunate that many post war developments fail to relate to our more senior buildings, tending to stand alone in style, having followed national trends in design.

The introduction of national guidelines have contributed to the inflexible approach to development which has often resulted in the local vernacular being ignored in preference to unimaginative functional architecture. ITC will continue to oppose poor design.

9.1.2 ITC is committed to encouraging a good mix of homes being developed within the area especially family housing, as well as some homes needing to be of high value, thereby attracting high net worth home owners. This would be in keeping with the aspirational demographic profile envisaged for the town.

9.1.3 The proposed Southern Extension is an opportunity to provide a good mix of dwellings of quality design that sit snugly into the hillside and provides a seamless extension to the current built environment. ITC needs to ensure that this development is unique and does not follow the 'standard' design of house that is appearing on the suburbs of most larger towns.

9.1.4 Development considerations should not just be focused on buildings, but also encompass such features as street signs, street furniture, commercial advertising signs, soft and hard landscaped surfaces, public art, monuments and utility company apparatus.

There has been an inconsistent approach to signage, pavement finishes etc over recent decades leaving the High Street in particular without an established qualitative theme, other than from the buildings themselves. ITC considers this no longer acceptable and would like to work with other agencies to redress this matter. In summary the Town Council would like to see a consistent approach to quality and design to enhance the public realm.

- 9.1.5 The emerging Local Plan must be seen to be supporting the objectives of this Strategy.
- 9.1.6 As the population increases there is a continual demand for more housing and this must be balanced with environmental considerations. In Ilfracombe we are content for our population to grow to around 15,000 which we regard as a level which will sustain local businesses throughout the year. The Southern Extension, the development at the Shields and the conversion of holiday accommodation to permanent dwellings at the John Fowler site will together achieve this goal. ITC cannot at this stage condone any further expansion of its Town boundary.
- 9.1.7 The provision of affordable housing in our town is an important consideration and there has been far too few such homes provided over the past 20 years.

Developers who carry out significant sized developments are required to provide affordable housing as part of the agreed terms for allowing development. ITC understands this principle for achieving inclusive communities. However, in some developments it would be inappropriate to include such dwellings as they would undermine the type of quality scheme proposed.

ITC believes that developers should be allowed to fulfil their affordable housing liability by converting run-down existing buildings in the town. The location of the affordable housing scheme would not have to be geographically close to the proposed development site.

ITC does not support the principle that a high proportion of all new homes to be built in the town should be affordable homes. The Town Council does not see this as a way of achieving prosperity for the town.

- 9.1.8 ITC is mindful of the natural landscape surrounding its built environment and this land is regarded as having a high value. ITC will need to be convinced of the benefit to the Town's Community before considering any development on this land. This statement relates particularly to the harbour area.
- 9.1.9 ITC has its own planning committee, but has limited influence on design etc being a mere consultee in respect of the planning application process. Whilst ITC respects that the Local Planning Authority, as part of the District Council, has committed professionals, it often feels that local considerations expressed by its own councillors are ignored.

ITC believes that the dismantling of the current approach to planning is inevitable as it is unsustainable and delivers limited success in what communities actually require.

ITC would like to be at the forefront of change. The Town Council enjoys a good working relationship with the Local Planning Authority and would like to build on this to ensure that the local view is accurately represented. Regular meetings of the Development Sites Group is supporting this relationship and beginning to deliver more development and quality development. Regular contact must be maintained with the owners of 'stalled' sites and other agencies to assist in finding ways of progressing. The Council is keen to work with others to deliver our vision.

Objective 9 (Part 2)

Maintain and utilise to best advantage our superb natural and built environment

- *Encourage other stakeholders controlling gateway routes beyond our parish to support our objectives*
- *Support the delivery of sustainable communities.*
- *Seek to apply some control over Community Infrastructure Levy (CIL) expenditure, including promotion of Neighbourhood Plans where appropriate.*
- *We want to be influential in all Ilfracombe s 106 negotiations and allocations*
- *Encourage the community to respect its environment.*
- *Encourage and seek a sustainable future for the historic environment.*
- *Support and encourage the delivery of new quality infrastructure and youth facilities.*
- *Support well planned physical community hub*
Promote and support crime reduction initiatives

9.2.1 In the past Ilfracombe was one of the premier holiday destinations with direct rail and sea links to major urban areas. With changing holiday trends and the loss of those links the Town has to be more skilful in attracting visitors. The resort is determined to move up market.

Access to the town must be better signed and approaches sufficiently attractive to entice visitors to come to our town in preference for other local destinations.

Cycle ways are an important connective route with other local holiday destinations. The dedicated cycleway system from Ilfracombe to Willingcott Bridge via the former Mortehoe station follows the bed of the old railway line. Beyond this point cyclists are required to use either an existing road or green lane network as far as Braunton where the Tarka trail connects. The latter provides safe and popular cycling to Torrington and beyond. Ilfracombe forms the start of the coast to coast cycle route across Devon.

ITC is determined to ensure the last link of the cycleway is made between Braunton and Ilfracombe. Also, ITC wishes to ensure that the cycleways are managed properly as there have been examples of failure by the appropriate authorities to keep vegetation under control with some routes having become at times virtually impassable. This is not acceptable.

9.2.2 The population across the UK is generally ageing a result of lower birth rates and people living longer. Ilfracombe is a popular retirement destination and the North coast has become a very popular location for holiday home ownership.

ITC considers it important to maintain sustainable communities. Whilst the town has many appealing attributes for young people and families – low crime rates, good schools, and a wonderful environment, further progress must be achieved. ITC will support imaginative ways in

which we can help retain our young people and families. The provision of adequate housing, suitable employment and prosperity are steps toward achieving this goal.

