

# **The Tin Coast**

## **Destination Management Plan**

**by the Tin Coast Partnership**

**DRAFT**

**Draft 5.0**

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## Summary

The 'Tin Coast' is an area of distinctive character, defined by the relationship between the rugged landscape with its rich mineral, maritime and agricultural heritage and the people who over millennia have shaped the land to sustain their families and built communities, creating a rich culture that continues to attract people to live, work and visit this very special place.

The 'Tin Coast' is the area from around St Just to Pendeen, in West Penwith, Cornwall. The Tin Coast has a 'core area' for focused activity and outcomes, but with a more loosely defined 'satellite area' / 'area of influence' to allow us the flexibility to make the most of future opportunities that might present themselves, remaining open to new connections and relationships for the benefit of the Tin Coast.

The vision for the Tin Coast is:

For the Tin Coast to remain 'special' for the people who live, work and visit here, and for everyone to contribute to its long term sustainability.

A survey amongst the local community shows that "there is a general recognition that tourism is vitally important to this area, bringing money to businesses which would otherwise be unable to survive, and providing employment. There is a universal acceptance that tourism is essential to the economic well-being of this area"<sup>1</sup>.

This Destination Management Plan (DMP) was developed by the Tin Coast Partnership, which has the aim to develop a co-ordinated approach for a successful and sustainable visitor economy to:

- make sure that the Tin Coast remains special
- support the local community and businesses to be sustainable
- work collaboratively to meet the challenges

The following challenges were identified by the Steering Group and other stakeholders:

- **Seasonality;** jobs are mainly seasonal, income levels are low, and it is difficult to find work for the winter months. Lack of visitors in winter means many visitor facilities close during the winter period, making it less attractive place to visit out of season
- **Transport;** congestion and car parking in high season, and limited public transport in low season. There is a lack of co-ordination, with some places being badly connected;
- **Financial pressures on local facilities,** i.e. toilets, library, shops, visitor info centre.
- There is **no central place (digitally, physically) for visitor information.** The Visitor Information Centre (i.e. library) in St Just is frequently closed. There is a **lack of awareness of what is on offer** (existing facilities, events). **There is no co-ordinated approach,** as tourism operators generally work independently, with little co-ordination.
- **Local heritage is under threat;** there is less funding available for maintaining heritage buildings, cultural activities, events, etc
- **Housing;** House prices are unaffordable for many local people. Although holiday lets can contribute to the local economy, second homes standing empty do not. Most local people feel that too many holiday lets/homes are bad for the community. St Just has 7%

holiday homes/lets, Pendeen 9%, and rural St Just 13%, compared to 6% across Cornwall county as a whole<sup>2</sup>

- **Viability of farming;** who will maintain the landscape in the long term if farming is not economically viable in the future?
- **Littering, dumping, theft.** This indicates a lack a pride of place by some people.

In order to address the seasonality and vulnerability of the economy, the Tin Coast needs to provide a more 'year round' offer. There is an opportunity for the Tin Coast to develop its association with its history and cultural heritage as an important attraction to the area.

The South West Coast Path is a key asset for the Tin Coast, attracting walkers in the spring, summer and autumn, who appreciate the historic landscape of this area.

To attract more people outside the main holiday season, the focus should be on adults without school-going children, who enjoy walking, and take an interest in culture and heritage. The Tin Coast could be a destination for day trips for people living in other parts of Cornwall, attract visitors from nearby tourist destinations (e.g. Land's End and St Ives), and appeal as an attractive destination to visitors from further afield.

The Tin Coast already receives German and Dutch visitors who enjoy walking this magnificent coast line. International visitors tend to be particularly interested in cultural heritage, and the Tin Coast has a lot to offer. The Tin Coast is increasingly used in international film and television, and there are also international visitors exploring their family history. Recently, there has been a notable increase in Asian visitors.

Visitors should have easy access to information on how to explore the area and its cultural heritage, places to stay and visit, food and drink, and what to do on bad weather days.

The Partnership wants to make sure that everyone who lives, works and visits the Tin Coast, understands what the Tin Coast is, why it is special, and how they can contribute to its long term sustainability. The Tin Coast Partnership will work with partners in the public, private and voluntary sectors to maintain and enhance the things we value, including our local communities, our cultural heritage, natural environment, and local facilities, so that the Tin Coast remains a great place to live, work, and visit. It will also work closely with the Penwith Landscape Partnership's 'First and Last' Penwith-wide project that will be delivered over the next 5 years with funding from the Heritage Lottery Fund.

The Tin Coast Partnership (TCP) has identified the following priorities to achieve the Tin Coast vision and start addressing some of the issues identified.

#### **Priority 1: Engage, co-ordinate and collaborate**

Priority 1 is about working together with the local community, businesses and other organisations to set up working groups to develop and deliver an action plan. It is important to share information, co-ordinate efforts and build on what is already out there.

#### **Priority 2: Tin Coast Members & Friends**

Priority 2 is about developing a voluntary scheme for any one working with visitors, to make sure the Tin Coast remains a great place to live, work and visit. Local businesses will be invited to become 'Tin Coast Members'. These Members will promote the local heritage

places and cultural activities (e.g. events) and will be able to answer questions from visitors. These businesses will be encouraged to sign up to the sustainability principles underpinning the Tin Coast Vision, and will benefit from Tin Coast marketing and promotional opportunities. They can carry the Tin Coast logo which recognises them as a Tin Coast Member. Some organisations may choose to become visitor information hubs, by providing additional visitor information services.

There will also be a 'Friends of the Tin Coast' scheme for all local people who are involved in the preservation of the Tin Coast, and take part in the many local natural and cultural heritage activities (including volunteering, events, fund raising, etc.)

### **Priority 3: An information hub**

Priority 3 is about communication to visitors, i.e. both local people visiting (day visitors), as well as people visiting from further afield (staying visitors). This will include a digital presence (website, linked to other websites, social media feed), and Tin Coast Members, i.e. local businesses who provide information to visitors related to their visit.

### **Priority 4: Better connected and less congested**

Priority 4 is about the infrastructure and services that help to make the Tin Coast a better place to live, work and visit, advocating for better broadband/Wi-Fi provision, public transport improvements, maintenance of footpaths, walking trails, improved signage and orientation information and car parking.

