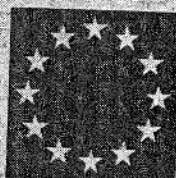
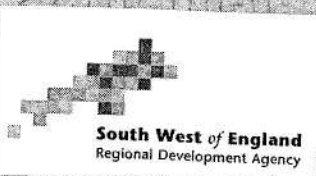


# Kingsbridge and Salcombe Area Market & Coastal Towns Initiative

# Action 2020

## Community Action Plan

December 2003



DEVON COUNTY COUNCIL





# acknowledgement

We are indebted to the following partner organisations for their financial support and encouragement, without which the completion of this action plan would not have been possible

South West of England  
Regional Development Agency

Government Office of the South West  
(European Objective 2 programme)

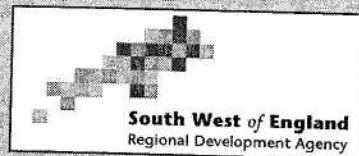
Devon County Council

Co-ordinating Action for the  
Re-generation of Devon

South Hams District Council

Kingsbridge Town Council

Community Champions Fund



DEVON COUNTY COUNCIL



enhancing the quality of life for all



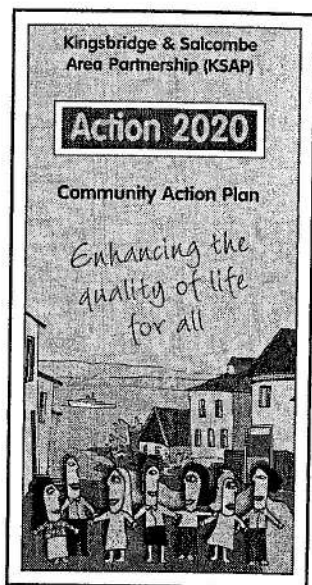
# Part 1 The Kingsbridge & Salcombe Area Action Plan

- 1. CHAIRMAN'S INTRODUCTION
- 2. VISION
- 3. STRATEGIES AND PROJECTS
- 4. NEXT STEPS

## Part 2 Background to the Plan

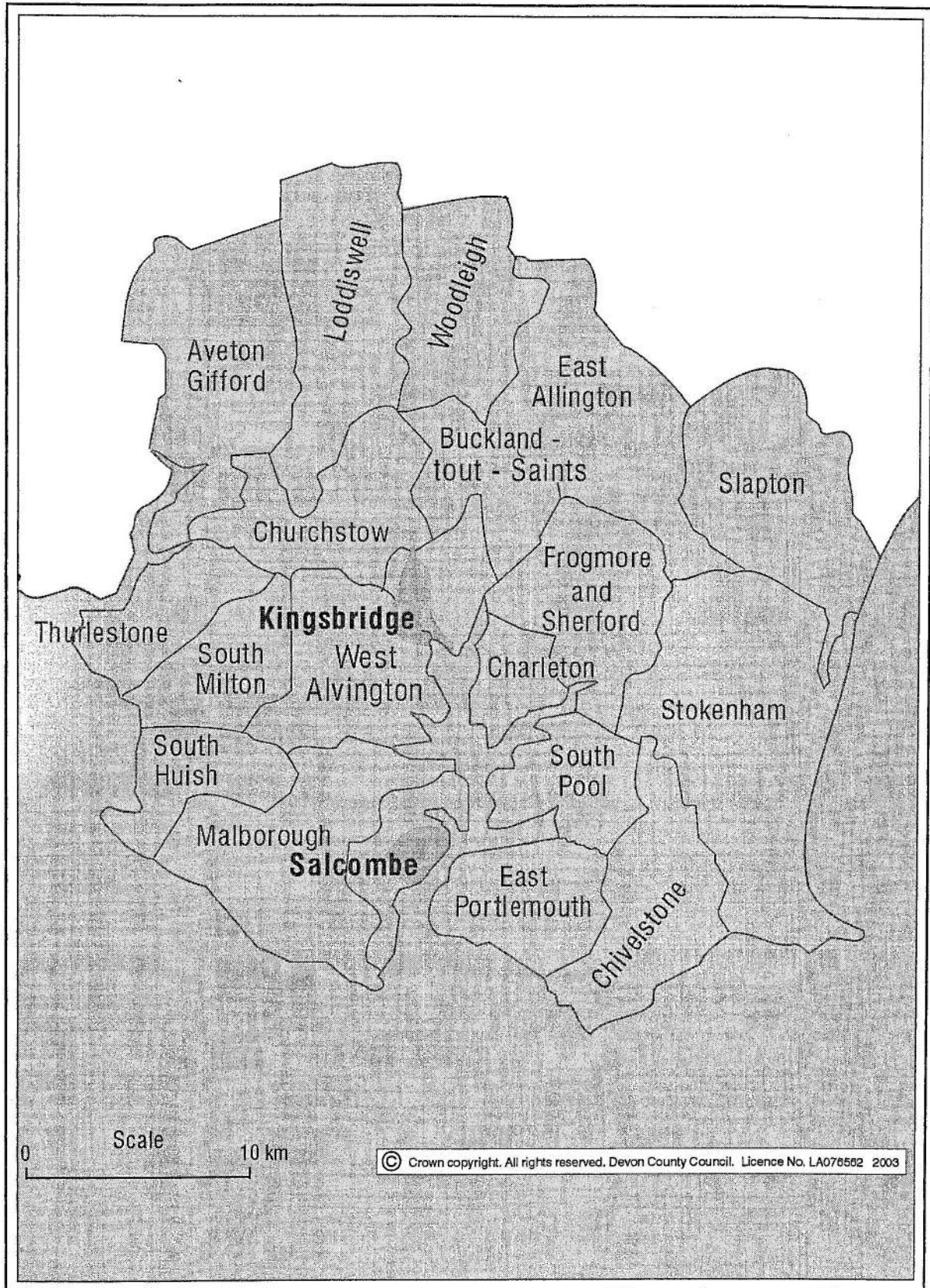
- 5. **CONTEXT OF THE WORK**
  - National Policy
  - Regional Policy
  - Community Planning at County, District and Local Levels
  - Establishment of the Kingsbridge & Salcombe Area Partnership
  - Project Diary
- 6. **ABOUT THE KINGSBRIDGE & SALCOMBE AREA**
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- 8. **THE THEME GROUPS**
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- 10. **SELECTION OF PROJECTS**
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- 11. **COMMUNICATING THE PLAN**
  - Marketing Plan
  - Getting the Message Across

- Appendices**
- A. Action 2020 Publications
  - B. Partner Organisations
  - C. Individual Contributors





# The Saltstone Parishes

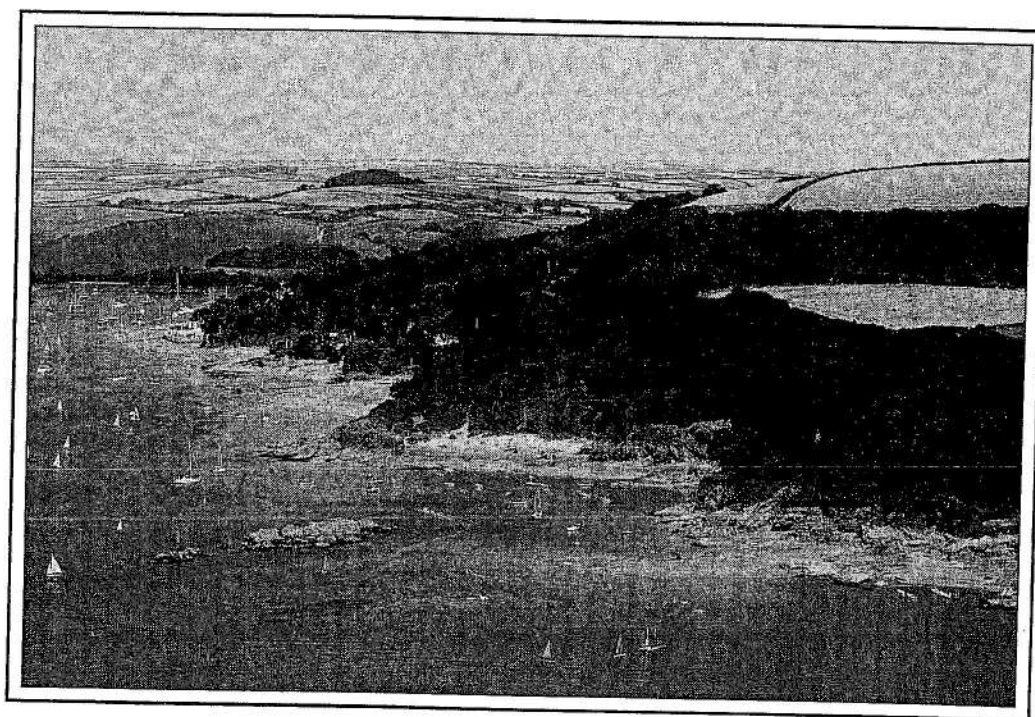






## Part I

# Kingsbridge & Salcombe Area Action Plan



# I. Chairman's Introduction

## Welcome to the Kingsbridge and Salcombe Area Partnership Community Action Plan ACTION 2020

This Partnership was formed in response to the Market and Coastal Town initiative (MCTi) which is sponsored by the South West of England Regional Development Agency (SWERDA). Our beautiful 'peninsula', the southern most part of Devon, which encompasses the Kingsbridge and Salcombe Estuary, seemed a natural candidate for this initiative. We have a market town, a coastal town and a hinterland of 18 parishes. We are interdependent, sharing a community college, a hospital, a leisure centre and two towns with all their facilities, attractive villages, an AONB coastline, farms and a superb countryside.

But there are many areas of great need:

- the average house costs 20 times average earnings
- the average wage is only 60% of the national average
- farm incomes are down by a factor of over 3 in the last three years
- 37% of all households are occupied solely by pensioners
- the population of 20-29 year olds in the area is less than half the national average
- 170 young footballers have no home ground.

Our remit was to work together to improve the social, economic and environmental well being for the whole community. Membership of the Steering Group included representatives from Kingsbridge Town Council, Salcombe Town Council, the Rural Parishes, South Hams District Council (SHDC), Devon County Council (DCC), Kingsbridge District Chamber of Commerce, the Arts and Education sector and local people with special interests and expertise.

It was the Community Conference in October 2001 which indicated the way forward. Eight Theme Groups were established to follow up the key priorities which emerged. There was much consultation including a Youth Community Conference, a Business Day, an Envirofest, questionnaires and road shows. From this the Area Partnership was able to formulate a VISION which is at the heart of the Community Plan. Each theme group prepared its own plan and PROJECTS have now been prioritised within our Action Plan, ACTION 2020.

## Why ACTION 2020?

It is a Community Plan for both present and future. Some projects are already in place ie The Saltstone Group of Parishes, Broadband 4 Kingsbridge and the Community Centre Feasibility Study, others are short term and some require a long timescale.

This work has essentially been done by volunteers with only in 2003 the support of a few part-time community agents. There has been a commitment to work together towards common goals. The support and encouragement we have been given by South Hams District Council and Devon County Council, both members and officers has been invaluable. The £25,000, which was the SWERDA grant for MCTi was more than doubled by the Objective 2 funding for the Feasibility Studies in Chillington, Salcombe and Kingsbridge and from other sources.

Please take time to read the report and help us take ACTION 2020 forward.

*Margaret Lorenz*

Margaret Lorenz

enhancing the quality of life for all





## 2. The Vision

- **A caring community with a strong, independent spirit.**

A welcoming community that values its members regardless of age or background, one that actively looks to develop strong relationships and links between its different groups, recognising the needs of older and vulnerable people in the community, and offering practical support wherever it can.

- **A vibrant economy with a skilled workforce and better paid jobs.**

A community that has a vibrant and varied local economy which celebrates creativity, offers good opportunities for young people, provides a wide range of local employment, and recognises the value of a high quality tourist industry.

- **Affordable housing to rent or buy.**

A community that provides opportunities for its members to live in decent and appropriate housing at a price they can afford.

- **Living villages**

A community that extends beyond town boundaries, actively supporting local village shops, schools, places of worship and other facilities so crucial to maintaining the vibrancy of villages; a community in which isolation is minimised by good transport links.

- **A good place for young people and families**

A community that recognises and respects the value of its young people, that provides opportunities for each young person to succeed in all aspects of life; a community where young children are welcomed and included, and where parents and carers are appropriately supported.

- **Better quality community facilities for sports and the arts**

A community that recognises the value of sport and leisure activities, both to its individuals and to the community as a whole; a community which has excellent facilities, actively supports local clubs regardless of size, and encourages greater participation and accessibility of opportunity for all its members.

- **A clean and healthy environment**

A community that celebrates its location in an area of outstanding natural beauty, ensuring that economic growth does not compromise the unique qualities and heritage of the area; and a community that respects each individual's right to enjoy the natural and built environment.