9.2.3 The new Community Infrastructure Levy (CIL) will provide some financial benefit to our Community and ITC will be in a position to control these funds. It is important that these funds are used to promote our vision and if deemed beneficial used to prepare a Neighbourhood plan for part or all of the Town.

9.2.4 It is important that ITC has an influence on the spending of section 106 contribution from developers. ITC must insist that all proposed spend of this money by the District Council must be supported by the Town Council.

9.2.5 So often a sector of society fails to recognise the value of the local built environment. This can lead to either wanton or accidental damage or even neglect of buildings and public areas.

ITC would like to find ways in which to reach out to these sectors so that they understand the importance of respecting and looking after our environment.

9.2.6 The rich choice of period architecture is an asset to the town. However, a number of the larger commercial buildings were developed to meet a demand now greatly diminished.

For example a number of quality hotels were developed during the Victorian period, but no longer meet the requirements of the modern discerning visitor. The ability to renovate to meet modern commercial and regulatory requirements is either cost prohibitive or structurally impossible.

ITC recognises that such properties could have reached a stage of economic obsolescence. ITC is keen to see the essence of the character of such buildings retained, but modern uses found. This will inevitably result in compromise. ITC accepts that a flexible approach to considering alternatives uses must be maintained.

In the case of landmark period buildings, ITC, in consideration of any proposals, will take into account any wider community benefits provided by development.

In exceptional circumstances ITC might be willing to consider demolition of less significant buildings and their replacement, but any such consideration will be subject to, and have to pass, a number of stringent tests, before support could be offered.

9.2.7 ITC wishes to explore ways in which the infrastructure of the town can be improved to better serve tourists and residents alike.

The development of the harbour with the creation of a better commercial quay and marina facilities are considered a priority. A public consultation undertaken through the Coastal and Market Towns Initiative identified that a marina complex was the greatest priority.

The Town Council continues to support this priority recognising that it would help considerably the economic regeneration of the Town. There is much evidence elsewhere around the UK coastline to confirm that such investment would deliver strategic results.

ITC does however appreciate the significant challenge and potential risk of focusing solely upon promoting a marina scheme during times of public finance austerity. The likelihood of achieving such development without significant public funding appears remote. Whilst ITC will continue to promote, this will not be at the exclusion of more realistic opportunities.

The Town Council is also keen to see a focus on youth facilities and amenities, as it considers the needs of our young people have been much overlooked in the past 40 years.

9.2.8 With the acquisition of the Lantern Centre, ITC will endeavour to turn this into an attractive community hub where residents of all ages feel comfortable to use. It is clear that volunteer help will be required to make this a successful venue and the Community must be aware that the building belongs to them and is there for their benefit.

9.2.9. Ilfracombe is fortunate in that it has a relatively low crime rate, but the Authorities must not be complacent. Continual review is important. In the case of new developments, design should be such as to minimise crime risks e.g. avoid the inclusion of narrow and isolated access passages.

(1) Communities and Local Government Planning Policy Statement 3 (PPS3) Housing. June 2010.



Objective 10

Improve public transport, traffic management and infrastructure within and to the town.

- *Improve A361 with by-pass at Braunton.*
- *Support the upgrading of North Devon Link Road to dual carriageway status*
- *Improve A399 tourist route.*
- *Promote Park and Ride.*
- *Support direct coaches to Tiverton Parkway – Heathrow – Victoria.*
- *Support Tiverton Parkway as a principle mainline station*
- *Support increased and improved Tarka Line rail services*
- *Support frequent, comfortable and convenient town services.*
- *Implement a local traffic management plan*
- *Support better signage in and towards town.*

- 10.1 Part of Ilfracombe's coastal charm lies in its geographical position, having a feeling of peaceful seclusion bordered as it is to the north by sea and to east and west by hills. However, this seclusion should not lead to isolation through inadequate traffic routes from the main commercial hub to the south.

Improvements to traffic flow through Braunton on the A361 will be supported along with improvements to the A399 tourist route.

- 10.2 The parking for the seafront/harbour area has been improved with the opening of the Ropery car park. Town Centre parking remains a problem as existing car parks are inconvenient for a 'quick' shop. The development of the old Ebberley House site for traders parking and resident permit parking will be supported.

The existing car parks still have capacity problems during the peak holiday season and a Park & Ride scheme should be promoted during this period. The developing Traffic Masterplan proposes to pedestrianise Quay Road during parts of the summer season and if this is achieved then a Park & Ride facility will become essential.

- 10.3 Ilfracombe's isolated position is compounded by a lack of coordination in its public transport services. Train and bus timetables are compiled independently and frequently result in a wait of 45 minutes before connection. There should be co-ordination between bus and rail timetables; the existing Devon County Council funding should be used to leverage this.

Opportunities exist for an express bus service direct to Tiverton Parkway railway station and ITC would support the introduction of such a service. The existing express link to Victoria Coach Station should be maintained as well as one to Heathrow Airport.

- 10.4 We must support and lobby for improvements to the Tarka Line service to Exeter.
- 10.5 The topography of the town can be a challenge for the less-abled and those with young families and therefore regular, convenient public transport to integrate and connect the key areas is vital.
- 10.6 The developing Transport Masterplan for the Town attempts to address the traffic and parking problems as far as it is able. This plan includes the amendment to signage leading to the Town such that visitors can be directed to the shops, seafront and harbour and the appropriate car parks.

Heavy traffic using the A399 to access Ilfracombe must be diverted at Easterclose to prevent vehicles approaching via Combe Martin and entering the High Street unnecessarily.