### **Priority 5: Place-based improvements**

Priority 5 is about improvements to places, services and cultural heritage activities. These can be small improvements by local businesses, or improvements to local facilities, public spaces, amenities, and conservation of cultural heritage and natural environment, which are important to both local people and visitors. These improvements could be made by Local Authorities, businesses, voluntary organisations, community groups and individuals. These include existing improvements, as well as improvements planned in the future. Priority 5 has links with Priority 2, 3 and 4.

### **Priority 6: Attracting investment**

Priority 6 is about resources. The Partnership will identify actions that can be delivered with varying levels of resources (including human resources, such as officer time from organisations as well as volunteering), some of which requiring minimal investment, while others may be dependent on attracting additional external funding. Potential sources of funding include:

- Donations, investment, contributions in kind, by businesses and other organisations to support Tin Coast's infrastructure/facilities
- Other funding, e.g. Coastal Community Funding, Community Led Local Development Funding, Local Economic Partnership (LEP), World Heritage Site, Visit England and Historic England

There are cross-links between priorities, and none of the priorities stand in isolation. Priority 1 (Engagement with local stakeholders) and Priority 6 (Attract investment) help deliver priorities 2 – 5. Below is the beginning of an Action Plan, with actions listed against each priority, which is a 'living document' which will be updated from time to time.

Tin Coast - Action Plan			2016								2017						
<i>last amended: 8 September 2016</i>			Lead	with help from:	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
<b>1. Priority 1: Engage, co-ordinate and collaborate</b>																	
1.1	Draft DMP ready to share with wider stakeholders	Esther Kieboom															
1.2	Share & discuss DMP with wider stakeholders (event?)	All															
1.3	Mapping and valuing cultural heritage assets	FW-365 Cornwall															
1.4	The future of St Just Methodist Church																
1.5	.....																
<b>2. Priority 2: Tin Coast Members &amp; Friends</b>																	
2.1	Develop & agree logo																
2.2	Draw up Tin Coast Member Scheme																
2.3	Local Consultation on Tin Coast Member Scheme																
2.4	Sign up Tin Coast Ambassadors	FW-365 Cornwall															
2.5	Friends of Tin Coast																
<b>3. Priority 3: Information Hub</b>																	
3.1	Plan development of website																
3.2	Make inventory of what is already out there	FW-365 Cornwall															
3.3	Build Tin Coast website																
3.4	Link with other web sites (e.g. NT, Geevor, walking trails, apps)	FW-365 Cornwall															
3.5	Link with Businesses Members	FW-365 Cornwall															
3.6	Link with events - ongoing																
3.7	Link with Friends of Tin Coast																
<b>4. Priority 4: Better connected and less congested</b>																	
4.1	Liase on transport issues	Ian Marsh															
4.2	.....																
<b>5. Place-based improvements</b>																	
5.1	NT Botallack, Cape Cornwall, Levant Trease,	Ian Marsh															
5.2	Geevor ....	Mike Simpson															
5.3	Quality assessment of facilities to identify improvements, i.e. toilets, info provision, wet weather provision, (coach) parking, etc																
5.4	Landscape Partnership - HLF funded projects																
<b>6. Attracting investment</b>																	
6.1	Submit expression of interest for heritage start up fund	Esther Kieboom	Tamsin Daniel														
6.2	Coastal Community fund	Ian Marsh	Esther Kieboom	30-Jun													
6.3	Obtain other sources of funding																
6.4	Set up Community Interest Company																
6.5	.....																

## Introduction

The 'Tin Coast' is the area around St Just and Pendeen in West Penwith, in West Cornwall. This area has a distinctive character, in terms of the landscape, its people, its sense of community, history, and cultural heritage. For example, this part of the Cornish Mining World Heritage Site (i.e. the St Just Mining District) contains "the earliest and greatest concentration of 18<sup>th</sup> and 19<sup>th</sup> century submarine tin and copper mines in the world."<sup>3</sup> "The relative remoteness of the area and the continued importance of mining within the economy and society of the area until 1987 ensured the persistence of a strong local identity linked to Cornish mining culture."<sup>4</sup> In West Penwith the survival of the prehistoric field patterns bordering the heathy uplands provides a unique insight into a coherent mixed agricultural landscape which is between two and three thousand years old.<sup>5</sup>

The Tin Coast has outstanding natural beauty, characterised by its spectacular coastline, the patchwork of ancient small fields surrounded by Cornish hedges, exceptional flora, bird life, and marine wildlife. It has a fantastic network of footpaths and long distance trails (South West Coast Path), along fascinating archaeology, iconic mine buildings, and a wealth of cultural heritage (buildings, archives, objects, stories, and events). It is cherished by the people who live and work here, and also by those who come to visit. It is felt that a more co-ordinated approach is required to keep the Tin Coast special, and to make sure the local communities benefit from visitors.

This Destination Management Plan (DMP) has been developed by the Tin Coast Partnership, which is a collaboration of partner organisations in the public, private and voluntary sectors located and operating in the area.

This DRAFT DMP was written to articulate the vision of the Tin Coast and to identify current issues and opportunities for delivering the Tin Coast vision. The Draft was based on input from members of the Steering Group, and interviews with some key stakeholders, including representatives from: the St Just Town Council, Cornwall Council (representing St Just Ward), Cornish Mining World Heritage Site, the Cornwall Council's Economic Development & Culture Service, the National Trust, 'Pendeen Community Heritage Trust (operators of Geevor Tin Mine)', Visit Cornwall, Cornwall 365, Cornwall Wildlife Trust (Penwith Landscape Partnership), CoAST (Cornwall Sustainable Tourism,) LEAP (Land's End Accommodation Providers), Historic England, and PDTA (Penzance District Tourism Association), and Cornwall AONB Unit (Area of Outstanding Natural Beauty). This draft also takes into account comments made by the community during previous consultations, such as 'The future for St Just and Pendeen, Community Survey 2014'<sup>6</sup> and 'Community engagement and consultation, towards a vision and delivery plan for the Penwith Landscape', 2012<sup>7</sup>.

This document will be publicly available, and members of the public are welcome to comment. There will be some stakeholder engagement events where people have an opportunity to contribute to the DRAFT DMP with their ideas and take part in working groups that focus on addressing particular issues and developing opportunities.

This DMP explains the aim and objectives of the partnership, its principles, and the priorities for the Partnership. It includes an action plan; this is a 'living document' which can be

updated. The Partnership will identify actions that can be delivered with varying levels of resources, some of which requiring minimal investment, while others may be dependent on attracting additional external funding.