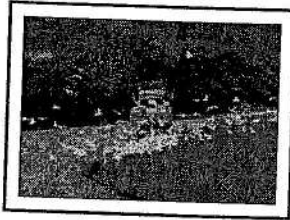


# 3 Strategies and Projects

Following extensive consultation with the community, **eight key priorities** were identified:



- Affordable housing
- Economy & Jobs
- Environment
- Health & Social Issues
- Re-Development of Kingsbridge Quay
- Sport
- Transport
- Youth



Theme groups were established for each key priority to research the issues in more depth and to prepare a detailed action plan.



The action plans devised by the theme groups together comprise a range of strategies and some 24 related projects.



All these projects have been vetted through a process of peer evaluation. Other projects will be added to the action plan as time goes on.



This section outlines the action plan, with a separate page devoted to each priority theme. For more information on the community consultation, the work of the theme groups and the process of project selection, the reader is referred to the background information in Part 2 of this document. Data sources are specified in the healthcheck report [13]





# Priority Themes



Key Priority:

## AFFORDABLE HOUSING

'The average house costs 20 times average annual earnings'

**Strategy:**  
To provide housing that can be rented, purchased or co-owned on an average local household income

### The Challenge

There is a huge disparity between wages and the cost of housing to rent or buy in the Kingsbridge & Salcombe area, and a desperate need for affordable housing for all sectors of the community - from young to old. Many people in need fail to register on the housing list as they regard the situation as hopeless. These problems are intrinsic to the economic health and regeneration of the community at every level

### Facts & Figures

- Average house price, Jan-June 2003: £249,786 (69% above the national average of £148,000)
- Average weekly wage in Kingsbridge: £235 (60% of the national average of £389)
- Average house costs 20 times average annual earnings
- No. of second homes: 2170 (21% of the total housing stock of 10,164, with 54% in East Portlemouth and 43% in Salcombe)
- No. of registered social landlord dwellings in the Kingsbridge & Salcombe area: 868 (9% of the stock)
- No. on South Hams waiting list for housing: 1659 (of whom 282 would like to live in Kingsbridge)

### Projects:

1. **Exploiting opportunities for using vacant accommodation over shops for residential purposes** - to identify suitable accommodation and encourage owners to use it
2. **Generating opportunities for small affordable housing developments in rural areas** - to be proactive, to identify sites and to promote community ownership
3. **Forming an effective network of stakeholders in affordable housing** - to share information between interested parties and to remove obstacles to progress

**Links with other themes:** Economy: ability to attract employees and key workers; Transport: high levels of inward commuting to work, and consequential parking problems; Youth/Social: migration of young people

**Other issues:** education and awareness raising

### District, county and regional policy context:

1. Key Priority: Meeting housing needs in the urban and rural parts of the South Hams by working in partnership... South Hams Housing Strategy 2002-2007 [www.southhams.gov.uk](http://www.southhams.gov.uk)
2. Working with others to ensure that there is a sufficient supply of affordable housing... Working for a better Devon, Strategic Plan 2003-2008, [www.Devon.gov.uk](http://www.Devon.gov.uk)
3. Building sufficient new homes, and in particular affordable homes, to meet current and future needs... South West Regional Housing Strategy 2002-2005, [www.gosw.gov.uk](http://www.gosw.gov.uk)

*I have only sold one house to a first-time buyer in the last year'*  
Kingsbridge Estate Agent



## Key Priority: ECONOMY & JOBS

'Average earnings are only 60% of the national average'

### Strategies:

- 1 To increase economic activity by encouraging the use of local products and services.
- 2 To attract high-tech, high added-value, high-wage businesses to the area

### The Challenge

The average wage is extremely low. The high cost of housing acts as a deterrent to staff recruitment. Training opportunities for individuals are lacking, and yet the take up of business support initiatives is low.

The traditional industries are in decline, although there is still a relatively large agriculture sector. A high proportion of businesses are dependent upon tourism. There is a relative shortage of business services such as information technology, marketing, design and printing.

The economy of the area suffers from a poor road infrastructure, and broadband is not yet accessible in the majority of the area.

Most people would like a larger supermarket, and in the summer months many find it difficult to shop locally.

### Facts & Figures

- Average earnings only 60% of the national average (South Hams 85% of the national average)
- average weekly earnings:
  - Males: £274 (national average £441)
  - Females: £218 (national average £286)
- No. of businesses in Kingsbridge travel to work area 1006 (of which Kingsbridge 306 and Salcombe/Malborough 178)
- No. of small businesses with workforce of 5 or less: 751
- No. of businesses with workforce >50: 7
- 90% of respondents to a business day survey wanted a strong voice and would be supportive in principle to a business club

### Projects:

1. The re-location of businesses from Kingsbridge town centre to a new industrial estate at Torr Quarry – establish infrastructure for a new industrial estate and create office space in town for expanding and incoming businesses
2. The branding and marketing of green tourism in the Kingsbridge & Salcombe area – promote high quality green tourism to extend the tourist season by working with SHDC
3. Establishment of the Kingsbridge & Salcombe area business network – develop business to business networking, promote local products and services, promote training

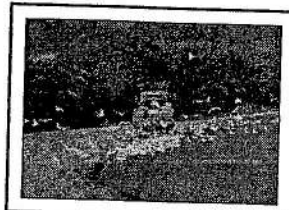
**Links with other themes:** Housing: key issue for economy; Environment: Farmers are the custodians of countryside; Health & Social/Sport: need to attract young families to area to live and work; Quay: new job opportunities; Transport: delivery of goods, proximity of markets; Youth: training

**Other issues:** bringing broadband to the rural hinterland, the branding and marketing of Kingsbridge Fore Street

### District, county and regional policy context:

1. Main themes: Supporting business growth and development; encouraging quality jobs and earnings... South Hams Prosperity Strategy 2002 to 2007, [www.southhams.gov.uk](http://www.southhams.gov.uk)
2. Encouraging new investment and growth of indigenous businesses... Working for a better Devon, Strategic Plan 2003-2008, [www.devon.gov.uk](http://www.devon.gov.uk)
3. Develop a supply of appropriate sites and premises for business needs... South West Regional Economic Strategy 2003-2012, [www.southwestrda.org.uk](http://www.southwestrda.org.uk)
4. Become the UK's no. 1 green tourism destination... South Hams Tourism and Marketing Strategy, 2000-2003, [www.southhams.gov.uk](http://www.southhams.gov.uk)





## Key Priority: ENVIRONMENT

'Average farm incomes are down by a factor of over 3 in the last three years'

### Strategy:

To promote the distinctive environmental quality of the area, and to conserve and enhance it through partnership working

### The Challenge

The agricultural industry has suffered a serious decline, and farm incomes are low. Land management practices damage soil structure leading to soil erosion, run-off and pollution.

The principal markets are distant and the connections between farmers and consumers are weak. There is demand for more local food grown in environmentally sensitive ways.

There are many stakeholders offering to address environmental issues, but not in an integrated way that will help to keep farmers on the land with a living wage.

Public awareness of the South Devon AONB is low. The quality of the built environment has been compromised by poor design

### Facts & Figures

- South Hams GDP (outputs) for Agriculture, Forestry & Fishing: £63m (1995), £22m (2000)
- Average farm incomes down by a factor of over 3 in the last three years
- Average net farm income in the south west: £17093 (1998), £5290 (2001)
- About 65% of the area is designated as AONB; a further 30% lies in areas designated as of great landscape value
- A survey conducted at Kingsbridge farmers market found that 86% were prepared to pay more for local food
- A survey conducted at Envirofest found that the following environmental issues were rated most highly: protection of AONB (90%); recycling/waste management (89%); water quality, rivers and lakes (84%); local food production (84%)

### Projects:

1. **Food, farming and the environment** - encouraging sustainable farming and land use practices, developing markets for on-farm activities, involving the community
2. **Eat wholesome local food** - facilitating co-operation between local producers, finding outlets for local produce, and promoting local food to consumers
3. **Friends of Salcombe Kingsbridge Estuary** - to establish volunteer task group for conservation and estuary watch, encouraging awareness and pride in the estuary
4. **Environmental action for business success** - actively encouraging improved waste management and resource efficiency with local businesses
5. **Salcombe Whitestrand town square** - improve the quality of the built environment and establish a focal point in the town centre

**Links with other themes:** Housing: sites for new housing with minimal environmental impact; Economy: viability of farming industry, tourism; Health & Social: Enjoyment of the countryside; Quay: AONB visitor centre; Transport: access to the countryside and markets; Youth: involvement in environmental projects.

**Other issues:** renewable energy opportunities in the area; involvement of youth in environmental projects; the quality of the built environment particularly in Kingsbridge town centre

### District, county and regional policy context:

1. Maintain the district's distinctive environment whilst enabling access and sensitive development...South Hams District Council corporate priorities, 2003, [www.southhams.gov.uk](http://www.southhams.gov.uk)
2. Address issues arising from extensive rural land uses and in particular the growing requirement for land based industries to deliver both private and economic benefit and a range of public goods...Devon Rural Strategy, 2003, [www.devonsp.org.uk](http://www.devonsp.org.uk)
3. Developing a land use strategy that will integrate food production, tourism, energy production, environmental management and countryside access...Regional Economic Strategy for South West of England, 2003-2012, [www.southwestrda.org.uk](http://www.southwestrda.org.uk)
4. Conservation of estuarine environments is the responsibility of the local community...Salcombe-Kingsbridge Estuary Environmental Management Plan, 2002. [www.southhams.gov.uk](http://www.southhams.gov.uk)



## Key Priority: HEALTH & SOCIAL ISSUES

'37% of all houses are occupied solely by pensioners'

### Strategies:

- 1 To enhance the quality of life for older and vulnerable people by creating more effective support networks.
- 2 To make the area more attractive to young families through the provision of first class facilities for children.
- 3 To create a safe and welcoming environment by addressing issues of anti-social behaviour

### The Challenge

Large numbers of older people live alone in need of social contact and support. Less able and disadvantaged people are often excluded from mainstream provision.

The area is relatively safe, but older people in particular feel threatened by incidents of anti-social behaviour in Kingsbridge.

There is a need to keep more young families in the area. Parks and play areas are perceived as ill-equipped, unchallenging, poorly maintained and frequented by youths giving a threatening and uncomfortable feeling to parents.

There is only one nursery in the whole area (Tresillian) which can accommodate under 2's

### Facts & Figures

- 37% of all houses are occupied solely by pensioners
- 32% of the population are above retirement age; this figure rises to 36% in Salcombe and 40% in Stokenham (Devon 23%, South Hams 24%)
- No. of lone pensioner households: 1812 (20%)
- the proportion of 18-35 year olds in the population is half of the national average
- The top concerns of residents in relation to crime are:
  - o speeding traffic (73%)
  - o vandalism (70%)
  - o young people hanging around (70%)
  - o drunken people causing a nuisance (65%)
  - o never see a police officer (61%)

### Projects:

1. Establishing an excellent childcare and family centre in Kingsbridge - to provide full nursery day care, to extend pre-school groups, and to run family support groups
2. Establishment of a Kingsbridge & Salcombe area caring group - working together with interested groups to address the social needs of older, less able and disadvantaged people.
3. Creating new challenging children's playareas - to involve young people in the design, to meet the needs of older children as well as toddlers, and unite the community
4. Installing CCTV in Kingsbridge town centre - new cameras and lighting in the town square/quay house area to deter anti-social behaviour and to aid prosecution
5. Lifelong learning - research barriers to learning and identify good practice

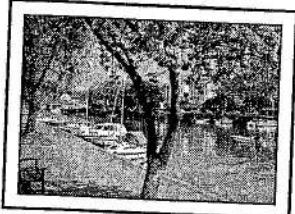
**Links with other themes:** Housing: young families cannot afford to buy; Quay/Sport: need for additional community facilities; Transport: access to facilities by those without a car; Youth: need more things to do

**Other issues:** Improving access to information about facilities/provision; making Kingsbridge more child friendly - better access, feeding and changing facilities; promoting examples of healthy living

### District, county and regional policy context:

1. Promoting a healthy and active life in older age... NHS National Service Framework
2. Providing high quality care to older people to help them to live independently for as long as possible... Working for a better Devon, Strategic Plan 2003-2008, [www.devon.gov.uk](http://www.devon.gov.uk)
3. Address quality of life issues which affect people on a daily basis... SHDC Crime & Disorder Strategy 2002-2005, [www.southhams.gov.uk](http://www.southhams.gov.uk)
4. Promote awareness of and access to information and advice services across the district... The South Hams Community Strategy 2003-2006, [www.southhams.gov.uk](http://www.southhams.gov.uk)





# Key Priority: RE-DEVELOPMENT OF KINGSBRIDGE QUAY

'A population of 18,360 with no large community venue'

## Strategy:

To take advantage of one of Kingsbridge's finest assets through sensitive development

## The Challenge

Kingsbridge Quay is a focal point for the town, which on one side is dominated by parked cars. Much better use could be made of the Quay by re-planning the car parking

The town lacks a good sized, purpose-built hall that could accommodate a range of community activities. Requirements include facilities for theatre and music, touring companies, discos and live bands, weddings and dinners, a crèche, health & educational meetings, clubs & societies, and exhibitions.