Objective 11

Improve public places, particularly the High Street and Sea Front and promote connectivity.

Actions

- *Make the High Street more pedestrian friendly*
- *Introduce shared space schemes in the High Street and Seafront*
- *Promote quality retail outlets and look to condense the shopping area..*
- *Convert some shops to residential.*
- *Support a new scheme for the seafront with the backing of the Community*
- *Support the continued regeneration of Fore Street and other quality townscape improvements*
- *Support a scheme to make Quay Road pedestrian friendly*
- *Ensure peripheral street works are consistent in quality reflecting our standards*
- *Encourage good waste and recycling management.*

11.1 Ilfracombe's High Street is one of the town's three key attractions identified in the Terence O'Rourke (1) report, the other two being the Harbour and the Seafront. The High Street has many strengths – an attractive and interesting mix of quality architecture, mainly Victorian but also including fine examples from other periods; a large number independent retailers giving an individual 'curious' feel; and a vibrancy due in part to the contained nature of its retail offering.

Its weaknesses are that many of the buildings are poorly maintained and shabby, there are a number of empty shops and lack of parking and road congestion are frequent complaints

11.2 The main arterial road along the northern coast of Devon is through Ilfracombe High Street, which means that it carries a high level of traffic. The emerging Transportation Masterplan for the Town promotes a shared surface scheme for the High Street but also suggests the re-visiting of signage outside of the Town to ensure that traffic is directed to particular destinations within the Town to avoid unnecessary vehicles passing through the High St. Schemes to pedestrianise the High St. have been investigated but the lack of a suitable alternative route together with strong opposition from High Street traders has led to the proposed shared surface scheme whilst retaining two way traffic.

11.3 The High St has its fair share of 'Pound' shops and Charity shops and many shop fronts are in need of upgrading. In order to promote a better shopping experience it is necessary for existing shops to make their offering more attractive and to encourage new quality shops to open. The shopping area can be condensed to provide a more vibrant retail area whilst the extremities of the High St may lend themselves to offices or residential use.

11.4 A pedestrian friendly High Street with café culture outdoor seating would be welcomed and the shared street principle should be explored to reduce the dominance of vehicles, thus making the High Street more attractive and 'people-friendly'. In a shared surface street design the road and its surroundings are altered to cause changes in the behaviour of drivers, encouraging them to be

extra cautious as they negotiate the new road layout and to establish eye contact between pedestrians, cyclists and drivers.

- 11.5 Utilise to best advantage the architecture of the High Street. Ensure that shop fronts do not appear visually disconnected from the rest of the building detracting from its overall appearance but are externally decorated to view the building as a whole. Some good and poor examples of this can be found in NDC's Conservation Officer's presentation of July 2010. Shop signage should not be allowed to detract from the building and should be in keeping with its overall design. Opportunities to promote a town/heritage colour palette should be explored as should funding applicable to buildings within a conservation area.
- 11.6 The seafront is looking 'tired' and we must develop a seafront masterplan probably in conjunction with private developers. The area must become even more pedestrian friendly and a scheme to terminate buses in the area of the Landmark Theatre should be investigated. The derelict site opposite the Dilkusa Hotel must be progressed through the ITC Development Sites Group and in doing so the Environment Agency's flood risk scenario must be addressed.
- 11.7 Fore St is one of the oldest streets in Ilfracombe and has tremendous charm and character, together with many quality pubs and restaurants. The new car park on the redundant bus station has provided much needed convenient parking and we must now support the continued enhancement of Fore St and emphasise its importance as a link to the High St.
- 11.8 The conflict between traffic and pedestrians on Quay Road must be addressed and, whilst maintaining some parking on the Pier, it is necessary to look at alternative uses for some of the Pier Car Park. The re-development of the Harbour Master's Office into a quality catering facility together with a new office for the Harbour Master should be supported. Pedestrian priority on Quay Road must be the long term aim but closing Quay Road to vehicles during the evenings of the summer months could be promoted as a first step in a longer term strategy.
- 11.9 St James place is the link between the seafront and the harbour and a shared surface scheme here would create a route that would be far more comfortable for pedestrians as well as improving the street scene.
- 11.10 When street works are required for utility works or road repairs, the finished product should match the existing pavement or street surface and all finished works should be inspected for quality of finish and consistency. Local authorities and contractors should be made aware of this policy prior to works beginning and encouragement should be given to authorities to ensure this is a requirement of consent.
- 11.11 Cleanliness of the town continues to be a priority for residents. ITC will continue to work with NDC to ensure an effective waste and recycling service and supports this by employing a Hygiene Operative. The prevalence of seagulls and the topography of the town mean that the contents of household waste are frequently strewn about. The Town Team Operational Committee will look at initiatives to educate as well as looking at new initiatives such as gull guards. Recycling initiatives will be encouraged and supported. A strategy must be considered to reduce the nuisance caused by gulls through the summer months

11.12 Consideration should be given to advertising a particular beach as being dog friendly and make this a positive feature to embrace the number of dogs that visit our Town.

(1) Ilfracombe town Centre Study October 2005 – Terence O'Rourke



Objective 12

Endeavour to support initiatives to operate buildings and services where they contribute to well being.

- *Understand community needs and be prepared to create an innovative business plan to determine viability*
- *Where viable support the provision of facilities that have been identified as beneficial to the community*

12.1 Communities require a range of services to support their residents, spanning from youth facilities to residential and nursing care, with emergency and other essential services in between. Ilfracombe is no exception.

There is a constant pressure, especially amongst Local Authority providers to reduce and manage cost. This can sometimes manifest itself in consolidating services in one location to serve a number of communities. The purported valid arguments of either 'bigger means better' or 'economies of scale' are often used in defence of such strategies.