### 1.1 The aim of the Tin Coast DMP

The overall aim of the Tin Coast DMP is to develop a co-ordinated approach towards visitors, to make sure that the Tin Coast remains special, the local community benefits, and businesses are sustainable.

The Tin Coast Partnership will work with partners in the public, private and voluntary sector to maintain and enhance the things we value, including our local community, cultural heritage, natural environment, and local facilities, so that the Tin Coast is a great place to live, work, and visit. [The Partnership aims to foster collaboration to meet the challenges of achieving the Tin Coast vision.](#)

### 1.2 Scope

The geographic scope covers the area from around St Just and Pendeen, including the Cornish Mining World Heritage sites in this area ([see map with key attractions – TBA + length/square km2](#)). The boundaries of the Tin Coast area are only loosely defined, as the partnership will be based on existing relationships and connections. The size of the Tin Coast area should be large enough to have critical mass, and small enough to remain a manageable area. [The appeal of the Tin Coast as a destination, however, has the potential to radiate out far beyond its boundaries.](#)

[The remit is determined by the Tin Coast Partnership in consultation with the community and, by bringing stakeholders together, will be able to use this mandate to influence decision-making to deliver the Tin Coast vision.](#) The remit is wider than just the visitor economy and the supply chain to the visitor economy. The Partnership will seek to use its influence [to conserve cultural heritage and the natural environment](#), and to improve the local infrastructure and community facilities (e.g. transport, library & information services, and public toilets), so far as these have an impact on visitors. However, the Partnership does not replace the organisations which have the statutory responsibility to deliver these services. Instead, the Partnership can lobby, influence, co-ordinate and connect people and organisations.

### 1.3 What is 'Destination Management' and what is a 'Destination Management Plan'?

Great destinations are great places to live and work as well as to visit. Effective management of the visitor economy at a destination level not only contributes to a positive visitor experience, but can protect and enhance the environment while supporting the interests of the communities and businesses within it.<sup>8</sup>

To create a successful and sustainable visitor economy, all the components that make a successful destination need to be managed and integrated over the long-term, focusing on the needs of both residents and visitors. The elements of destination management are

diverse and are often the individual responsibility of a range of public and private sector entities. The components of destination management include the things that attract people to the destination, the infrastructure that helps to reinforce and shape the sense of place and make it an easy place to visit, and the services that cater for the needs of residents and visitors, including a sustainable supply chain.

Destination management ensures that there is a sustainable return, which means businesses and the local community can afford the investment in local facilities, amenities, heritage buildings and the natural environment so future generations can enjoy them too. Destination management also ensures that the visitor experience is of the highest quality and continues to develop and adapt to meet the needs and expectations of visitors.

Destinations that are well managed will be more likely to generate 'wise growth' in their visitor economy, and are more likely to maximise the benefits of that growth in long term additional income and jobs. The best managed destinations are also likely to excel in attracting new investment, in keeping value-added jobs, in bringing in new talent and in stimulating innovation.

A Destination Management Plan (DMP) is for making things happen, e.g.

- To address issues
- To make sure the local community benefits
- To help sustain/maintain the things valued by local people, transport infrastructure, natural environment, cultural heritage, amenities, etc
- To make sure the local economy benefits (jobs, supply chain, service industry)
- To improve the experience for the visitor

Engagement is key to promote ownership and support. It is a co-ordinated strategic approach, by the public and private sector, and is integrated with existing policies (e.g. transport, planning, LEP strategy, Local Authority policies)

#### 1.4 The Tin Coast Partnership

The Tin Coast Partnership had its first informal meeting on the 2<sup>nd</sup> of March 2016, which included an elected member of the St Just Town Council, an elected member of Cornwall Council who represents the St Just ward, a representative from the Cornish Mining World Heritage Site, the Cornwall Council's Economic Development & Culture Service, the National Trust, Pendeen Community Heritage (managers of Geevor Tin Mine), and Visit Cornwall. At this meeting it was decided that there was a need for a more co-ordinated approach, and that a DMP should be developed (which is this document).

There is a small Partnership Steering Group which will support and co-ordinate a wider partnership to include a wide range of businesses and organisations from different sectors, including:

- Private sector: accommodation providers, food & drink outlets, farm businesses, art galleries, shops, etc.
- Public sector: public transport (e.g. bus services), St Just Town Council, Cornwall Council (Economy, culture, tourism, transport, health, etc.).

- Voluntary/community groups with interests in wildlife, history, archaeology, geology, culture, etc.

The Partnership intends to build on what is already there, and to link up with other initiatives, such as the Penwith Landscape Partnership.

The ambition of the Landscape Partnership is “to support a range of heritage activities across the Penwith peninsula, supporting conservation work, reconnecting local communities and creating jobs and training opportunities. Activities will focus on the historic environment, farming support, footpath access, as well as Cornish hedges, rare butterflies, moorland, arts and Cornish language.” They have been awarded a grant from the HLF to develop this programme with the ambition of applying for £2.7m to deliver the scheme. There will be a range of opportunities to work together with the Penwith Landscape Partnership, for example visitor information, interpretation, public access, engagement, volunteering, and funding and investment.

Chapter 5 will set out in more detail ideas for developing the partnership and the engagement with stakeholders.

### 1.5 The principles

The Steering Group agreed a number of ‘principles’ that the Tin Coast Partnership will embrace:

- **Sustainability.** To make sure that tourism develops in a responsible way, so that it has a positive effect on the local community, local facilities and the environment, and that it has a viable long term future
- **Local benefit.** Ensuring that local people and local businesses derive sustainable long term benefit from visitors and see it as having a positive impact.
- **Partnership.** Working in collaboration, making efficient use of resources, a partnership of equals, not dominated by one or more partners
- **Distinctiveness.** Drawing on the uniqueness of the local area, and setting it apart from other places in Cornwall. The Tin Coast is defined by its rugged landscape reveals interesting stories about its people, their culture, their history of mining, technology, and how it changed the world.
- **Quality.** Striving to do things well and improving the overall experience for the visitors, resulting in economic, environmental and social benefits.
- **Profile.** Seeking every opportunity to raise the profile of the Tin Coast, for the benefit of the whole community
- **Economic development.** Maximising the economic benefits arising from visitors by generating more revenue in the local economy, and creating more sustainable jobs benefiting the local community

### 1.6 Context

This section provides a summary of policies at global, national and local level related to the visitor economy/tourism sector.