Kingsbridge has limited all weather facilities for tourists. The South Devon AONB has no comprehensive visitor or interpretation centre.

## Facts & Figures

- A population of 18,360 with no large community venue
- The largest hall in the Kingsbridge & Salcombe area: Marlborough village hall (capacity 250)
- The largest performance venue in the South Hams is the Ariel Centre in Totnes (320)
- Capacity of the Quay car park: 295
- Area of S Devon AONB: 337 sq km
- Visitor numbers: c650,000 a year to the South Hams
- 50% of population are aged 50 or over with more time and disposable income
- 53% of visitors to the area are high status professional/managerial

## Projects:

1. A new community centre for the Kingsbridge & Salcombe area - a landmark building adjacent to the Quay and linked to the Quayside Leisure Centre
2. South Devon AONB Visitor Centre - to inform and educate on the natural environment of the area, and to attract tourists out of the main season

**Links with other themes:** Housing: limited development potential; Economy: tourism and new jobs; Environment: interpretation and protection of the environment; Health & Social: facilities for older people; Transport: car parking; Youth: facilities for young people; Kingsbridge Framework plan: car parking and other aspects

**Other issues:** footbridge across the estuary to improve access to the quay and make a circular walk; environmental improvements - quality green open space and gardens; heritage trail; limited commercial development

## District, county and regional policy context:

1. Policy KS5: A community building including a hall is proposed in the Head of the Estuary area...South Hams Local Plan to 2011- Deposit - January 2002 [www.southhams.gov.uk](http://www.southhams.gov.uk)
2. Use interpretation to encourage greater understanding and appreciation of the area by visitors and local people...support local festivals and events...South Hams Local Cultural Strategy, 2003-2008 [www.southhams.gov.uk](http://www.southhams.gov.uk)
3. There is a continued fragmentation of the market place and greater emphasis on leisure experiences associated with lifestyle and interest groups...South Hams Tourism and Marketing Strategy, 2000-2005 [www.southhams.gov.uk](http://www.southhams.gov.uk)



## Key Priority: SPORT

'170 young footballers have no home ground'

### Strategy:

- 1 To develop participation in sport and recreation by supporting local clubs in securing high quality and appropriate sports facilities

### The Challenge

Successful clubs that serve significant numbers of young people and others are severely hampered by the lack of adequate facilities

### Facts & Figures

- 170 young footballers have no home ground
- Kingsbridge/Malborough United membership: 170 (youngsters)
- Kingsbridge & Kellaton United membership: 30
- Salcombe Rowing Club Membership: 200 (including 60 children from age 5 years and 30 over 55's)
- SHDC 2003 Playing Pitch Strategy identifies the need for a minimum addition of 2 adult, 2 junior and 2/3 mini soccer pitches

### Projects:

1. Obtain a permanent home base/club ground for KM United and Kingsbridge & Kellaton Football clubs - to ensure that both youth and adult teams have a permanent home base
2. Obtain a purpose built boathouse to accommodate Salcombe Estuary's growing rowing club - to secure covered storage for six club boats and workshop space for boat maintenance

**Links with other themes:** Health & Social: healthy living, Youth: facilities for sports, Transport: access to facilities

**Other issues:** the lack of an all-weather pitch in the area; support for new gym club facilities; encouraging local clubs to be more inclusive in their membership; recruiting and retention of volunteers to run and support clubs; transport for club members

### District, county and regional policy context:

1. The need for sports pitches is acute... facilities for football are particularly poor. . Active South Hams Strategy, [www.southhams.gov.uk](http://www.southhams.gov.uk)
2. Recreational space is a vital part of every community. . Devon Playing Fields Association newsletter
3. There is underprovision of playing fields in the town. . SHDC Local Plan to 2001, [www.southhams.gov.uk](http://www.southhams.gov.uk)





## Key Priority: TRANSPORT

'Students at Further Education College in Plymouth leave Kingsbridge bus station at 7.25am and return at 6.10pm.'

### Strategies:

- 1 To reduce social exclusion by improving the co-ordination and integration of transport resources
- 2 To encourage alternatives to the private car

### The Challenge

Transport is a substantial problem for young people, disabled people and elderly people particularly if they live in the rural hinterland. The present public transport is inflexible and infrequent. A car is a necessity rather than a luxury for many who live in the rural area. Parking provision is insufficient and expensive.

Given the local topography, access to buses, shops and other facilities is difficult for those with mobility problems or mothers with push-chairs.

Other than the coastal footpath, the network of paths and lanes is limited

### Facts & Figures

- 68% of residents in the area live outside Kingsbridge
- 24% of households in Kingsbridge have no car
- Students at Further Education College in Plymouth leave Kingsbridge bus station at 7.25am and return at 6.10pm.
- No. of car parking spaces in Kingsbridge: 589 of which 24 are reserved for the disabled
- Car parking charges generally 60p per hour or £2.20 for 4 hours
- Beesands, E Portlemouth, E Prawle, Woodleigh and some smaller villages have no daily bus service
- 1700 Devonwide bus pass holders including 100 people of working age unable to drive
- Journey time by public transport from Kingsbridge to Derriford hospital: 1 hour 45 minutes

### Projects:

1. Establishment of round table of stakeholders to address environmental improvements and access to shops in Kingsbridge Fore Street - to make Fore street more pedestrian-friendly, to address the needs of those with mobility problems, and mothers with prams
2. Provide a bus shelter at South Hams hospital forming part of a 'gateway' to Kingsbridge town - to build an all-weather shelter for visitors to the hospital and to promote the use of public transport

**Links with other themes:** Economy: access to training, heavy goods deliveries, re-location of businesses, car parking; Environment: congestion and pollution; Health & Social, Sports, and Youth: access to facilities; Quay: car parking; Feasibility studies: car parking

**Other issues:** One-stop-shop, network for walkers & cyclist, bid to Rural Bus Challenge, transport for tourism & leisure, new flexible community transport services, transport brokerage for car sharing, volunteer drivers, community hire, and ensuring that the Slapton Line remains open

### District, county and regional policy context:

1. More accessible services using ICT to enhance service delivery and availability... South Hams Community Strategy 2003-2006, [www.southhams.gov.uk](http://www.southhams.gov.uk)
2. Improving accessibility to jobs and services. . South West Regional Planning Guidance, [www.gosw.gov.uk](http://www.gosw.gov.uk)
3. The need to develop sustainable transport solutions that recognise the role of walking, cycling and public transport. . Devon on the move 2001-6



## Key Priority: YOUTH

'The proportion of 20 -29 year olds is less than half the national average'

### Strategies:

To ensure that young people are valued within the community by providing diverse and high quality opportunities for them to succeed.

### The Challenge

There is a lack of understanding and mistrust between different age groups in the community. Many young people leave the area when they leave school, but a vibrant community requires a balance of all ages.

Issues of particular concern to young people in the area are affordable housing, sports facilities, the image of young people as a whole which they believe to be marred by the undesirable behaviour of a small number, and the lack of suitable cafes and fast food outlets.

### Facts & Figures

- The numbers of young people in the area are:
  - o 808 of ages 0-4 years
  - o 973 of ages 5-9 years
  - o 1217 of ages 10-14 years
  - o 1098 of ages 15-19 years
- Kingsbridge Community College provides education for 11 -18 year olds
- The nearest further education college is in Plymouth
- about 45% of young people leave the area after the age of 18.
- The proportion of 20 -29 year olds is less than half the national average

### Projects:

1. **Involving young people in the life of the community** – to develop good links between young and older people, to promote the youth council, to provide a youth directory, and to give young people the chance to run their own local event
2. **SPIRITUALIZED: To provide entertainment and education for young people** – on the dance floor, on the streets (bus), on air (radio show), and on line (website)

**Links with other themes:** Economy: training and job opportunities; Environment: importance to young people; Health & Social: anti-social behaviour; Quay: facilities for youth entertainment; Sport: improved facilities and opportunities; Transport: access to facilities and independence.

**Other issues:** Supporting the most vulnerable and at risk young people; transport and access to facilities for young people living in outlying areas

### District, county and regional policy context:

1. Investing in the youth service so that it provides young people with enhanced and more diverse opportunities for their social and personal development. ...Working for a better Devon, Strategic Plan 2003-2008, [www.devon.gov.uk](http://www.devon.gov.uk)
2. Promoting confidence in young people who will be well informed about lifestyle choices. ...South Hams Community Strategy 2003-2006, [www.southhams.gov.uk](http://www.southhams.gov.uk)





## 4 Next Steps Progressing the Projects

Four projects have been selected as priority projects to move the action plan forward. These are:

- Affordable housing in rural communities
- Re-location of businesses from Kingsbridge town centre
- Community centre for the Kingsbridge & Salcombe area
- Salcombe Whitestrand environmental improvements

The choice of these projects is explained in section 10. The fourth of these projects follows on from the Salcombe feasibility study. In addition the following potential 'quick-win' projects have been identified:

- Installing CCTV in Kingsbridge town centre
- SPIRITULIZED
- Bus shelter at South Hams hospital
- Environmental action for business success

A workshop on project management was held in November 2003 to provide all project teams with a framework for project planning and costing. Theme groups will continue to provide support for their project teams.

### Brokering Tables

The Partnership is seeking SWERDA support to set up an initial brokering table early in 2004. This will provide the opportunity for a general presentation on the strategic planning process and its outcomes to a range of funders and agencies. Details of project costings and time scales will be available for such a meeting.

Discussions are already underway with SWERDA and other partners regarding a proposed new industrial estate at Torr Quarry, near Kingsbridge. The Partnership is also keen to work closely with the Local Strategic Partnerships for the South Hams District and Devon County.

### Legal Status of the Partnership

Steps are being taken to investigate independent legal status. This would allow the Partnership to seek funding in its own right and thereby contribute to its sustainability. Advice is being sought on possible options including charitable status, incorporation, and registration as a development trust.

## Monitoring & Evaluation of Progress

Strategic planning is an on-going process in which new actions and new projects will continually emerge. The Partnership recognises that a process which is led by community champions may leave some gaps which have not been addressed. The Kingsbridge framework plan will generate further projects to be included in the plan in due course, particularly in respect of the built environment. Further work is also needed to address the full range of sustainability issues in project development.

It will be the responsibility of the Partnership Steering Committee (or its successor body) to address these issues through a process of continuing review and evaluation. Aspects of this will include an annual conference and/or assembly, and an annual review of priorities.

## Conclusion

The Market & Coastal Towns Initiative provides a great opportunity for local community leadership. The contribution by individuals and organisations to the preparation of the action plan has been magnificent. This plan forms the basis upon which we can now make it happen in the long term interests of Kingsbridge, Salcombe and the surrounding villages.

We recognise that success will demand a close working relationship with all our partners, and to this we look forward.



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## Part 2

# Background to the Plan



37% of houses are occupied solely by pensioners

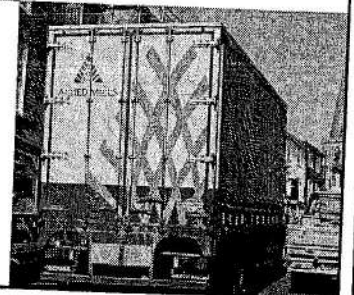


170 young footballers have no home ground

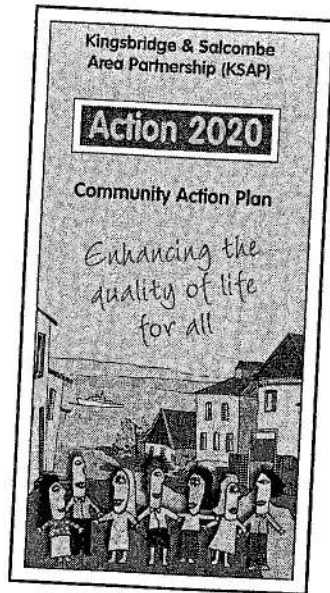
The average house costs 20 times average annual earnings



Average earnings are only 60% of the national average



# 5 Context of the Work



This section maps out the policy context within which the community action plan has been prepared, and explains how the Partnership was first set up. The project diary then provides a quick overview of the work undertaken.

## National Policy

In November 2002 the Government published a rural white paper 'Our Countryside: the future', which provided a significant statement of policy on the countryside and the role of market towns. Here are some quotes from that paper which set the scene for Action 2020:

'Community leadership is central to the role of modern local government'...