ITC working in collaboration with North Devon and Devon County Councils created the Ilfracombe Centre which opened in 2008 offering a range of advisory and support services to the community. This project has proved highly successful with over 25,000 (1) users facilitated within the Centre in one 12 month period.

The success of this project reinforces the importance of maintaining and delivering services at a truly local level.

ITC will resist important services being removed or scaled down within our Town and will through the Board of One Ilfracombe endeavour to find ways of preserving services through a different operational scenario.

The problem of outside agencies, who deliver services to our residents, working in isolation is now being addressed through the One Ilfracombe network and it is clear that new ways of working are essential if we are to maintain services whilst the supporting budgets are decreasing.

One Ilfracombe is now working closely with its Partners to preserve and enhance the social and health needs of the Community and much pioneering work is being undertaken which is proving beneficial to our residents and ITC will continue to support this work.

Objective 13

Raise our socio economic profile

- *Support / influence the performance of Ilfracombe Academy*
- *Support new community health and wellbeing hub.*
- *Ensure quality new dwellings.*
- *Promote advantage of the town to potential new residents.*
- *Maintain public realm in good order.*
- *Promote low crime rate and maintain good law and order.*
- *Promote shared equity housing as a means of delivering affordable housing.*

- 13.1 Schools play an important role in our Town, not just in educating its young people, but also, by making its facilities available to the wider community

ITC recognises that well performing schools help our community and add appeal to families moving to the area. Ilfracombe Academy in particular is extremely important to our Town in terms of its size and as a potential resource for adult learning and sports centre. Our infant and junior schools also play a major part in serving the community as well as helping to develop our residents of tomorrow.

ITC is keen to work with and support the dedicated professional staff and volunteer governors who run and manage our schools.

Whilst ITC accepts that the focus of the schools must be the full time education of its pupils, it remains concerned that there has been a long decline in community involvement and connection. Over the past few years this concern has been addressed and the Town Council with One Ilfracombe has begun to re-new strategic contacts such that interaction between the Council and the schools is gaining pace. The prospect of a new building to house the Academy promises to deliver greater community involvement and the management team are well aware of the role that the schools must play in promoting a vibrant community.

It would be sensible to have a Town Council representative on the Board of Governors of each of our schools to ensure that all parties can share and influence the strategic aims of our Town.

- 13.2 The planned residential development to the south of the Town includes the construction of a new Junior School. With our current schools full to capacity it is essential that this facility is part of the first development stage.
- 13.3 With an ageing population it is clear that our traditional Health Service will struggle to cope with the inevitable increase in demand. Through One Ilfracombe and the Living Well initiative ITC is determined to bring all health providers together to develop a programme that will mitigate the concerns that will arise from the perceived lack of capacity in the NHS.

It is clear that poor housing, worklessness, financial worries, and social isolation are major contributors to poor health and by addressing these problems through an integrated workforce of professionals and volunteers it should be possible to relieve some pressure from our GPs and our acute health provision.

It is our intention to introduce a wellbeing hub which can be the first port of call for those seeking advice, not only on medical matters, but also on those other issues which clearly affect one's health. We have a clear ambition to get people involved in preventative means to better health, such as advice on diet, promoting more exercise and introducing people to clubs and associations that will help in addressing the problem of social isolation.

ITC will continue to support the Tyrell Hospital as it adapts to new initiatives and try to ensure that it becomes a 'Centre' for the 'care in the community' programme. It will support and encourage the increase in services at the Tyrell that will prevent patients needing to travel to Barnstaple for regular treatments. The Tyrell Hospital must become part of the 'Living Well' integrated provision and be a leading partner in the field of preventative medicine.

ITC will continue to support the 'League of Friends' of the Hospital as they unselfishly continue to raise money to enhance the services provided.

Understanding and addressing the needs of those with mental health problems in our community is essential. ITC will support, as much as it is able, those professional who are working in this field and will try to accommodate anybody with mental health issues into its health initiative programme.

- 13.4 If a medical facility is introduced as part of the Southern Extension housing development then ITC will support the inclusion of a dedicated 'local' hospice suite ideally in conjunction with the hugely successful North Devon Hospice.
- 13.5 In recent years national planning policy has been driven via a top down approach, with Central Government determining such factors as the number of dwellings that should be constructed on development sites. This has led to many examples of a homogeneous bland approach to development across the UK where the emphasis has been on high density small homes.

ITC strongly believed such policies were flawed, resulting in the national housing infrastructure providing high numbers of a limited range of homes that fell short of the needs and desires of many potential householders.

ITC supports the continental approach to housing as a preferred template, where the emphasis generally is upon quality and minimum size standards rather than maximum numbers.

The town has experienced relatively small numbers of new dwellings constructed compared to other seaside resorts across the south west. ITC will support quality spacious housing schemes that provide a mix of housing types to meet future needs. There is an urgent requirement to provide larger family homes, with decent amenity space.

ITC is convinced that a broad selection of good modern housing stock will be a factor in aiding the Town's ambition to achieve prosperity.

Generally, compact high density schemes providing dwellings that fail to meet decent spatial standards, will not be supported by the Town Council through the planning process.

However, where such schemes are under consideration through the planning process, the Council will need to be convinced of wider community benefits and identified specific market demand is being met, before it will offer support.

The Council's view will remain flexible, but no longer will it be swayed solely by the principle argument that such schemes should be permitted because they follow planning policy guidance.

ITC will require designers and scheme promoters to be more imaginative in their thinking, mindful of the local vernacular and the views of the community thus ensuring that development complements and enhances the existing built environment rather than just delivering development.