## **Global view on sustainable tourism**

The International Centre for Responsible Tourism has as its motto: ‘Making better places for people to live in, and better places to visit’; this resonates with the aim of the Tin Coast Partnership. The World Tourism Organization (UNWTO)<sup>i</sup> states that, sustainable tourism should: <sup>9</sup> “maintain essential ecological processes and helping to conserve natural heritage and biodiversity”, “respect the socio-cultural authenticity of host communities”, “conserve their built and living cultural heritage and traditional values”, and “ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities”.

Sustainable tourism development requires the “informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building”. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a “high level of visitor satisfaction and ensure a meaningful experience to the visitors, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.”

## **World Heritage**

In 2006 ten selected mining landscapes across Cornwall and West Devon were inscribed as a UNESCO World Heritage Site. With almost 20,000 hectares spread across Cornwall and West Devon, it is the largest World Heritage Site in the UK. The Tin Coast includes one of these sites, which is the ‘St Just Mining District’ and contains important heritage buildings, cultural historic sites.

The aim of the World Heritage Site is to protect and present this World Heritage landscape. **World Heritage status both triggers planning protections for the Tin Coast’s distinctive landscape characteristics, and provides an authoritative “quality marker” and useful marketing asset.** Integral to its role is to promote sustainable tourism that responds to, communicates and supports the special nature of the mining landscape.

## **The UK government**

The Government is committed to further growing the tourism industry, and spreading the benefits of its growth across the country, by encouraging more visitors to travel beyond the capital. To achieve this, efforts will be focused on co-ordination, promotion, skills, removing red tape, transport, and service standards at the UK border agencies.<sup>10</sup>

## **Visit Cornwall**

Cornwall’s visitor economy strategy 2014 to 2020 states the desire for a “high quality, highly productive and resilient sector” so that:<sup>11</sup>

- In a poor year the sector is commercially viable;

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<sup>i</sup> UNWTO is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.

- In an average year the sector is profitable and can reinvest to stay competitive;
- In a good year, profits are very good and step-change investment and developments can be undertaken.

Visit Cornwall has outlined four high level priorities for Cornwall to focus on are:

**1 The Foundations.** Our assets: we need look after and improve the foundations of our past and future success; our landscape, environment, culture, heritage and our Cornish distinctiveness;

**2 The Visitor Experience.** Quality: We must continually improve, as well as deepen and broaden, the quality of the visitor experience; cultural tourism, outdoor leisure, food and drink, events;

**3 The Basics;** We need to get the basics right to ensure we meet, if not exceed, the expectations of our existing and new visitors; accommodation, public realm, visitor services and facilities;

**4 The Means to the End.** Marketing: We must use world class destination marketing, combined with digital technologies and communication, to secure the volume and value of tourism sought from targeted segments/markets.”

## Devolution

Cornwall is the first rural authority in the country to be offered a devolution deal, which gives Cornwall greater powers over public sector funding, including transport, employment and skills, EU funding, business support, energy, health and social care, public estate, heritage and culture.<sup>12</sup> Over the next **few** years, it should become clearer what this will mean for Cornwall in general, and for the Tin Coast specifically.

## 2. The Tin Coast

### 2.1 The Vision

The vision is **for the Tin Coast to remain ‘special’ for the people who live, work and visit here, and for everyone to contribute to its long term sustainability.**

Stakeholders were asked: **“What does success look like?”** and painted the following picture:

- Local people and community prospering from tourism
- **People understand more about the heritage of the Tin Coast, its sense of place, and its values**
- Better connected and **more sustainably managed**
- Robust businesses based on a year-round approach (**reducing seasonality for businesses, safeguarding employment and improving services**)
- More co-ordination and collaboration
- **Attracting** investment to the Tin Coast

Appendix A includes the comments that stakeholders have made with regards to the vision. Section 3 and 4 describes the priorities and actions required to deliver this vision.

## 2.2 Why is the Tin Coast special?

The Tin Coast area has a lot to offer to the people who live, work and visit:

- A spectacular coastline (and weather!);
- A stunning landscape; a patchwork of [prehistoric field patterns](#), traditional granite hedges, dominated by small scale livestock farming. (economically, many farms are struggling).
- Exceptional flora (hedgerows, coast, heathland [habitats](#)), bird life (choughs, barn owls, birds of prey), and marine wildlife (fish, shell-fish, seals, basking sharks, sea birds)
- [Thousands of years of mining heritage, with examples of the earliest and latest mining.](#) Iconic mine buildings (chimneys, engine houses, etc) dotted around the Tin Coast [above ground](#), as well as the [“earliest, and greatest, concentration of 18th and 19th century submarine tin and copper mines in the world”](#)
- A fantastic network of footpaths, including long distance trails such as the South West Coast Path, and the Tinnners’ Way (between St Just and St Ives, which is to be opened up).
- Fascinating archaeology; from bronze age settlements, [mysterious stone circles, standing stones, and fogous](#), to tin mining industrial archaeology
- A wealth of heritage buildings, granite towns, churches, halls and count houses. [“the late \(1840s\) development of a new Anglican Church and school at Pendeen are rare but distinctive manifestations of the industrial period.” “St Just Methodist Chapel is one of the best examples of Methodism in Cornwall”<sup>13</sup>](#)
- [A strong local identity. “The relative remoteness of the area and the continued importance of mining within the economy and society of the area until 1987 ensured the persistence of a strong local identity linked to Cornish mining culture”<sup>14</sup>](#)
- A rich cultural heritage, which is so much more than old buildings. It is the repertoire of [stories of the people](#) who live/lived here, and make/made their living farming, mining, fishing and quarrying, and how these industries have changed, and people’s lives have changed. These stories also explain the close link between people and landscape, and how this has changed over time
- Very friendly people, a strong local community, proud of their heritage, who want to keep the Tin Coast special. A community that realises that tourism is vital to the economic well-being of the area<sup>15</sup>
- A beautiful place away from the crowded, noisy, touristy coastal towns (but within easy reach of these).
- ‘Visitor attractions’ such as Cape Cornwall, the Geevor tin mine/museum, Levant mines & engines, and Botallack Count house (in development).
- Idyllic secluded coves, and flagship beaches within 10 miles (Sennen, St Ives)
- A vibrant art community and galleries
- Independent quality (and quirky) shops, and a thriving high street
- Traditional pubs with local (Cornish) ales
- A good selection of eateries and cafes with excellent locally produced (produce, fish, meat) and home-cooked food (including top class restaurants within 10 miles of the Tin Coast)
- A range of accommodation, from camp/caravan sites to holiday lets, pubs and hotels. (although there may be shortages in high season)
- A range of events and lively festivals
- A coastal road which is considered as one of the [most picturesque](#) roads in the country
- Public transport, including an open top bus that connects the towns of Penzance, Sennen, St Just, Botallack, Pendeen, Morvah, Zennor and St Ives.
- Car parking (although this can be a problem in high season)

This is by no means an exhaustive list, and each of these points could be elaborated in terms of its quality and quantity.