... 'active involvement of local people.'

... promote economic, social and environmental well-being'...

... 'strengthen the role of market towns as a focal point for economic opportunity, transport links, leisure, and services'...

... 'to identify and work towards a long term vision and action for improving the quality of life in the area.'

## Regional Policy

SWERDA is the leading regional partner in the delivery of the Market & Coastal Towns initiative. The initiative aims to help market and coastal towns and their surrounding areas to identify priorities for the future of their area, to gain the necessary skills to take action, and then to implement their plans. At regional level the initiative will help to co-ordinate the activity of local and regional agencies and provide a 'gateway' to funding.

The aim of MCTi is to create vibrant, healthy and sustainable market and coastal towns by helping local communities and their partners to:

- prepare community strategic plans, balancing the economic, social and environmental aspects of community life in their towns and their surrounding rural areas;
- develop the skills, strengths and knowledge needed to be effective partners; share good ideas and learn from local, regional, national and international experience;
- secure the funding and professional assistance to turn these plans into reality.

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## Community Planning at County, District and Local Levels

The Partnership community action plan fits within the umbrella of the South Hams Community Strategy and the Devon Strategic Plan. The plans at each level address either local area issues, district-wide issues or county-wide concerns. For example, the South Hams District Council (SHDC) established local planning policies to achieve its targets for affordable housing, but the Kingsbridge & Salcombe area plan provides a vital input by seeking to identify small exception sites for development through its network of local contacts. The essential requirement is that strategy and action be harmonised across the levels through partnership working.

At the time of writing about ten parishes in the Kingsbridge & Salcombe area are engaged upon or committed to the preparation of a parish plan. This has been encouraged by the Partnership, and it is envisaged that the issues emerging from this work will be addressed at the (lowest) appropriate level.

## Establishment of the Kingsbridge & Salcombe Area Partnership

The Partnership, known at that time as the Kingsbridge District Strategy Group, was established with the blessing of SHDC in November 2000. Its remit was to:

1. To improve the social, economic and environmental well-being of Kingsbridge & the surrounding area.
2. To generate a strategic development plan for the Kingsbridge District for the next 5 to 10 years.
3. To bring together appropriate agencies and partners in order to implement the strategic plan.
4. To engage and involve the whole community.

Initially the membership of the steering group was comprised of Kingsbridge Town Council, the rural hinterland, SHDC, DCC, Kingsbridge District Chamber of Commerce, Kingsbridge (tourist) Information Centre and the arts & education sector. Since its inception the membership has been allowed to evolve, particularly to include local people with special interests and expertise to offer the group.

## Project Diary

2000	
NOVEMBER	Formation of Kingsbridge District Strategy Group
2001	
MAY	Planning for Real day, Chillington
JULY	Submission of Expression of Interest in RDA Market & Coastal Towns Initiative
OCTOBER	Community Conference 27 Oct
2002	
JANUARY	Theme groups established to take forward community needs and wants identified at Community Conference
MARCH	Formation of Saltstone Group of Parish and Town Councils
APRIL	Secondment of part-time worker from Co-ordinating Action for the Regeneration of Devon (CARD)
JUNE	Youth Community Conference 26 June
AUGUST	Acceptance into RDA Market & Coastal Towns Initiative
SEPTEMBER	Environment Theme Group established
OCTOBER	Kingsbridge District Business Day 3 October
NOVEMBER	Community Centre open meeting 28 Nov

2002 continued	
<b>DECEMBER</b>	Formal notification of RDA MCTI grant Appointment of Community Agents
2003	
<b>JANUARY</b>	Change of name to Kingsbridge & Salcombe Area Partnership (KSAP) Consultation with hard-to-reach groups
<b>FEBRUARY</b>	Appointment of PR Officers
<b>MARCH</b>	Adoption of Vision Statement and ACTION 2020 logo
<b>APRIL</b>	Health & Social Issues theme group established Envirofest event, 26 April Emerging project proposals presented to Steering group
<b>MAY</b>	Progress Review event 2 May Award of European Objective 2 Funding Appointment of Healthcheck Co-ordinator jointly between Kingsbridge, Totnes, Ivybridge & Dartmouth Agreement of SMART criteria for prioritization of projects
<b>JUNE</b>	Presentation of community centre feasibility study, 12 June Open Exhibition, Kingsbridge Town Square, 14 June Appointment of consultant architects for Strategic Study of Land Use in Kingsbridge Workshop on Project Scrutiny
<b>JULY</b>	Project validation meetings commence Workshop on Brokering Table, 16 July Loddiswell Roadshow, 9 July DCC Members Roadshow, 14 July Malborough Roadshow, 17 July
<b>SEPTEMBER</b>	Local Authority Transport Officers briefing, 4 Sept Kingsbridge Show display, 6 Sept Parish Planning cluster meeting, Chivelstone, 8 Sept Stokenham Roadshow, 10 Sept SHDC Officers briefing, 12 Sept Kingsbridge Roadshow, 23 Sept SHDC Members Roadshow, Totnes, 25 Sept
<b>OCTOBER</b>	Project validation completed Prioritization of projects, 15 Oct
<b>NOVEMBER</b>	Workshop on project planning and costing, 19 Nov
<b>DECEMBER</b>	Publication of Community Action Plan

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## 6. About the Kingsbridge and Salcombe Area

*This section provides a snapshot of the Kingsbridge & Salcombe area. The term healthcheck refers to the economic, social and environmental 'health' of the area.*

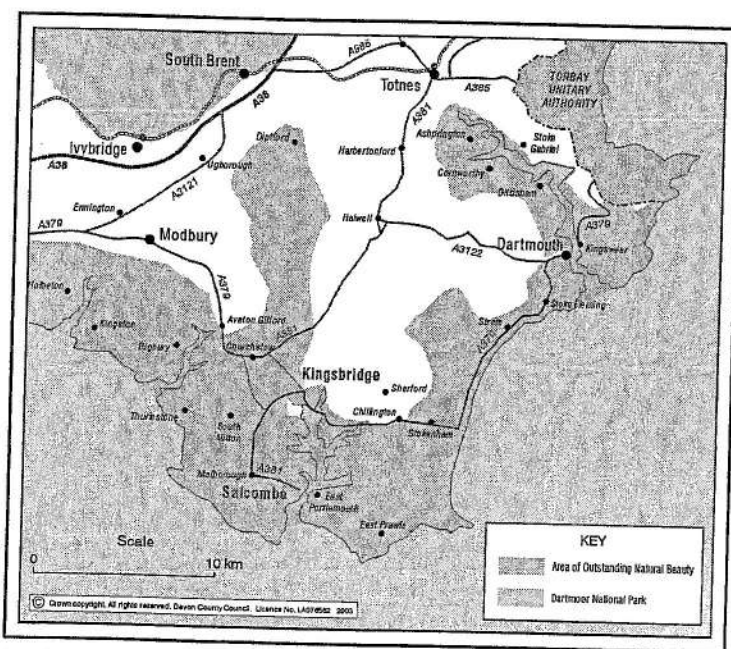
### Historical and Geographical Context

The Kingsbridge and Salcombe area has always been heavily influenced by its geographical position, which determines the area's major opportunities and challenges.

In recognition of the area's distinctive and nationally important landscape, the coast, estuaries and a large part of the hinterland have been designated as an Area of Outstanding Natural Beauty. The entire coastal belt is designated a Heritage Coast and Coastal Preservation Area. The Salcombe-Kingsbridge estuary is a local nature reserve and Slapton Ley is a National Nature Reserve. The latter are also Sites of Special Scientific Interest, as is much of the seashore and cliffs.

The historic market town of Kingsbridge lies at the head of the estuary with Salcombe at its mouth. There are eighteen other parishes in the area, known collectively as the Saltstone Group.

The documented history of Kingsbridge goes back to the 10th Century when it was called Cinges bricge. Historically, the key industries of the area were agriculture and fishing. Indeed, there is evidence that land was farmed from as early as the Bronze Age.



Over the years other industries have ebbed and flowed. The geological make up of the land; with its soft slates and sandstones, meant that quarries were worked for centuries. The last one, Torr Quarry, closed in 1984. Shipbuilding, although nowadays confined to pleasure craft, was, in Victorian times a significant industry, especially in Salcombe.

These connections with the sea and the landscape have not been lost. The area now boasts a successful and growing, quality tourist industry. Many farmers, struggling to counteract the decline in the agricultural industry, have diversified into tourism, converting barns and other farm buildings into holiday or second home accommodation. This contributes to the trend away from hotel based holidays and towards self catering accommodation, with its accompanying, generally positive, effect on the local economy.

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# Market Town Healthcheck

## Introduction

The data collection based upon the Countryside Agency healthcheck was started at the beginning of 2003. Funding to employ someone specifically to work on it was secured in June 2003.

The healthcheck was designed to draw together data to produce a snapshot of the Kingsbridge and Salcombe area. It looks at all aspects of peoples' quality of life, from entertainment to economy. It has helped to identify local strengths and challenges and has provided valuable data to support the Action 2020 projects.

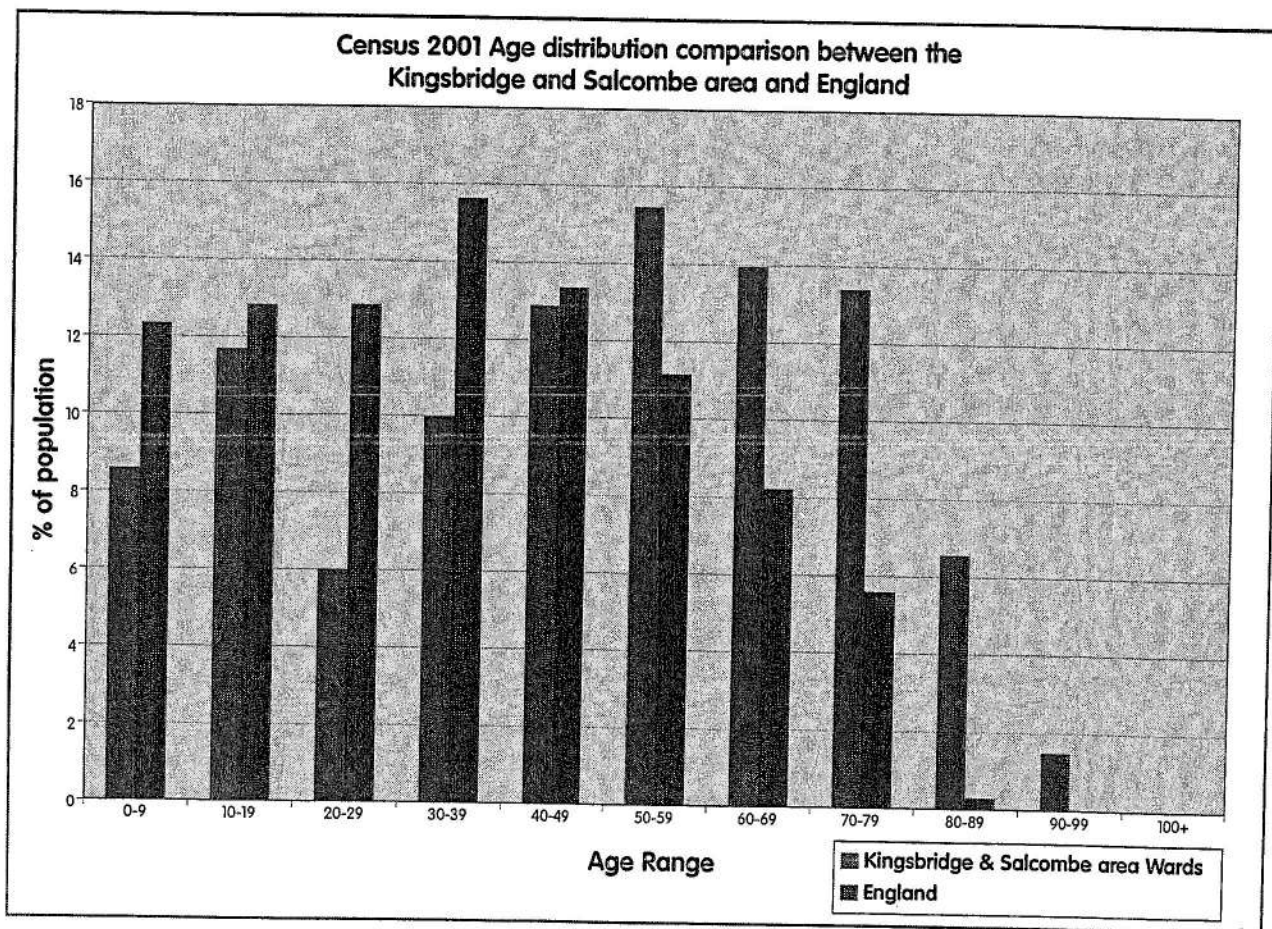
Information has been collected in a number of different ways. Some has come from SHDC or DCC documents, existing feasibility studies and other published sources. Information has also been collected by face to face interviews with the local community and key stakeholders.