Whilst developers are required, through making capital contributions via Town and Country Planning Act Section 106 Agreements (or subsequent contribution agreements), to have a social conscience when developing, the Town Council will also require developers to adopt a community conscience and consider the town's aspirations, priorities and needs.

Where existing period buildings are to be regenerated for residential housing, every attempt should be made by the designers not to compromise spatial and quality standards.

ITC does accept that investment can be more intense in bringing older buildings into meaningful use, but designers and specifiers should not automatically assume high density low spatial homes will be an adequate trade off for regeneration. ITC, whilst working against the backdrop of its strategy, will consider each proposal on a case by case basis.

- 13.6 The south west of England has been identified as the region that is likely to experience the greatest inward migration of residents from other parts of the UK over the next 20 years, due in part to its climate but more especially the quality of life style on offer.

Ilfracombe is already a beneficiary from affluent people moving to the area, either purchasing holiday homes or taking up residency.

ITC will never disregard its responsibility toward the indigenous population, but has identified the need to continue to attract affluent people to aid the town's prosperity.

The town has many assets that are appealing to inward migrants – the natural and built environments, good standard of schooling, low crime rate, relatively limited traffic congestion, sense of community and access to some stunning marine and coastal activities.

ITC has been proactive in producing a promotional brochure for the Town. This was at the request of our major Companies who have found it difficult to recruit suitably trained staff.

The creation of quality housing will aid the attraction to the town.

- 13.7 Existing public areas together with proposed renovations/enhancements must be subject to robust long-term maintenance programmes. In the past once initial capital expenditure had been committed, subsequent maintenance works have often failed to protect the initial standard achieved.

Good example of this are the footpaths in the High Street. In the late 1980s the footpaths along the full length of the High Street were changed from concrete paving slabs to brick paviors at significant capital cost.

In more recent times, as parts of the footpaths have either had to be excavated, to allow access to below ground utilities, or suffered from deterioration requiring repair, surface reinstatement has been either of a poor standard or completed with non consistent materials. The monetary and aesthetic values of the initial investment have been greatly eroded. This inconsistent approach to maintaining the public realm is detrimental to the Town.

ITC proposes inter –agency co-operation through the new Town Team such that at the design stage work can be planned to aid longevity and to aid better policing, post completion, to ensure the fabric and character of areas are maintained to a high standard.

- 13.8 ITC will continue to work with the Police through the One Ilfracombe Town Team to ensure that very low crime rates are maintained. Good law and order is essential in the promotion of the Town to new residents and tourists and the current squeeze on police budgets makes it essential that our integrated approach to reporting crime is maintained.
- 13.9 Many young people aspire to own their own home, but with property prices relatively expensive in relation to average incomes the affordability gap continues to widen.

ITC supports many social housing initiatives, but considers the emphasis should be in providing affordable homes that can be purchased rather than rented, to help the community's first time buyers. This objective would also help the town to retain its young people.

Schemes such as shared ownership and retained equity promoted through Registered Social Landlords are useful initiatives. The latter version in particular enables such properties to be kept available for first time buyers in perpetuity.

ITC would also support private initiatives that help our young people to realise their dreams



Objective 14

Help young people understand their value in the community and play their part in shaping the future of our Town

- *Listen and talk to young people*
- *Provide advice and help with employment for young people*
- *Establish a young people's forum/council/Parliament to debate local issues*
- *Improve the quality of things to do and places to go in Ilfracombe*
- *Help to provide volunteering opportunities*
- *Ensure good communication and easy access to information for young people in Ilfracombe*

- 14.1 Support engagement with young people and youth providers to establish what is needed within the Town. Create a platform for them to be heard. The migration of young people from our community has unbalanced our population and those who are not seeking a University education could be encouraged to seek higher education at a local college and seek employment locally. Ways and means of increasing quality, non seasonal employment opportunities should be explored in full.
- 14.2 One Ilfracombe has been able to bring together local businesses with the more senior school pupils to ensure that these pupils are aware of the opportunities that are available in Ilfracombe. This initiative named 'Your Hired' has been a great help to both parties and must be continued. Businesses must be encouraged to create greater apprenticeship opportunities.
- 14.3 ITC will encourage a young people's forum and is happy to support the Rotary Club in the setting up of an Interact Club at the Academy. It will also continue to work with the Junior School in projects that their pupils have identified where, in their eyes, will make the Town a better place to be.
- 14.4 Working with young people will allow us to improve the range and quality of activities that are available. The water borne sports such as Gig racing and the Y Sail initiative are already very popular and ITC will do all it can to progress the building of a new Watersports Centre at Larkstone. The Rugby and Football clubs have good youth groups and ITC will continue to support these where possible. Good quality tennis courts are available at Bicclescombe Park and are well used throughout the year.

The recent upgrade to the swimming pool had the full support of the Council together with the new all-weather pitch at the Academy.

ITC will continue to support the provision of more and better sports facilities as well as the youth clubs operated by North Devon Homes. It will also seek funds to floodlight the skateboard park to allow it to be used for longer hours during the winter months.

A 'drop-in' facility for young mothers has been identified as a need and ITC will work to try to provide this facility.

- 14.5 It is clear that most young people are willing to volunteer for projects that make our Town a better place. The beach clean activities are an example of this and ITC will continue to support and identify volunteering opportunities for young people.
- 14.6 Good communication with young people must be enhanced and it is possible that the Lantern Centre becomes a focus and information centre. A youth club in the centre of Town should be promoted and a 'pin-board' type system could be introduced to ensure that young people are aware of all of the activities available.
- 14.7 Ensure that our cultural offering, including comedy, theatre and music caters in general for the taste of young people. The 'arty' and 'curious' brand should link in with showcasing work from Ilfracombe Academy.