## 2.3 Current issues

The following issues were identified by members of the Steering Group and through interviews with key stakeholders, and previous consultations:

- **Seasonality; jobs are mainly seasonal, income levels are low and it is difficult to find work for the winter months.** The period between October to May sees relatively few visitors, which makes it difficult for businesses to remain viable. **Lack of visitors in winter means many visitor facilities close during the winter period, making it a less attractive place to visit ('chicken and egg').**
- **Transport, congestion and car parking;**
  - The majority of visitors visit by car, causing congestion on **narrow lanes** and parking issues in high season. The B3306, also known as the West Cornwall Coast Road, is considered to be one of the **most picturesque** driving roads in the UK. Its popularity is causing congestion problems in high season. **If visitor numbers grow, we need to get people to use their cars less, to reduce the pressure on the fragile road infrastructure.**
  - Public transport is not integrated. For example, the train and bus services timetables are not co-ordinated, increasing waiting times. **Public transport is not always linked to key places, and can be very limited out of season.**
  - **Maintaining public transport in rural areas is financially challenging. Around 25.5% of households in west Penwith don't have access to a car, and rely on public transport.**
  - Coaches drive through without stopping, as there is the perception that 'there is nothing there' and they cannot park, so people don't get out to explore and visit the shops (and spend their money).
- **Financial pressures on local facilities**, i.e. toilets, library, shops, visitor information centre.
- There is **no central place (digitally, physically) for visitor information** where visitors can find out about where to go, what to do, where to eat, sleep, etc. Visitor information centre (i.e. library) in St Just is **frequently** closed. There is a **lack of awareness of what is on offer** (existing facilities, events). **There is no co-ordinated approach**, as tourism operators generally work independently, with little co-ordination.
- There is **increased competition for funding** to invest in our historic building, cultural event and activities. West Penwith has a good track record for securing investment and what is now needed is a collaborative approach to delivering transformation in terms of sustainability.
- **Housing; House prices are unaffordable for most local people.** Although holiday lets can contribute to the local economy, second homes standing empty do not (aside from any investment in the properties requiring local builders). Most local people feel that too many holiday lets/homes are bad for the community. St Just has 7% holiday homes/lets, Pendeen 9%, and rural St Just 13%, compared to 6% across Cornwall county as a whole<sup>16</sup>
- **Viability of farming.** Many small farms are going out of business. How will the land bordering the coast be maintained in the long term if farming is not economically viable in the future?

- **Littering, dumping, theft from farms and heritage sites.** This indicates a lack a pride of place by some people. Instead, we should take pride and be taking responsibility for our cultural, natural and built environment.

#### 2.4 Trends and economic challenges:

The drivers for tourism are subject to many political, economic, social, environmental and technological influences, many of which are not within our control.

- The Tin Coast is 'at the end of the line' in terms of the transport infrastructure. For example, extreme weather can cause flooding, and even if there is no flooding locally, flooding can affect the road and rail network in the South West of the country. Climate change may cause more extreme weather events in the future.
- Prices of food and energy affect people's buying behaviour and where and how people travel
- Exchange rate fluctuations affect people who travel from abroad (mainly German and Dutch visitors), and how British people holiday (home or abroad)
- The weather; it influences how people make up their mind of where to go for their holidays
- Tourism is cyclical (related to the economic cycle); some years are better than other years
- **Uncertainty over the effect a 'Brexit' could have on the economy**

Stakeholders considered it important to think about 'resilience'. *"The economy needs to be diversified, in order to be resilient ('don't put all your eggs in one basket'). The visitor economy must not be based on a fashion, but broad (different visitor types, family groups) and robust."*

#### Trends:

- The changing population structure (more older people) and lifestyles (active, experience, nostalgia, nature, authenticity)
- The rise of digital communications
- Competition from other destinations
- Visitors have high expectations (of facilities, experience)
- Growing environmental concern/awareness

#### Other economic challenges:

- The economic situation nationally;
- Private sector investment and public sector support is likely to remain constrained
- Tourism growth is not guaranteed and may have to come from capturing market share from elsewhere;
- For the local community to prosper, it is essential that local businesses and the local community benefits from tourism activities, and people spend their money locally
- Making sure that the number of visitors does not overwhelm the community, and that the quantity of holiday homes does not increase.

## 2.5 SWOT analysis; strengths & weaknesses (internal), opportunities & threats (external)

<b>Strengths</b>	<b>Weaknesses</b>
Stunning coastline with mining heritage. Distinctive, atmospheric place	Seasonality of tourism, seasonality of jobs / low wages
A wealth of mining heritage located in one place (Geevor, Levant, old workings, chimneys, etc)	Congestion and car parking issues, particularly in high season
The only (?) tin mining attractions where you can see mining 'in action', or close to what it is/was like: Geevor, Levant	Some local facilities are under threat (library, visitor information, toilets)
<b>Friendly people and a strong local community.</b> There is a general recognition that tourism is vitally important to this area.	No central source of information (web-site) of events for visitors and local people
<b>Authentic towns (St Just, Pendeen), with sense of history, with independent shops (which is rare in Cornwall/England)</b>	Lack of co-ordination in public transport services
Outstanding natural beauty, characterised by its spectacular coastline, the patchwork of ancient small fields surrounded by Cornish hedges, exceptional flora, bird life, and marine wildlife.	Lack of co-ordination of events
Multiple designations: World Heritage Site, AONB, SSSIs, scheduled monuments, conservation area.	Mobile reception / WIFI connections. Broadband south of St Just is poor
High profile of Cornish mining and Cornish Coast through television programmes (including Poldark, BBC Coast) and Rosamund Pilcher books & films (German market)	Mixed reputation of National Trust amongst local people
Increasing number of international visitors, particularly German and Dutch (fact?)	
Many cultural events (music, art, theatre, readings, etc), Strong art community, galleries	
Great place for walking (Coast Path, connecting footpaths between villages), Tinnners' Way to St Ives	Although the Coast Path is well maintained, many inland footpath are neglected and overgrown
Accessible by bicycle (on-road and off road)	
Range of accommodation and food services available	<b>There is a lack of accommodation during the school holiday season.</b>
<b>Opportunities</b>	<b>Threats</b>
Develop the shoulder season (before June and after September)	Too many second homes, particularly those that are rarely occupied and bring little benefit to the local community. <b>Houses are unaffordable for local people</b>
Improve transport situation, to reduce congestion in high season and free up car parking. Make places better connected. <b>Devolution Deal could facilitate improvements (e.g. live bus station info)</b>	<b>Local people will resist paying for things that were free before (e.g. NT car parking charges)</b> Sabotage by individuals (e.g. removing signs)
Draw up a 'responsible visitor scheme' between tourism	Tin Coast becomes a victim of its own success