## Population Structure

The total population of the Kingsbridge and Salcombe area is 18,360. 32% of the population (5787) live in Kingsbridge and a further 11% (2084) in Salcombe. The rural parish of Stokenham is marginally bigger than Salcombe, but the other 17 parishes each have a population of less than 1000 and some are tiny.

The population structure of the Kingsbridge and Salcombe Area is relatively unbalanced. 32% of all residents are over retirement age, compared with 23% in Devon and 18% in the UK as a whole. Of these, 20% are living alone, which is higher than both the county and national figure.

In terms of growth, the population of Kingsbridge itself rose by over 14% between the 1991 and 2001. Over the same period, however, the population of Salcombe fell by nearly 5%





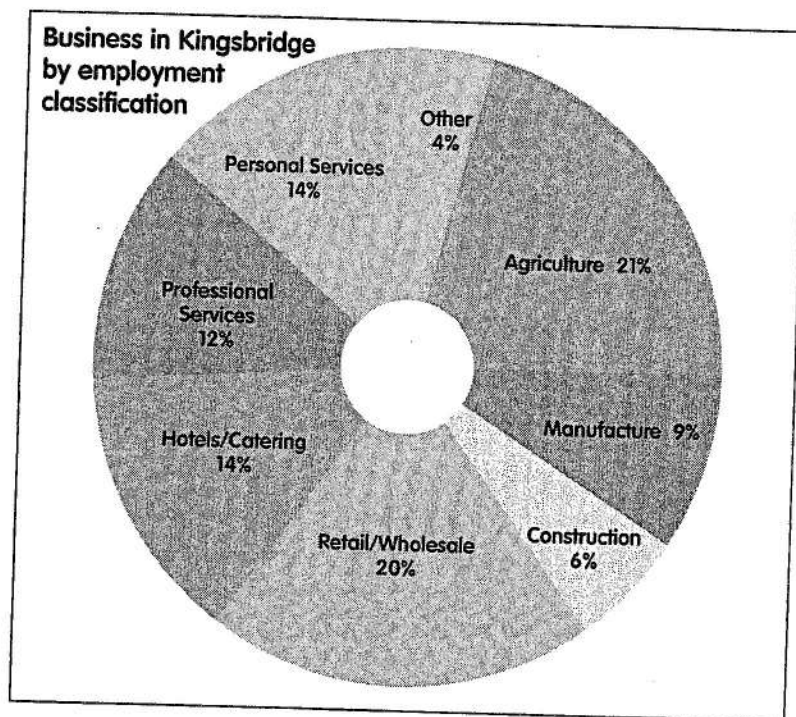


## The Local Economy

There are 1006 employers in the Kingsbridge travel to work area. The area is characterised by very small firms, with 46% employing one or two people and only 5.6% employing more than twenty. These firms are predominately independent, highlighted by the fact that 33% of all local employed people are owner/managers.

Although the area has not escaped the general decline of the once dominant farming industry, 21% of all local businesses are still rooted in agriculture. By contrast there is a relatively low presence of business service firms. The area attracts tourists all year round, but overall this industry is still seasonal which has an impact on local employment.

The average gross weekly wage for the area is approximately £246. This is only 60% of the national average.



## Transport

Kingsbridge is the most remote part of South Devon, being a half-hour drive from a major arterial road. Its geographical nature means that good transport provision is vital for the Kingsbridge and Salcombe area. Reliance on the car is huge. Over 80% of local households possess at least one car. Parking facilities in Kingsbridge are a key issue. Over 25% of Kingsbridge residents go to work on foot, more than double the national average.

With regard to public transport, the nearest railway station is at Totnes (13 miles), linked by a bus service to Kingsbridge. Other buses serve the local area and also link Kingsbridge with Plymouth and Exeter. Kingsbridge has its own Transport Information Centre, centrally situated near the bus interchange at the head of the estuary. Many local people however, do not live within walking distance of a bus stop and the bus services tend to revolve around shopping rather than working hours. Many of the villages in the east of the region, particularly those along the Prawle peninsula, are served only by a weekly community bus

## Housing

The Community Action Plan has identified housing as one of its key issues. This is borne out by the statistics. The average cost of a dwelling in the area overall is £250,000. This is approximately twenty times the local average annual wage. Salcombe has the highest average house price in the area of £327,000.

There are 868 houses or flats available as social housing in the Kingsbridge and Salcombe area. This compares with 2170 second homes. Over 21% of all dwellings in the area are second homes, but in some parishes the figure is much higher.

# Strengths, Weaknesses, Opportunities and Threats

## Strengths

- Superb natural environment
- Unique coastal position
- Good family environment
- Clean environment
- Good recycling facilities
- Low crime rates
- Good indoor leisure facilities
- Good outdoor recreational activities
- Town and Farmers markets
- Good primary and secondary schools
- Good network of local radio/newspaper/parish newsletters
- Strong social groups
- Variety of small businesses
- Good community spirit
- Strong 'local' resident identity
- Good professional services

## Opportunities

- Community involvement in development of area
- Improve health & social support services
- Potential sites for affordable housing and business expansion and relocation
- Improve public transport
- Improve walking and cycling routes
- Provide additional outdoor recreational facilities
- Increasing awareness of local products
- Attract new high tech businesses
- Provide centralised local information centre
- Provide professional and social communication networks
- Promote the environment including raising the profile of AONB and Green Tourism
- Improve the image of town and village centres
- Provide additional youth activities
- Improve relationships between young and older members of community

## Weaknesses

- Low wage economy
- Lack of affordable housing
- Remote from major road/rail network
- Poor access to further education and training
- Lack of skilled workforce
- High level of seasonal traffic congestion
- Poor public transport & high dependence on private vehicles
- Lack of major community facility
- Shortage of outside sports facilities
- Poor children's play areas
- Seasonally inadequate supermarket facility
- Village shop and post office closures
- Poor 0-3 yrs childcare options
- No internet broadband in rural hinterland
- Lack of youth activities and facilities, particularly in rural hinterland
- No alternative energy sources

## Threats

- Lack of investment funding
- Continued low wage/unaffordable housing ratio
- Decline in village services
- Decline in town centre shops
- Marginalisation by poor communications infrastructure
- Become solely a holiday/retirement area
- Rural and social isolation for those without access to private transport
- Lack of affordable car parking
- Deterioration of historic buildings
- Poor design of new buildings
- Increase in anti-social behaviour
- Negative attitude to change
- Inappropriate planning constraints
- Vulnerability of Slapton line (A379 coastal road to Dartmouth)





## 7. Community Consultation

This section summarises the extensive consultation that took place prior to the preparation of the community action plan. Full reports have been published on each aspect (see Appendix A) and copies of these are available on request.

### Community Appraisals

Over the last few years a number of parishes in the area have carried out community appraisals as follows:

1997	Aveton Gifford	[1]
1998	South Pool	[2]
1999	Salcombe	[3]
2000	Kingsbridge	[4]

All appraisals identified affordable housing to rent or buy as a top priority, while the availability of an NHS dentist was also a common concern.

There have been some positive outcomes following the Kingsbridge appraisal. Farmers markets in the town square have become well established, the toilets have been refurbished, and a dog warden has been appointed. There are more police foot patrols and Kingsbridge Primary school has benefited from new buildings. The Town Council publishes a regular newsletter and has established a community website ([www.kingsbridge.net](http://www.kingsbridge.net)). NHS provision remains an area of concern, and access to skilled craft training is still an issue.

In Salcombe there was strong support for a cycle track/footpath linking with Malborough, on which substantial progress has been made. The town has established pedestrian priority areas and residents' parking. The responses to the Salcombe questionnaire also highlighted a need for skilled craft training.

There was demand from the Aveton Gifford appraisal for improved transport to Kingsbridge for shopping, however since the appraisal the village shop and post office has closed. The South Pool appraisal raised concerns about parking and road maintenance, and highlighted the high proportion of second homes (approx 40%).

### Community Conference, 27 October 2001

The principal aim of this conference was to identify the key development priorities for Kingsbridge and the surrounding parishes. The conference was attended by 80 representatives of a wide range of organisations in the Kingsbridge and Salcombe area. Twelve of the 20 parish and town councils in the area were directly represented.

In the first part of the day delegates were asked 'what they would want back?' and 'what they would buy new?' if Kingsbridge were stolen. From the information received common themes were identified and these were clarified with delegates. Each delegate then voted for their top priorities. The most popular priorities were determined as follows (in rank order):

- Community centre
- Economy & jobs
- Affordable housing
- Facilities for young people
- Public and community transport
- Re-development of Kingsbridge Quay

The remainder of the day was devoted to further discussion on these chosen priorities. Delegates were asked 'what could be done?' and 'who should be involved?' Theme groups were established to take forward these key priorities, which delegates were invited to join.

As a result of the conference the SALTSTONE GROUP of parish and town council chairmen was formed, and now meets regularly every two months.

A report of the conference findings was published [5].

### **Youth Community Conference, 26 June 2002**

The aim of this conference was to identify current issue and priorities and a future vision for young people in the Kingsbridge & Salcombe area. It was organised by the Kingsbridge District Youth Council. Invitations were sent to some 60 young people drawn from Year 7 through to Year 12 at Kingsbridge Community College. A day out of school, with the full blessing of the Principal, provided a strong incentive to participate!

The format was similar to the adult community conference so that the results could be compared. Delegates were asked to discuss the priorities for young people in the area, and common themes were similarly identified. The key priorities which emerged were:

- Affordable housing
- Sports facilities
- Development of Kingsbridge Quay
- Food and drink outlets
- Attitudes to young people
- Shops
- Skatepark
- Environment

Delegates were then asked to identify 'missing partners' that needed to be involved to take the priorities forward.

Some very positive feedback on the conference was received from the students such as 'very thought provoking', 'raised lots of issues', and 'glad it happened'. A number of students were invited to join the existing theme groups, and a new theme group on the environment was established directly as a result of the conference. This was initially chaired by a student. The conference provided a welcome boost to the membership of the Youth Council.

A report of the conference was published by the Youth Council [6].



## Business Day, 3 October 2002

The business day was organised by the Economy & Jobs theme group with the support of CARD (Co-ordinating Action for the Re-generation of Devon). Its purpose was to engage the business community by providing a forum where businesses could discuss their problems and seek advice from a wide range of agencies. Twenty agencies attended including Enterprise South Devon, SHDC Economy & Europe office, Agribip, the Employment Service, and DEFRA Rural Development Service. See the Business Day Survey Report [7]. There was also a demonstration of broadband technology.

Businesses throughout the Kingsbridge & Salcombe area were invited, and the event was extensively advertised in the press and on local radio. One hundred and twenty delegates attended, and feedback survey from the day identified:

- a desire by local businesses to share expertise and network locally;
- the area is attracting some new businesses and there is further potential for growth which can be encouraged by providing support;
- a severe lack of information regarding business support initiatives.
- training and apprenticeship schemes are lacking in the area.

About 40 delegates registered online for BT broadband at the event, and this was the start of a successful campaign which saw the Kingsbridge telephone exchange enabled for broadband in June 2003. The results of the survey have been used by the Economy & Jobs theme group to draw up an action plan, including plans to set up the Kingsbridge & Salcombe Area Business Network.

## Consultation with Hard-to Reach Groups, January and March 2003

It was evident that some sectors of the local community had not been consulted by means of the community events. These were identified as:

- young families
- elderly, less able and disadvantaged
- those between the ages of 18 and 35 with no children.

By means of a questionnaire over 500 people in these groups were asked what changes would most improve their quality of life. The results are published in the Hard-to-Reach Survey Report [8]

### Young Families

The questionnaire was used together with meetings of various interested groups and some individual consultation. Interestingly all methods produced similar comments. It became apparent early on that most people were more concerned about their immediate locality. The key priority that emerged was the need to have better maintained and more challenging parks and playareas. Some other priorities were better playgroup facilities, after-school clubs and nurseries, transport especially in the villages, and affordable housing.

# Envirofest 2003







## 18-35 Year-Olds without Children

This was a large target group, which included people from a variety of backgrounds and quite different ages. There was a large degree of commonality between the respondents. Although the questionnaire was used, direct discussion was found to give more useful information. The results of the consultation produced an exceptionally strong view on the need for affordable housing. This was followed by concerns about the lack of decent employment opportunities and the desire for improved leisure and entertainment.