Objective 15

Better managed support for OUR socially dependent residents.

- *Identify institutions that impose social dependants on us and deflect.*
- *Avoid designating houses for HMOs.*
- *Ensure most vulnerable are aware and take up opportunities for personal development and advancement.*
- *Ensure sufferers of disadvantaged/discrimination are offered support.*
- *Ensure people are connected to available services through the One Ilfracombe Virtual Hub and the Ilfracombe Centre*

15.1 Supported living providers such as The Wynstay, Hilldales and Larkstone Supported Living, house vulnerable adults, the majority of which are from out of the area. The Town Council believes that supported living providers situated within the town should primarily support the town's vulnerable adults and not those of other towns and cities. This would begin to tackle the problem of the disproportion of Ilfracombe's residents that are on incapacity benefit and not in a position to become economically active.

15.2 The legacy of a large number of multi-story Victorian dwellings together with the decline in the B&B trade and increase of lower incomes in the local population has led to a high proportion of buildings converted into Houses of Multiple Occupancy (HMOs).

Although some of these may provide needed affordable accommodation and prevent social isolation, many are in a poor state with below standard with inadequate facilities. Even when those in such premises have been able to move on to better accommodation, this has only led to the original premises being filled, often with landlords targeting those claiming benefits from other towns and cities.

This needs to be tackled from a number of angles: the existing housing stock should be upgraded to ensure a safe and healthy living environment; planning policy should be aimed at reducing the number of HMOs in the town; remaining HMOs should be licensed and minimum standards imposed; the provision of affordable housing should be targeted to purchase and shared equity schemes rather than subsidised rental.

15.3 A number of agencies have recognised Ilfracombe's housing problems and have put resources into tackling these. The Town Council, through One Ilfracombe is well placed to bring these agencies together to create an overall housing strategy for the town which will have input from those on the front line of delivering housing advice, together with the private sector housing management and social landlords. This will improve communication between the groups and produce a more effective response to Ilfracombe's housing problems.

15.4 Vulnerable members of the community and those on long-term benefits should be encouraged and supported to find long-term employment, whilst those currently on incapacity benefit should be helped to find work that their illness or disability allows them to do. There are a number of local

agencies who can help in this regard and ways should be sought to actively encourage training, skills and personal development.

The Disability Discrimination Act 2005 places a positive duty on all public bodies to eliminate discrimination and harassment and to promote equality of opportunity for people with disabilities.

ITC believes that barriers resulting in the exclusion of people who have impairments should be removed where possible. These include inflexible organisational procedures and practices, inaccessible information, inaccessible buildings, inaccessible transport and discriminatory health and social support services. The topography of our town adds a further dimensional challenge to these aspirations.

With the support of all agencies, ITC strives towards achieving a balanced community for peoples of all abilities and needs in terms of both residents and visitors to our town.

The Council will continue to support the Ilfracombe Access Group and others involved in the welfare of disabled people.

As and when funds permit, ITC would like to encourage the development of a training awareness programme that helps local businesses & organisations to understand and empathise with the needs of disabled residents and visitors, offering standards of service and accommodation that will exceed the minimum set by legislation. Social inclusion is an important aim of Ilfracombe Town Council.

- 15.5 The introduction of a 'hub' will allow people to be connected and directed to the correct available service that meets their needs. This should avoid the problem of vulnerable people being passed between agencies with the risk of being excluded altogether.



Objective 16

Maintain social cohesion and prevent social isolation.

- *Continue to develop a trusted point of contact through One Ilfracombe and the community engagement team*
- *Be recognised by other agencies as an active and key participant in social provision.*
- *Increase accessibility to services*
- *One Ilfracombe to provide services the community need*
- *Support One Ilfracombe's social prescribing and neighbourhood health watch programmes*
- *Maximise joint working opportunities.*
- *Work with voluntary and community sector – information sharing, planning and co-ordination.*
- *Work with schools and youth services.*
- *Encourage community to engage in democratic process.*
- *Increase community resilience.*
- *Support as appropriate works to protect our vulnerable areas from flooding.*
- *Continue to develop and expand the One Ilfracombe Town Team*
- *Achieve and retain dementia friendly town status*

16.1 The Ilfracombe Centre will continue to be a trusted point of contact for those seeking assistance with a range of social problems. Our Community Engagement staff will be proactive in seeking the opinions of residents to identify the concerns that they may have and through the Town Council will present these concerns to the One Ilfracombe Board so that they can be addressed by the correct agency or agencies.

16.2 As well as undertaking its statutory duties ITC is becoming increasingly involved in the provision of social services in the Town. This is not infringing on the remit of the Social Services Department but is attempting to supplement these services by supporting those volunteers who are addressing the problems of social isolation amongst our older residents, those with dementia and those with mental disabilities.

It is clear that many people are not aware of the services available to them and ITC will be working with other agencies to address this problem. It will continue to support the scheme where young people from the Academy are teaching older residents to become familiar with the internet and everything it has to offer.

16.3 Through our Community Engagement Officers, ITC will advise the One Ilfracombe Board of the services that are of greatest need to our residents.

16.4 The 'Living Well' committee of One Ilfracombe will be supported in their endeavours to expand the scheme of social prescribing and the expansion of the Neighbourhood Health Watch program which encourages people to be more vigilant in recognising and supporting where possible those in our Community with significant health problems.