businesses and visitors about careful use of the Tin Coast, to tread lightly on the environment, to encourage use of local shops, local food, local products, to benefit local businesses	(too many people, erodes the attractiveness of the area, and becomes a burden on the local community and the environment)
Develop the Tin Coast brand to give area a profile	Transport issues becoming a burden to local population and destroy what people come for
Promotion, communication of what is on offer (for visitors, for local people) so events are better supported (socially, financially)	Farmers maintain the landscape, of which visitors benefit. <a href="#">Historic field patterns hamper competitiveness.</a> The long term viability of farming is uncertain. <a href="#">Niche products and marketing to add value and remain competitive.</a>
Visitor interpretation and education <a href="#">through digital technology</a>	Poldark II (and other media) may generate an unmanageable increase in visitors
<a href="#">The Chough is part of the history of the Tin Coast and the Tin Coast is blessed with the most breeding pairs. Their choice of nesting and roosting sites are closely associated with mining along the coast. There is an opportunity to tell their story and to make locals &amp; visitors aware of their return and the need to respect and protect them.</a>	
Develop underused building and facilities (e.g. Botallack Count House, St Just Methodist church, <a href="#">Geevor Tin Mine, etc</a> )	
New diversification opportunities for local farms	
National Trust to enhance their reputation amongst local people through working with local community	
<a href="#">Other industries, renewable energy generation in the old mine workings, ground source heating.</a>	
Attracting funding and investment through a variety of means & sources (contributions by businesses, Friends of the Tin Coast, Lottery funding, etc)	

## 2.6 The visitor economy

A Community Survey by St Just Town Council in 2014 reports in its results: *“There is a general recognition that tourism is vitally important to this area, bringing money to businesses which would otherwise be unable to survive, and providing employment”* ....*“There is a universal acceptance that tourism is essential to the economic well-being of this area”*<sup>17</sup>

[There is a lack of data for the visitor economy for the Tin Coast, and visitor numbers are only available for visits to National Trust properties and Geevor. However, stakeholders have provided an insight in visitor types, which is complemented by visitor information for Cornwall and Penwith generally.](#)

### Who visits the Tin Coast?

There are different types of visitors who visit the Tin Coast, dependent on the season:

- During the summer peak season, visitors are mainly families with children. They visit nearby beaches on good weather days, and look for things to do, particularly on bad weather days (e.g. Geevor)
- In the spring (and to a lesser extent the autumn), visitors are mainly couples without school going children. They enjoy walking and the natural environment, and exploring the area. *“they tend to be of a certain age and background: middle age, middle class, white”*.
- People with a specialist interest in the area, e.g. its geology, the mining heritage, archaeology and history. *“geology, mining, industrial history is very male orientated”*
- **International** visitors. *“Foreign visitors are mainly from Germany and the Netherlands.”* *“There are also foreign visitors who come to understand their family history”<sup>ii</sup>. They go the library in St Just”*
- Others, who may come as part of the Poldark effect, Rosemund Pilcher books (German).

### Length of stay

Increasingly, visitors to Cornwall are spending more time on their holiday. 32% now spend more than a week in Cornwall on their holiday with 32% spending less than a week.<sup>18</sup> For the Tin Coast, the majority of stays is in self-catering, which generally have a minimum stay of one week in peak season.

### Spending patterns

Data for Cornwall<sup>19</sup> shows that during the period of April to September, the total amount spent by staying visitors in Cornwall is significantly higher than for day visitors.

Visitor spend for staying visitors for the months April and May is about one third compared to months in peak season. For October to December it is about one quarter, while spend in January to March is considerably lower. Day visitors' spend is less seasonal than for staying visitors.

### Visitor numbers for the Tin Coast

The only visitor information specific to the Tin Coast are the number of cars and people entering the visitor 'attractions' at Geevor, and at the National Trust properties at Levant, Botallack and Cape Cornwall.

#### **The National Trust:**

The National Trust counts the number of cars arriving at their properties. In 2015, an estimated 308,000 people visited their properties:

Cape Cornwall: 56,000 cars / 101,000 people

Botallack: 32,000 cars / 96,000 people

Levant: 37,000 / 111,000 people

Total: 308,000 people. There is no information on the proportion of local people who visit these places. **In terms of seasonality, data for Levant shows peak months are July, August,**

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<sup>ii</sup> Many Cornish miners left during economic downturns and took their skills and expertise to mining operations around the world (e.g. North and South America, South Africa, Australia)

September. Visitor levels in April, May, June are about 60% of the peak summer months, and March much lower, at about 25%. Levant is closed from November to February.

**Geevor visitor numbers:**

Geevor received over 43,000 visitors last year. 44% of the visits take place during July and August. During November to February, Geevor’s visitor numbers are below a thousand per month. The table below provides a breakdown of the different types of visitors.

**Table: Geevor visitor number 2014/15**

	2014/2015		
Category	Visitors	% of total	Assumptions:
Adult	8,526	19.8	
Child/ Student	2,405	5.6	
Concession	3,944	9.2	
Family member	8,090	18.8	40% adults and 60% children
Museum only	656	1.5	
Education Group	3,853	9	
Adult Group	192	0.4	
Concession Group	553	1.2	
Discount tickets	11,013	25.6	50:50 split adults and children
Free of Charge	3,831	8.9	
<b>Total</b>	<b>43,063</b>	100	plus 7,000 people use the café only

2.7 Visitor facilities

The Tin Coast has a range of accommodation providers, including: 2 hotels, various B&Bs, a range of self-catering holiday lets, a couple of caravan/campsites, and the Golf Club at Cape Cornwall. There is a variety of pubs and cafes, most of which provide meals, and some small independent take away outlets (fish & chips, Chinese, pizza).