## Elderly, Less-Able and Disadvantaged

This was a diverse group of the community with similar needs. The questionnaire was used together with group meetings and some one-to-one interviews. It was clear during the consultation process that there were a number of common themes emerging. The priority issue being the need for more community support for their social needs. This was followed by concerns about anti-social behavior in Kingsbridge, and difficulties with access and transport particularly in the villages. There was a strong desire from this group for them to remain as independent as possible.

## Envirofest, 26 April 2003

The Environment theme group teamed up with Kingsbridge & District Local Agenda 21, in order to carry out community consultation at their Envirofest day. The day was organized at Malborough village hall, midway between Kingsbridge and Salcombe, to raise awareness of the environment. Between 300 and 400 members of the public attended, approximately 90% of who were from the Kingsbridge & Salcombe area. Thirty-five exhibitors participated in the event.

Consultation was carried out by 4 main methods:

### Questionnaire

A questionnaire asked respondents to give their views on environmental issues of potential importance in the area, and to tick partner organizations with whom the Partnership should collaborate to tackle environmental issues. The results are published in the Envirofest report [9]

### Opinions board

Visitors were asked to write down issues of environmental importance to the area, and the comments were posted on a large board.

### Participative workshops

Workshops were held during the day on:

- Sustainability – unveiling the South Hams sustainability framework
- The Estuary and natural environment
- Renewable energy
- Land management and local food production

## Exhibitors feedback

After the event, exhibitors were asked to give feedback about the visitors they talked to and the concerns which arose.

Maintaining and protecting the AONB was given highest priority. Recycling and waste management ranked as the second most important issue from the questionnaire results. Local food production was also highly ranked. The findings and recommendation from the event have gone forward to influence the Environment group projects and actions.

## Parish Planning

The Partnership has encouraged parishes in the area to take advantage of the Vital Villages programme. Issues which are common to a number of parishes will, where appropriate, be addressed by the Partnership in the community action plan.

### Stokenham Parish Council

Stokenham is the largest parish in the area with a population of 2,113. During the first half of 2003 many meetings were held around the parish with representatives of different organizations, businesses, young people, the luncheon club and open days in the villages to ascertain people's concerns and issues. A questionnaire was formulated on the basis of this work and delivered to every household in the parish. The analysis of this survey is completed, and an action plan is being drawn up.

### The Prawle Cluster of Parishes

This cluster comprises the parishes of Chivelstone (pop 298), East Portlemouth (164), Slapton (422) and South Pool (166). These parishes have recently received funding from the Countryside Agency Vital Villages programme to undertake the parish planning process by working together. While they are undertaking separate consultation, the parishes meet together regularly to compare progress and share experiences.

### Other work

It is understood that East Allington, Frogmore & Sherford, Loddiswell and South Huish parish councils, and Salcombe town council have each made a commitment to engage in the parish planning process. This brings the total number of town/parishes engaged in the Vital Villages programme up to 10.

The Community Action Plan does not represent the ideas of a few enthusiasts, but is derived from the issues which came out of the consultations described above. Literally hundreds of people who live and work in the area have contributed their views, and some of these are listed in Appendix C.







## 8. Theme Groups

Theme groups were formed to follow-up the key priorities which emerged from the consultation events. They are made up of entirely of volunteers, and it was not until January 2003 that they had the limited support of a part-time community agent. Each theme group was charged with preparing an action plan.

### Affordable Housing

Chairwoman: Gaynor Tabiner

Community Agent: Annabel Tooke

This was one of the first groups to be set-up because of the huge public interest in the subject. The group has 14 members and includes local councillors from Kingsbridge, Salcombe and the surrounding area, local associated groups, housing associations, representatives from South Hams District Council and interested members of the community. The group has met monthly since October 2002.

The group defined affordable housing as: housing that can be rented, purchased or co-owned on an average local household income. The issues and problems stem from the huge disparity between wages and the cost of housing to either rent or buy. The group has addressed the lack of evidence of need – many people fail to register because they feel the situation is so hopeless. It has also addressed the reluctance of older people to 'downsize', and the problem of NIMBYism regarding social housing

An Affordable Housing Discussion Forum was held in April 2003 and representatives from several housing associations, planners, SHDC, DCC and local councillors were invited to attend. In all 30 delegates attended and the occasion was a great success. Speakers from the Rural Housing Association and the Self-Build Agency have also been invited to talk to the group. The knowledge gained is invaluable, and enables the group to be more pro-active.

Three projects are included in the plan to encourage the supply of affordable housing. The group is committed to working in close partnership with SHDC and the local housing associations



## Economy & Jobs

Chairman: Rufus Gilbert

Community Agent: Jill Davies

The Economy & Jobs group comprises members from a range of business sectors and business support, and has met on 16 occasions.

Based upon the conclusions of the community conference, the aims of the group include the achievement of a balanced economy with less reliance on tourism, and promoting high value businesses with higher skill levels and increased earnings. Sub-groups were established to address:

**employment premises** – particularly to attract new businesses and the re-location of some existing business

**business infrastructure** – communications, ICT and transport

**training** – access to training and apprenticeships

**tourism** – extending the season and links with green tourism initiatives

**farming** – increasing prosperity for farmers, higher added value production, links between producers and consumers locally

**retail & services** – support for high street and village shops



The Economy & Jobs theme group organised the successful business day which has been described in section 7. Three projects have been formulated as part of the action plan, the top priority amongst these being the re-location of businesses from Kingsbridge town centre to a proposed new industrial estate at Torr Quarry. Discussions are underway with key partners, to progress this project as a matter of urgency.

## Environment

Chairman: Alan Stapleton

Community Agent: Jill Davies

The Environment group has 20 members and has held 11 meetings.

Soon after the group was established members helped the local Agenda 21 group conduct a questionnaire at the Kingsbridge Farmers' Market. These produced figures demonstrating the popularity in the area of locally sourced food and concern about the effects food production and distribution have on the environment.

Through group discussions and consultation (e.g. with South Hams green tourism officer, Environment Agency and South Devon AONB task groups) the group identified a list of environmental issues and worked with the Kingsbridge & District Agenda 21 group to organise an Envirofest in April 2003.

Following the Envirofest the theme group identified the following priorities:

- Protect and enhance the 'natural' environment
- Promote the benefits of local food produced by environmentally sustainable farming
- Enhance the built environment in Kingsbridge
- Waste production and energy use
- Form 'Friends of the Salcombe-Kingsbridge Estuary'
- Develop renewable energy opportunities
- Youth involvement



# enhancing the quality of life for all



Discussions were then held with the Economy and Jobs theme group that resulted in a combined project 'Food, Farming and the Environment' being put forward as a core project which includes a subproject 'Promote Wholesome Local Food'. Three other projects are included in the action plan.

Further work is needed to prepare projects for funding. 'Food, Farming and the Environment' has strategic components that will involve many stakeholders, and a steering group will be formed for this purpose.



## Health & Social Issues

**Community Agents: Brenda Applegate, Josie Cuffe**

The Health & Social Issues theme group was the last to be set up in April 2003 following consultation with the 'hard-to-reach' groups. It has held three full meetings.

The group quickly realised that the issues were very diverse and split into sub-groups to address the issues of:

- Elderly, housebound and disabled**
- Young families and facilities for children**
- Anti-social behaviour**

The highest priority for older and disadvantaged people was to have support to address their social needs. Health professionals are completing a questionnaire with their clients to assess the needs. These will be brought together at a forum to be held at the beginning of 2004 and discussed with professionals and organisations that currently provide services to older and disadvantaged people.

Proposals for a purpose-built childcare and family support centre are being tested through consultation with the parents of pre-school children, and negotiations are underway for a site in Kingsbridge for a challenging children's playarea. Anti-social behaviour is being addressed through a forum including Kingsbridge town council and the police. The Health & Social issues action plan includes five projects at the present time.



## Re-Development of Kingsbridge Quay including a new Community Centre

Chairwoman: Margaret Lorenz (Quay)  
Chairman: Jeff Beer (Community Centre)

Community Agent: Mike Howarth (Quay)  
Community Agent: Annabel Tooke (Centre)

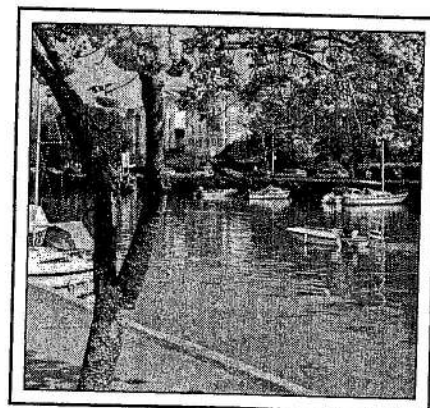
The Re-development of the Quay group has met three times to formulate a vision for the development of Kingsbridge Quay. Central to this vision has been the creation of a community centre. Further progress has been held back pending the completion of a community centre feasibility study, and a study of options for car parking in the town.

At the community conference held in October 2001, the need for a community centre for Kingsbridge district was voted as the top priority. The community centre project group was formed in January 2002, and consisted of some 16 volunteers. The group established the following remit:

- to undertake an audit of existing community facilities in the area;
- to assess the demand for such a centre;
- to prepare a draft business plan;
- to determine a draft design specification;
- to identify a potential site;
- to raise funds to engage an independent consultant to oversee the audit and demand analysis;
- to prepare a feasibility report.

This work was completed in June 2003 with the publication of the feasibility study by Hannah Reynolds Associates [10]. The project group identified a database of potential users, and designed a questionnaire for the audit. Kingsbridge Town Council funded the £5000 feasibility study, which was overseen by the community centre group. Public meetings were held to consult with interested parties on the requirements (Nov 02), and to present the final report (June 03).

A preferred site on the Quay has been proposed following the strategic study of land use in Kingsbridge. Work is now progressing to sign up key partners, to test the robustness of the draft business plan, and to firm up the design brief.



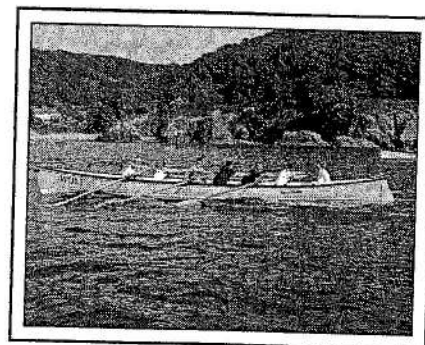
## Sports Action

Chairman: Jeff Beer

Community Agent: Josie Cuffe

The Sports Action Group has met four times to discuss issues and possible projects. The group comprises representatives of various local clubs, and the chairman is an SHDC councillor. On occasion, the District Council Sport and Leisure Officer and the Head of P.E. and Games at Kingsbridge Community College also had an input.

From the start, the key issue was football pitch provision. Local Kingsbridge youth and adult clubs have no permanent base, and rely on informal agreements and goodwill in order to train and play home fixtures. The group has been pro-active in lobbying relevant parties to try to secure a base, and has agreed that the best way forward is for the two clubs to work together to achieve this. A potential site has been identified and ways to fund its purchase are being explored. Another successful club with no base is Salcombe and Kingsbridge Estuary Rowing Club. The Sports Action Group have worked with this club to secure a suitable storage facility and clubhouse in Salcombe, and funding avenues are now being explored. Kingsbridge Gym Club was also represented on the group and has already submitted a planning application to secure a suitable purpose-built facility in which their members can train and perform. Two projects are included in the Sports action plan.





# Enhancing the quality of life for a



## Kingsbridge District Transport Partnership

Chairwoman: Peggy Verniquet

Co-ordinator: Joan Price

Kingsbridge District Transport Partnership (KDTP) was invited to take responsibility for the Transport theme. Its constitution dates back to October 2000. The management committee, which consist of six trustees, meets regularly each month.

KDTP has been running a Transport Information Centre in Kingsbridge since January 2001 and during that time have answered over 3000 transport related enquiries. More recently a network of Village Information Points has been developed in the surrounding areas. This experience has been used to build up a log of unmet transport needs.

Access to services is difficult for people particularly if they live in remote villages or during the tourist season. The public transport service is infrequent and inflexible. Access for people with physical disabilities needs to be improved and more flexible methods of transport introduced. The group has undertaken a number of research studies to examine these issues in detail including:

- flexible transport serving villages to the west of Kingsbridge
- transport problems in health and social services
- access to training and employment
- transport for tourism and leisure
- bus user survey

Presently two projects with transport elements are included in the action plan. However the group is particularly keen to build on its experience by establishing a one-stop-shop for local people which will provide a wide range of transport and other information. Car sharing is also to be addressed.



## Kingsbridge District Youth Council

Student Chairperson: Becky Foss (until July 03)

Community Agent: Josie Cuffe

The Kingsbridge District Youth Council was set up in May 2000. Its core membership since then has been between five and ten students aged between 11 to 18 and mostly from Kingsbridge Community College. The group meets monthly to discuss issues that are of interest to young people.