- 16.5 ITC will endeavour to maximise their joint working with all agencies involved in the 'care' services. This also covers the voluntary sector where the sharing of information is critical to provide a more co-ordinated approach.
- 16.6 Whilst working with schools and youth services our Community Engagement Officers must gain the ability to recognise those who are socially isolated or subject to internet bullying or grooming and must share this information with the appropriate teacher or youth worker.
- 16.7 Communities often feel disengaged from the democratic process, partly due to a feeling of powerlessness to affect change. ITC understands the value of a strong Council which will utilise the varied skills of its members. The Council will invite those with specific skills to join sub-groups and will give greater publicity to the 'People's Voice' section of Council meetings to encourage residents to voice their opinions. The opportunity to become a Councillor must be publicised well in advance of an election.
- 16.8 With the reality of global warming and its consequences, ITC must encourage residents to become more involved in the safety measures that need to be put in place to mitigate the results of a weather induced calamity. The Resilience Plan prepared in association with all of the 'emergency' services must be publicised more widely and understood by the Community.
- 16.9 Flooding is a major concern in any seaside resort and we must look at schemes that will prevent the worst scenario. Providing extra height on the wall around Wildersmouth Beach during the winter months is the type of scheme that can be achieved with local resources but the longer term ambition to provide a Northern Breakwater must be pursued.

The Wilder Brook that flows through the centre of the Town will be unable to cope with the type of rainfall that has been experienced in some parts of the world and it is of particular concern in the area of the museum. When development takes place on the redundant site next to Runnymede Gardens it is essential that the culvert to the sea is re-opened following its blocking during the construction of the Landmark Theatre.

- 16.10 The Ilfracombe Town Team has proved a most successful program in bringing all 'front line' staff together into creating a team that looks beyond their own terms of reference. The daily contact between team members has helped to reduce crime and anti-social behaviour as well as improving the cleanliness of the town. ITC must encourage expansion of this Team so that more people become concerned with the environment in which they live.
- 16.11 Ilfracombe has been recognised as a Dementia Friendly Town through the endeavours of volunteers and Town Council staff. The programme of training to make people aware of this illness and how it can be recognised must be continued so that those suffering from dementia are integrated into the Community.

Objective 17

Maintain and build on our local culture of good nature and friendliness

- *Record and analyse attitudes etc.*
- *Conduct surveys.*
- *Citizenship audit.*
- *Third sector organisations' survey.*
- *Places survey.*
- *Generate improvement plans through One Ilfracombe*
- *Support Ilfracombe's promotional schemes*

- 17.1 ITC believes that as part of the town's plan to deliver the strategic vision it should identify its strengths and weaknesses, giving special consideration to what the town does well.

The community is cosmopolitan, generally welcoming of new residents, supportive and generous to good causes. Whilst impossible to touch or feel this intangible community spirit, there is much anecdotal evidence from inward migrants to support its presence. It can best be described as there being a real 'sense of community'.

ITC believes this to be a potentially strong marketing point for the town and better wishes to understand its nature. To do that will require analysis of attitudes, in an attempt to better value this asset.

- 17.2 Understanding potential market places for our tourism offer and business development is best learned from the experiences of the recent past. The North Devon Marketing Bureau, when in existence, collected and collated invaluable data on the town's tourism market.

Since their amalgamation with North Devon + the research has ceased. This annual data is a significant loss in assisting with forward planning. ITC believes it extremely important to have an understanding of the tourism market relating to the town. Information on accommodation occupancy levels, tourism spend etc would be invaluable in helping to develop a tourism strategy. ITC will encourage and support important surveys as required.

- 17.3 It is also important to understand the demography of the town's citizens, as this will assist in determining many policies affecting the community including, education facilities, health requirements, social care and support to name but a few. ITC will promote a periodic citizen audit.

- 17.4 Charity and voluntary groups represent an important sector operating in our town. They provide financial support to individual and group causes, provide much needed services to the community and organise tourist and community events and attractions.

These groups occasionally work together, but more often work in isolation. ITC believes the role of the third sector is a key component in the community.

ITC wishes to engage and work closely with such groups with the aim of achieving common objectives. ITC considers a co-ordinated approach to meeting some community challenges would deliver more and quicker benefits than via an uncoordinated route. ITC intends to understand and

create a communication pathway between itself and the third sector. ITC wishes to engage and work closely with such groups and having initiated the Marketing Group will continue in its endeavour of achieving common objectives.

- 17.5 Whilst the people are the town's greatest asset, its surroundings are also highly valuable. ITC intends to conduct a places survey and ensure that the town is using its natural and built environment to the town's best advantage.
- 17.6 As surveys are completed and needs identified the analysed information will, as necessary, be used to generate improvement plans.
- 17.7 The results of surveys and research will be used to underpin and at times update the strategic plan to keep it relevant.



Objective 18

Improve the health and wellbeing of Ilfracombe residents

- *Identify and alleviate the underlying causes of Ilfracombe's health inequalities, recognising that the determinants of health outcomes include factors such as their living conditions, work and socio-economic position*
- *To support One Ilfracombe in the creation of a Health and Wellbeing partnership that includes the community and voluntary sector provision alongside the NHS and non-NHS public services such as Jobcentre Plus, Education Providers, the Fire Service and Housing Providers.*
- *To create health & wellbeing services that are seamless, whoever the provider*
- *To support the disproportionately high number of people off work due to sickness into some form of employment that will be beneficial to them*
- *Map current health and wellbeing services*
- *Engage with the community to find out what works well and what can be improved*
- *Create a programme that focuses on prevention activities*
- *Support delivery of services that promote healthy lifestyle choices*
- *Ensure that carers are well supported*

18.1 The Board of One Ilfracombe has Members representing all of the public agencies that are responsible for dealing with health matters within our Community. ITC will endeavour to work with this Board to co-ordinate a health and wellbeing service for the Town which will lead to enabling our residents to say the following-

1. I can plan my own care with people who work together to understand me and my family.
2. The team supporting me allow me control and bring services together for outcomes that are important to me
3. I can get help at an early stage, to avoid a crisis at a later time.
4. I tell my story once and I always know who is co-ordinating my care
5. I have the information, and the help I need to use it, to make decisions about my care and support
6. I know what resources are available for my care and support and I can determine how they are used
7. I receive high quality services that meet my needs, fit for my circumstances and keep me safe.
8. I experience joined up and seamless care across organisational and team boundaries.
9. I can expect my services to be based on the best available evidence to achieve the best outcomes
10. I will take responsibility to stay well and independent for as long as possible in my community.