There is a bus service connecting Penzance railway station to St Just, Botallack and Pendeen, and an open top bus in the Summer going around the coast road, Sennen and Land’s End. There is a community bus between St Just and Zennor.

There is a large free car park and off-road car parking in St Just, which is full in summer. National Trust operates a large paid car park at Cape Cornwall, and at Botallack (newly extended). In Pendeen, Geevor has large area for car parking and a smaller car park near the shops. There are public toilets near the car parks at St Just, Cape Cornwall, and Pendeen.

This section does not provide a quantitative analysis of the number of beds or food & drink outlets, and number of car parking spaces, nor the carrying capacity for the number of visitors that can be accommodated. Stakeholders pointed out that during the summer, visitors have difficulty finding available accommodation.

The coastal land and seascape around the Tin Coast is the main visitor attraction, but there are some specific sites that attract larger numbers of people, such as Cape Cornwall (NT), Botallack and Crown mines (NT), Geevor, and Levant (NT).

There are also some major visitor attractions within 10 miles of the Tin Coast, including “Land’s End”, Sennen beach and St Ives. Penwith as a whole, attracted over 2 million visitors in 2014.<sup>20</sup>

Currently, the National Trust is investing in the following visitor facilities:

- An enhancement to the facilities at the Count House at Botallack to increase parking, upgrade toilets, provide a (seasonal) café, and exhibition space
- An upgrade of the toilets and the mobile café at Cape Cornwall
- **At Levant, the National Trust is opening up an underground experience**
- **Trease - the NT was recently given 11ha of land near Boscaswell, Pendeen which contains the remains of the early 20<sup>th</sup> Century United Boscaswell Mine. Previously contaminated and being gradually destroyed by neglect and scrub encroachment around £200,000 has been spent on decontamination, clearance and consolidation to give access to the public again to this significant World Heritage Site. Interpretation will follow and the site will be open 365 days a year to all.**

Geevor is investing in the following:

- Re-developing the shop and cafe to accommodate larger numbers of people;
- Creating an 'Education hub'. Geevor's Education Team is recognised for its excellence in delivering Learning. Geevor wishes to upgrade their classroom facilities, bring back into use a large existing building, requiring stabilisation work. Creating an 'Events Area' that can be used for families/ children in school holidays to broaden the appeal of Geevor.
- Conservation/ restoration work on mine structures and equipment.

Kurt Jackson Foundation<sup>21</sup>

The brand new Kurt Jackson Foundation gallery in St Just has enormous potential to attract visitors with an interest in art and culture. The main gallery features new works and exhibitions by leading contemporary artist Kurt Jackson, the upstairs charity space focuses on Jackson’s collaborations with the various charities he supports. It has recently opened Phase 1 of the gallery building, and Phase 2 of the construction is currently in progress. The Jackson Foundation Gallery operates on a seasonal basis (25th May - 1st October 2016)

## 2.8 The opportunity for the Tin Coast

The opportunity for the Tin Coast is to attract visitors outside the peak holiday season. The scenery and landscape, as well as the association with history & heritage are the main attractions to the area. The South West Coast Path is key asset to attract walkers and nature enthusiasts in spring and autumn.

### **Cultural heritage**

Cornwall already tops the list of destinations that people are likely to visit for its history and heritage offer (55%), and all landscape designations add to the appeal (30-48%).<sup>22</sup> Those who stated they have a specific interest in history & heritage are more likely to undertake all types of leisure activity – making them a good prospect for “upselling” other rural activities to, thus keeping them in the area for longer, spending more. The greatest reported visitor

interest is in towns, villages and ports (ie places) and their social history (57% of respondents) – and these have universal appeal across the tourism market segments. These market preferences indicate a real rural tourism business growth opportunity for the Tin Coast.

Those spending more time on a holiday are much more likely to partake in cultural tourism (70% of visits state this association). 33% of visitors visit a historic property when in Cornwall (although this is still below the number who visit the beaches and seaside resorts), while around 15% of visitors attend museums and art galleries. 47% associate the region with arts and culture, and 28% associate it with museums.<sup>23</sup>

Heritage, historic sites and properties are visited by 33% of visitors from the UK but are the most popular activity for those from other overseas destinations (76%) and the second most popular activity for those from Europe (64%).

Heritage/ historic sites/ properties are mentioned by a greater proportion of visitors in West Cornwall (20%) compared to Bodmin/ Tamar (7%). Amongst those on a first time trip to Cornwall nearly half (46%) intend to visit a heritage/historic site/ property compared to 27% on a repeat visit to the county. They are also mentioned by a greater proportion of visitors from AB social grade (37%) compared to those from C2 (23%) and DE (27%) social grades.<sup>24</sup>

### **The South West Coast Path**

The South West Coast Path is most popular in the spring (28% have visited or intend to visit) compared to the summer (21%) and autumn/ winter (22%). A greater proportion of AB social grades have visited/ intend to make use of the path (32%) compared to those from other social grades (19%).

The opportunity is to develop the Tin Coast profile as a destination for walking and exploring Cornish natural and cultural heritage for:

- Cornwall residents, to explore the cultural mining heritage of Cornwall
- Visitors to St Ives, Penzance and Land's End who are looking for a more authentic experience. Stakeholders commented: *"Be part of other people's marketing: Work with the areas around the Tin Coast and collaborate, i.e. St Ives, Penzance, Cornwall 365, and Heritage. Make the Tin Coast part of other people's itinerary."*
- Visitors from further afield who are made aware of the outstanding qualities of the area through TripAdvisor and the Tin Coast website.

The Tin Coast should cater for these different customer groups and provide an authentic experience, e.g.:

- Cater for different interests (e.g. food, farmer's markets, arts & crafts, health), and requirements (disability, old age)
- Highlight local interests to Coast Path walkers such as the flora, fauna and local history
- Tell the stories and how it connects to other places in the world
- Provide a great quality product (tea, coffee, great Cornish breakfast, pasty, locally sourced produce and products, etc)
- Encourage people to write reviews of their (positive) experiences on TripAdvisor, as this is an increasingly important tool for attracting other visitors
- Provide guides of what people can do, including things for kids

- Provide activities for bad weather days
- Make visitors aware of events, festivals, activities, such as guided walks, talks, etc

### 3. The priorities

The vision, as described in section 2.1, is **for the Tin Coast to remain ‘special’ for the people who live, work and visit here, and for everyone to contribute to its long term sustainability.** Six priorities were identified in order to deliver the vision, based on visitor data and the stakeholder meetings and interviews. Priority 1 (Engagement with local stakeholders) and Priority 6 (Attract investment) support the delivery of priority 2 – 5. Each of the six priorities is described in more detail below, and informs the action plan in section 4.