In June 2002 the Youth Council organised a highly successful Youth Conference which is referred to in section 7. From this, several key issues arose. Some, such as affordable housing and better paid jobs, have been taken up by the appropriate theme groups. Other key issues that the Council has addressed include the need to improve relationships between young and older members of the community, the continued provision of a skatepark in Kingsbridge and the need to increase and successfully publicise activities and facilities for young people in the area. To these ends, the Youth Council set up a monthly tea dance aimed at bringing young and older people together. They co-organised a meeting between skateboarders and local residents with the aim of brokering a compromise over the level of noise at the local skatepark. They also produced a display publicising the work of the Youth Council.



Two projects have emerged from this group which are included in the action plan.

One member of the Youth Council has been elected as a Devon representative on the UK Youth Parliament.



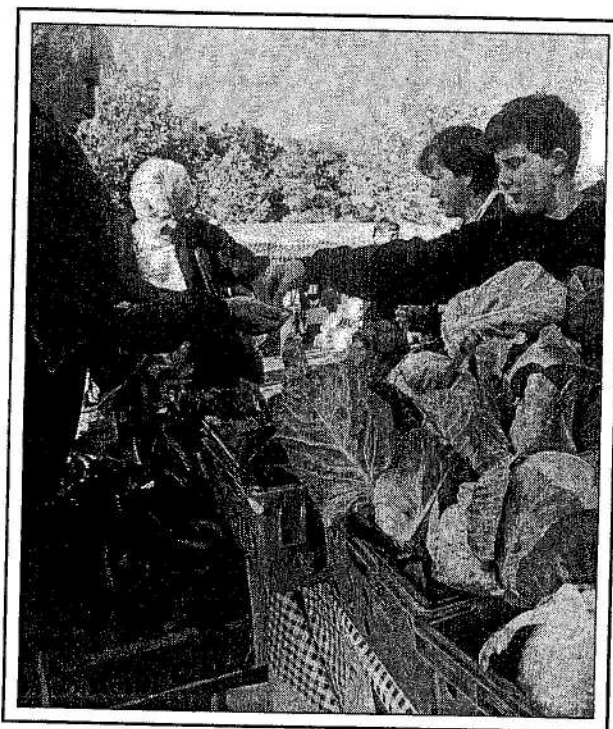
## Shrove Group

Chairwoman: Margaret Lorenz

Community Agent: Mike Howarth

This group, which first met on Shrove Tuesday in February 2003, was established to address the cross-cutting issue of land use in Kingsbridge. It is comprised of seven members drawn from the Re-Development of the Quay, Community Centre and Economy & Jobs theme groups, and has met on seven occasions.

Proposals to re-locate some businesses out of town, to develop new industries and modern offices in the town, to identify sites for more affordable housing, and to build a community centre on the Quay car park made a strategic study of land use in the town essential. Fortunately this was made possible with support from the European Objective 2 programme. The Shrove group developed a brief for the study and interviewed a number of consultant architects before appointing Sandover Associates to undertake this work. Subsequently the role of the Shrove Group has been to monitor the progress of the study, and to act as the first point of report.



The theme groups have been at the heart of the community action planning process. Together they have involved 150 volunteers, who have each spent many hours for the benefit of the community in which they live.

Enhancing the quality of life for a





## 9. Feasibility Studies

The Partnership was fortunate to receive funding in June 2003 from the European Objective 2 programme in order to undertake three feasibility studies. With the full support of SWERDA, SHDC submitted a joint bid to the Government Office of the South West (GOSW) on behalf of the Partnership and the other three MCTI partnerships in the District. In the Kingsbridge & Salcombe area we chose to undertake feasibility studies in the three largest towns/parishes, and in each case consultants were appointed to do this work

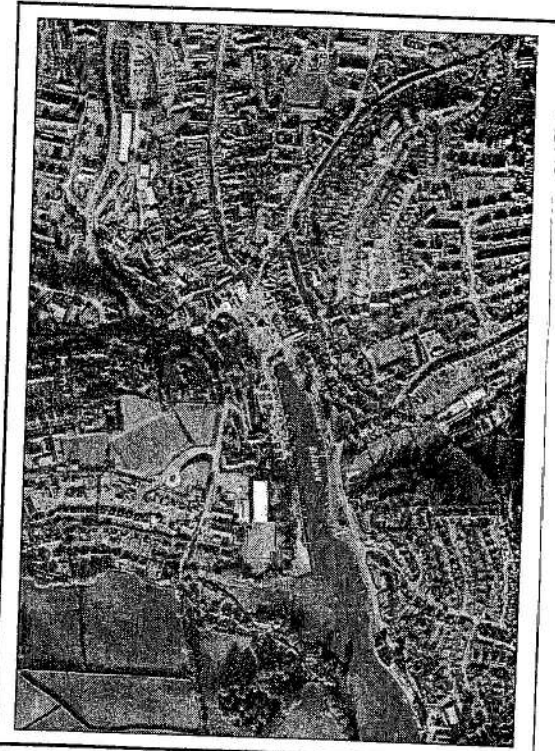
### Chillington Village Centre

Chillington was chosen because of the opportunity it affords to develop a large site in the centre of the village, and to provide much needed affordable housing, workshop units, an accessible village hall, and public open space. The site is identified in the draft local plan, and the proposal has strong community support as expressed at a successful 'planning for real' day held in May 2001. The consultants are working with the various stakeholders in order to achieve a consensus; these include the landowners, Stokenham Parish Council, SHDC, a housing association appointed by the District Council, and the Chillington Community Association. The final recommendations will include the development content and distribution of accommodation on the site, as well as a delivery strategy. The work is due to be completed by December 2003. The Chillington study is being undertaken by **Sandover Associates with Roger Tym & Partners.**



## Kingsbridge Framework Plan [11] [12]

Proposals for the re-location of businesses from Kingsbridge town centre to a new industrial estate at Torr Quarry, and the re-development of the Quay to include a new community centre raised fundamental questions about land use in the town. How can best use be made of employment sites freed up by re-located businesses to the benefit of the community and the local economy? Where can much needed affordable housing be built without encroaching upon greenfield sites? And where can sufficient car parking space be found so as not to dominate the town? This study provides a more planned approach to future land uses in Kingsbridge. One of its principal aims is to seek adoption of the proposals as planning policy for the town within the Local Development Framework. The study is recommending a preferred site on the Quay for the proposed community centre. Additionally it aims to raise the quality of the built environment and streetscapes. Aspects of the study include economic development, transport, housing, shopping, tourism and community facilities. The consultants' final report will be presented to the Partnership early in 2004 following a series of briefing and consultation meetings to gain full ownership of the project. The Kingsbridge study is being undertaken by **Sandover Associates with Scott Wilson and Roger Tym & Partners**.



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## Salcombe Whitestrand Environmental Improvement

Proposals for the enhancement of Whitestrand originate from the Salcombe community appraisal [3] which was undertaken in 1999. The consultants' brief is to make the unsightly car park in the heart of the town into an attractive focal point by the creation of a town square. Provision is to be made for local markets, festivals and community events. The many water-based activities will continue to be catered for, extended and improved. Provision for disabled and mobility-challenged users will be improved. Proposals will also be sensitive to the important historical associations of Whitestrand. The consultants are working with DCC, SHDC, Salcombe Town Council, the Devon & Cornwall Constabulary and the community to achieve a consensus. The final report is due to be presented in January 2004. The Salcombe study is being undertaken by the **Harrison Sutton Partnership**.







## 10. Selection of Projects

### Project Validation

Over 40 projects were proposed initially, but through a process of peer group scrutiny these have been reduced to about 24. Each proposed project was specified to an agreed format and subsequently validated by a panel of three members drawn from the steering group. The panels assessed each project against a set of 20 SMART (Specific, Measurable, Achievable, Relevant and Time related) criteria. To promote consistency between the panels one of two community agents sat in on the assessment meetings, which the project champion and a colleague were invited to attend.

The outcome of the validation process was that some projects were combined, objectives were frequently clarified and some project specification were rewritten; other projects were also referred back for further work. In discussion with the project champion, the panel determined the timescale of each project.

Once a project had been validated it was accepted as a part of the action plan.

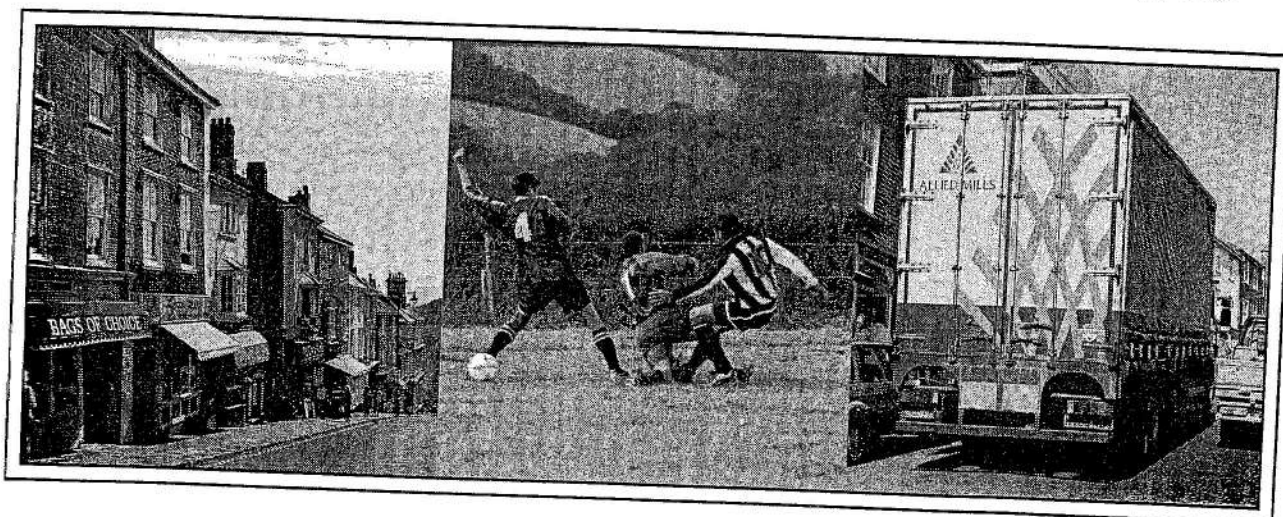
### Prioritisation of Projects

#### Voting by Members of the Public

At a number of recent meetings members of the public were invited to vote for their preferred projects. Affordable housing in rural communities was by far the most popular project. This was followed by food, farming and the environment, which picked up a lot of votes at the Kingsbridge Show. Other popular projects include Re-location of businesses, community centre and Involving young people.

The most popular vote amongst young people include affordable housing in rural areas, football pitches, SPIRITULIZED, community centre and Salcombe Rowing Club.

However care should be taken in interpreting these results. Businesses and the elderly were not well represented at these meetings. Hence it is not surprising to find some economy, social and transport projects scoring poorly.



## Selection by Steering Group

### Top Three Projects

From the most popular projects the steering group selected the following three projects to prioritise:

- Affordable housing in rural areas**
- Re-location of industry from Kingsbridge town centre**
- Community centre on Kingsbridge Quay**

The criteria used to select these three projects included the strength of public and political support, the potential of these to facilitate other projects, the work already undertaken, and the likely support from other agencies. For various reasons it was not considered timely to prioritise the other projects which scored most highly in the popular vote.

To this list was added **Salcombe Whitestrand** environmental improvements which is the subject of one of the strategic studies. The proposal has strong local support originating from the Salcombe community appraisal, and has the backing of Salcombe Town Council. It will be a flagship project for Salcombe, and the first project specifically to address the quality of the built environment.

### Quick-Win Projects

In addition to the above medium or long-term projects, it was agreed that some 'quick-wins' were needed which had the potential to deliver results in 2004. All the short term projects were prioritised by a 'force field' analysis, and the top scoring projects were:

- CCTV in Kingsbridge town centre**
- SPIRITULIZED**
- Bus shelter at South Hams hospital**
- Environmental action for business success.**

The steering group added these four potential 'quick-win' projects to the list of priority projects.



## II. Communicating the Plan

These are some of the things we did to help people to understand the concept of the community plan, and to get local residents involved and inspired.

A PR professional was appointed on a part-time basis to help us.

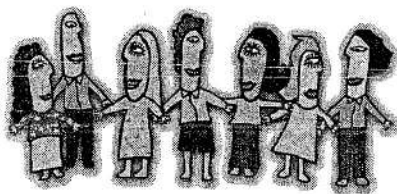
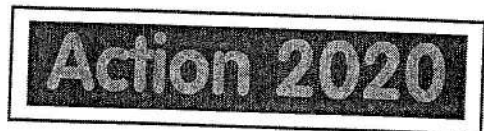
### Marketing Plan

A marketing/public relations plan was devised early in 2003 to make sure that the aims of the community plan were communicated to all stakeholders and to inspire and involve the community in the planning process.