18.2 We will engage with the Community to find out what works and what can be improved to achieve the objectives as listed in 18.1

18.3 We will support the creation of a health and wellbeing virtual hub.

- 18.4 We will support the creation of a health and wellbeing physical hub.
- 18.5 We will map the current health and wellbeing services to identify who commissions the different services and to understand how the finances flow around our local system.
- 18.6 We will try to ensure that the Community and voluntary services are supported as they are a vital part of the overall health and wellbeing provision in our Town.

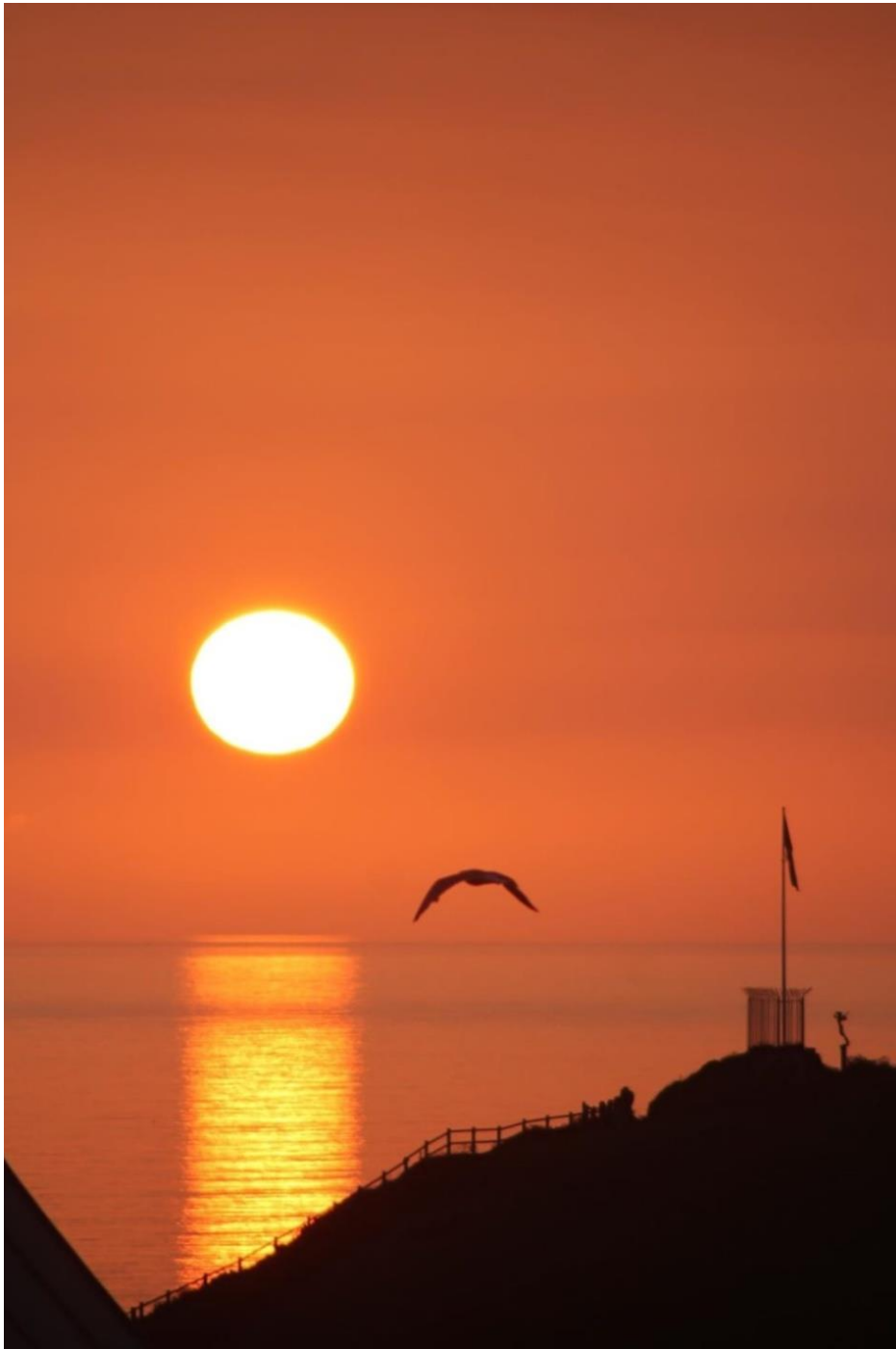


How to implement this Strategy

Take ownership of the Strategy through Councillors, Council officers and staff and through the 'Grants' process. Also ensure that all of the Board Members of One Ilfracombe are fully conversant with the Strategy so that all partners are working towards the same goals'

Take direct initiatives and take time to convince others.

Accept collective responsibility and most important – KEEP THE STRATEGY ALIVE



With thanks to Charmain Lovett for all the photos.