The first priority was to agree an identity for the plan. Colourful, eye catching, simple – that showed what the community plan was about and that everyone could identify with.

- **Name for the plan**

**Action 2020** was chosen: 'Action' was chosen to show that it wasn't going to be just 'all talk'; and '2020' because it summed up the timescale the plan was working towards.



- **Logo**

The image of a group of people (community) holding hands was chosen.

- **Slogan**

A 'slogan' was devised which summed up what the community plan was all about 'Enhancing the quality of life for all'.

Enhancing the  
quality of life  
for all

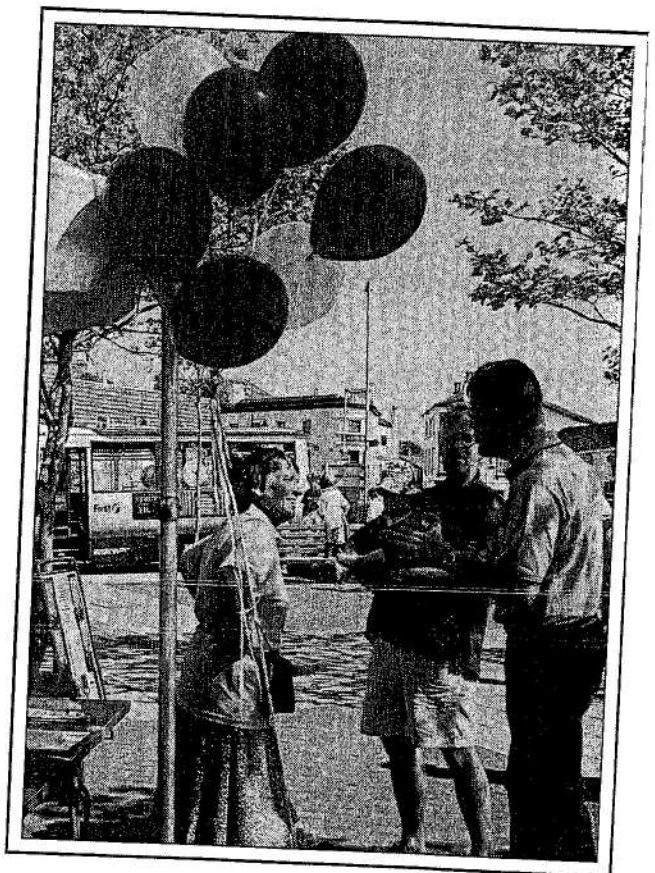
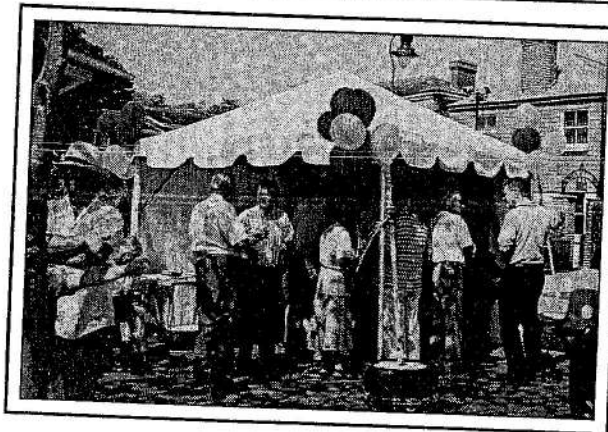
The issues were identified that had to be shared with the community - what the plan was about, and where and how people could participate. This involved giving project and theme group overviews, inviting more public comment and input, sharing results and milestones, and asking people to decide which priority projects were to go into the final plan.

## Getting the message across - and listening to people

### Public Open Events

Throughout the development of the Action 2020 Plan there has been constant communication and consultation with the local residents of Kingsbridge, Salcombe and the surrounding area. In addition to the consultation conferences and hard-to-reach group research, events have included:

- **Public Open Event (June 2003):** Displays from the theme groups were set up in the Town Square with members of each group on hand to answer questions and to gather feedback from the public. The event was well attended with much interest in the projects exhibited and many other new issues put forward.
- **Kingsbridge Show (September 2003):** Members of Action 2020 manned a stand and asked the public to vote for their five top priority projects. The system was a success and the results contributed to the Steering Group's final priority project decisions.
- **Public Open Meeting (2 October 2003):** The meeting was organised to present the final Draft Plan to the public. Exhibits were set up to illustrate the eight theme groups and all their projects. After viewing the exhibits and putting questions to the project champions, those attending were then asked to prioritise their top five projects, the results again contributing to the final priority decisions. Questionnaires were also completed. Presentations were made on the outcomes of the healthcheck work and strategic studies.

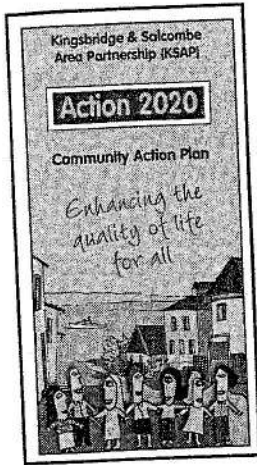


Public Open Event June 2003



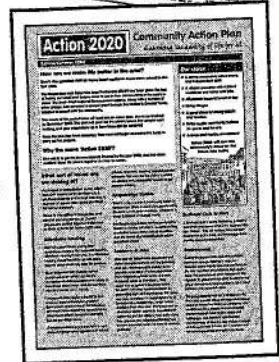


## Other Activities



Other means of keeping in contact with the local residents were:

- **Newsletter:** A newsletter was published in summer 2003 and sent out to the Action 2020 mailing list and also distributed throughout the towns and parishes.
- **Roadshows:** These were set up in strategic parishes in the Kingsbridge & Salcombe area and surrounding parishes were invited to attend. Exhibits were set up with information about the projects and theme groups, and a talk was given with a synopsis of the history of Action 2020, a more detailed look at some of the projects and suggestions for the next steps. Some of the later roadshows also contributed to the prioritisation process. Seven roadshows have taken place to date.
- **Website:** the Kingsbridge Community website includes some pages on Action 2020 which are regularly updated.
- **Kingsbridge Matters:** Regular updates were printed in the Kingsbridge Town Council quarterly newsletter.
- **Flyers:** Flyers were created giving details of Partnership/project aims and issues. The flyers had the Action 2020 themed logo and slogan and were handed out at events.
- **Advertisements:** Used occasionally in the newspaper to advertise an event.
- **Display boards for exhibitions:** Display boards were designed for roadshows/exhibitions/talks to fit onto display stands and again had the same 'corporate' identity running through them.
- **Posters:** A4 posters were designed to publicise events – for use in shops, libraries, health centres, doctors' surgeries, dentists, garages, museum, etc.
- **Press releases:** A series of press releases was issued on a regular basis to give progress reports as the plan evolved. Articles have appeared in the Kingsbridge & Salcombe Gazette and the Western Morning News. Various elements of the plan and the planning process have attracted correspondence in the letters column of the local newspaper – not all positive (a frequent theme is that the Kingsbridge & Salcombe Area Partnership is an unelected quango).
- **Radio and TV:** Good use has been made of South Hams Radio to publicise open events, and the project co-ordinator has been interviewed by both radio and Carlton Westcountry TV.



Early in the new year we intend to deliver a summary broadsheet of the community action plan to each household in the area (of which there are about 10,000). This work is being supported by the Community Champions fund.

# Appendix A

## ACTION 2020 PUBLICATIONS

1. Aveton Gifford Community Appraisal, 1997
2. South Pool Community Appraisal, 1998
3. Salcombe Community Appraisal, 1999
4. Kingsbridge Community Appraisal, January 2000
5. Community Conference, Kingsbridge District Strategy Group, October 2001
6. Youth Community Conference, Kingsbridge District Youth Council, June 2002
7. Kingsbridge & District Business Day Survey Report, SB Associates, November 2002
8. Consultation with Hard-to-Reach Groups, April 2003
9. Envirofest, Report & Recommendations, Kingsbridge & District Agenda 21, April 2003
10. Kingsbridge District Community Centre Feasibility Study, Hannah Reynolds Associates, June 2003
11. Kingsbridge Feasibility Study, Baseline Review, Sandover Associates, August 2003
12. Kingsbridge Feasibility Study, Proposals, Sandover Associates, due to be published December 2003
13. Kingsbridge/Salcombe Healthcheck report, due to be published December 2003



## Appendix B PARTNER ORGANISATIONS

Age Concern  
Agenda 21  
Aveton Gifford Parish Council  
British Trust for Conservation Volunteers  
Buckland T' Saints Parish Council  
Charleton Parish Council  
Chillington Medical Centre  
Chivelstone Parish Council  
Churchstow Parish Council  
Citizen Advice Bureau  
Co-Active  
Coast & Countryside Service  
Co-ordinating Action for the Regeneration of Devon  
Cornelius Fund  
Council for Voluntary Service  
Department for Environment Food and Rural Affairs  
Devon & Cornwall Constabulary  
Devon County Council  
Devon County Council Social Services  
Devon Food Links  
Devon Regionally Important Geological Sites Group  
Devon Wildlife Trust  
East Allington Parish Council  
East Portlemouth Parish Council  
English Nature  
Enterprise South Devon  
Environment Agency  
Forum for the Future  
Frogmore & Sherford Parish Council  
Government Office for the South West  
Groundwork (Envision partner for the South Hams)  
Harbour House  
Hazelwood Land Project  
Help the Aged  
Kingsbridge & District Chamber of Commerce  
Kingsbridge & District Natural History Society  
Kingsbridge & Salcombe Area Business Network  
Kingsbridge & Totnes Job Centre  
Kingsbridge Baptist Church  
Kingsbridge Community College  
Kingsbridge District Youth Council  
Kingsbridge Information Centre  
Kingsbridge Town Council  
Kingsbridge Transport Information Centre  
Kudos  
Leathers & Associates Inc  
Lifestyles  
Loddiswell Parish Council  
Malborough Parish Council  
National Farmers Union  
Norton Brook Medical Centre  
Park Homes  
Quayside Leisure Centre  
Salcombe & Kingsbridge Estuary Conservation Forum  
Salcombe Estuary Association  
Salcombe Harbour Board  
Salcombe Medical Centre  
Salcombe Town Council  
Salcombe Town Regatta  
Saltstone Group of Parish and Town Councils  
Self-Build Agency  
Slapton Ley Field Studies Centre  
Slapton Parish Council  
Small Farms Association  
South Hams and West Devon Primary Care Trust  
South Devon Area of Outstanding Natural Beauty  
South Devon Community Supported Farming Group  
South Hams Agricultural Forum  
South Hams Archaeological Research  
South Hams District Council  
South Hams District Council Economy & Europe Office  
South Hams District Council Waste Management Services  
South Hams Food & Drink Association  
South Hams Hospital League of Friends  
South Hams Society  
South Hams Tourism Forum  
South Huish Parish Council  
South Milton Parish Council  
South Pool Parish Council  
South West of England Regional Development Agency  
Stokenham Parish Council  
Thurlestone Parish Council  
Tor homes  
Tresillian Garden Project  
West Alvington Parish Council  
Wholesome Local Food Association  
Woodleigh Parish Meeting

The organisations listed above will be engaged in the implementation of the Community Action Plan. However the organisations do not necessarily subscribe to all the proposals in the plan.



# Appendix C

## INDIVIDUAL CONTRIBUTORS

- Shrove Group**  
 Jeff Beer  
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 Pam Cook  
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 Carol Trant  
 Brian Lowe  
 Owen Masters  
 Georgina Torabi  
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 Ross Coomber  
 Bob Freeman  
 Alice Henderson  
 David Holmes  
 Tony Lyle  
 Deborah McCann  
 Wendy Rees  
 Phil Rhymes  
 Rosemary Speed  
 Alan Stapleton  
 Wendy Stayte  
 Alan Stone  
 David Thorning  
 Robin Toogood  
 Beryl Washington  
 David Woods  
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 John Montague  
 Christopher Heath  
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 Gillian Howarth  
 Emma Johns  
 John Kendall  
 Brian Nice  
 Anne Noyce  
 Sally Sargeant  
 Lesley Hurrell  
 Rob Roberts  
 Alan Stapleton
- Rose Stainton  
 Bob Freeman  
 Beryl Washington  
 Mike Howarth  
 Brenda Applegate
- Sports action**  
 Jeff Beer  
 Chris Browning  
 Mike Treleaven  
 Nick Bowles  
 Graham Farleigh  
 Patrick Hayman  
 Adrian Masters  
 Chris Mather  
 Martin Newman  
 Mike Thomas
- Re-development of Quay**  
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 Jim Bennett  
 Lee Bray  
 Pam Cook  
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The people listed above have contributed to this report. However the individuals do not necessarily agree with all the proposals contained within it.