#### **Priority 1: Engage, co-ordinate and collaborate**

Priority 1 is about working together with the local community, businesses and other organisations to deliver the DMP:

- **Consult on the draft** vision for the Tin Coast to local people, local businesses, community groups, etc. (share DMP with wider audience)
- Obtain feedback from stakeholders and ask what they can contribute to the partnership
- Make an inventory of the organisations, services, infrastructure, businesses and people who are already ‘doing good stuff’, so this can be shared, and be enhanced/built upon/expanded
- Cornwall 365 is currently documenting six case studies of community cultural expression, of which Lafrowda Festival is one. There will be a set of six maps exhibited in St Just which could help to draw people into a discussion about how they value different venues.
- Cornwall 365 have also mapped the cultural assets, attractions and regular events
- Create working groups to focus on particular issues, opportunities and actions, who co-ordinate efforts (do not reinvent the wheel), and deliver an action plan (for priority 2-5; priority 6 applies across priority 2-5)
- Work with businesses:
  - o to promote a more sustainable approach (visitors using public transport, using local food, local shops, environmental awareness),
  - o to develop the offer (to attract visitors in low season)
- Work with other organisations:
  - o Transport (see priority 4: Better connected and less congested)
  - o Tourism organisations: Visit Cornwall, Cornwall 365, St Ives, Penzance, to make the Tin Coast part of other people’s itinerary
- Work with the Penwith Landscape Partnership on:
  - o visitor information and interpretation
  - o public access: footpaths, circular walk, trails (including opening up the Tinnars’ Way from St Just to St Ives)
  - o business and community engagement
  - o volunteering
  - o co-ordinating funding and investment

- Volunteering; the Tin Coast Partnership highly values the work of the large number of volunteers in the area, and seeks to promote the value of volunteering, recruiting, training and supporting volunteering. Volunteers can contribute to a working group, or to any existing or new community activities (e.g. heritage conservation, litter pick, visitor engagement, library, info hub, events, etc)

## Priority 2: Tin Coast Members & Friends

Priority 2 is about developing a voluntary 'responsible visitor scheme' for any one working with visitors, to make sure the Tin Coast remains a great place to live, work and visit. Local businesses will be invited to become 'Tin Coast Business Members'. These Members will promote the local heritage places and cultural activities (e.g. events) and will be able to answer questions from visitors. These businesses will be encouraged to sign up to the sustainability principles underpinning the Tin Coast Vision, and will benefit from Tin Coast marketing and promotional opportunities. Members can carry the Tin Coast logo which recognises them as a Tin Coast Member, and will be listed on the Tin Coast website and link to their own websites. For example, the landscape and mining heritage champions who were trained under the Discovering the Extraordinary Programme and the Cornwall 365 Cultural Ambassadors, could become Tin Coast Members.

There will also be 'Friends of the Tin Coast' for all local people who are involved in the preservation of the Tin Coast, and take part in the many local natural and cultural heritage activities (including volunteering, events, fund raising, etc). Some 'Friends' might want to take visitors on a walk and show them around.

The principles of the Tin Coast Membership Scheme are:

- protect and enhance the area's natural and cultural heritage
- provide visitors with a high quality experience in all aspects of their visit
- communicate effectively to visitors, tourism businesses and residents about the special qualities of the area
- encourage specific tourism products which enable discovery and understanding of the area
- increase knowledge of the protected area and sustainability issues
- ensure that tourism supports and does not reduce the quality of life of local residents
- increase benefits from tourism to the local economy, i.e. use of locally produced food, local suppliers, visitors using local shops
- embrace environmental sustainability principles (i.e. reduce energy and waste, promote use of public transport)
- monitor and influence visitor flows to reduce negative impacts

There will be a Tin Coast logo and details of the Tin Coast Membership Scheme will be explained on the Tin Coast website (see priority 3). There will be an information pack for businesses and visitors about the Tin Coast Membership Scheme.

### Priority 3: An information hub

Priority 3 is about communication to visitors, i.e. both local people visiting (day visitors), as well as people visiting from further afield (staying visitors).

This will be through a digital presence (website, linked to other websites), and **through local businesses who are 'Tin Coast Members' (see Tin Coast Membership Scheme) who provide information to visitors** related to their stay.

**This website will explain why the Tin Coast is special, what it stands for**, (including the Tin Coast Membership Scheme), what it offers, where to stay, where to go, how to get around, and events. It will provide links to maps of trails, footpaths, facilities, how to get to sites, shops, using public transport links (see also priority 4 Better connected and less congested). The website may contain links to short videos, smart phone apps that load up trips and audio routes.

**The Tin Coast website will link to other existing websites (e.g. Geevor, National Trust, LEAP and other accommodation provider websites, local eateries, events, etc). For example, Cornwall 365 can provide events listings through an RSS feed or widget (also available to individual businesses). Initially, the National Trust will host a 'landing page', but in the longer term, this website will be owned by the Partnership. A Community Interest Company will be set up, which is able to generate income and obtain funding.**

### Priority 4: Better connected and less congested

Priority 4 is about the infrastructure and services that help to make the Tin Coast an easy place to visit and to move about, including **broadband/Wi-Fi provision**, public transport, footpaths, walking trails, signage, parking, orientation.

The focus will be on:

- Reducing congestion, increasing the use of public transport, so that local people can still park their car and go about their business. Visitors can best explore without their car (reducing traffic on the B3306), and use the (open-top) bus. This will require better integration of public transport.
- Making sure buses/coaches can stop in the right places, so people can get out to explore and spend their money in local shops & facilities
- Footpaths, trails, and circular walks are an ideal way to explore the Tin Coast. Making sure people have information to find their way around.

This priority links with the AONB Management Plan for West Penwith, i.e.:

- *"WP7.05 Seek the conservation and enhancement of the existing rural character of the B3306 and other roads in this area via sensitive design and minimal use/ decluttering of highway infrastructure. Discourage widening, straightening, re-routing, kerbing and enclosure of currently unenclosed sections. "*
- *"WP7.06 Improve traffic management on the coast road between St Just and St Ives (B3306), focusing on the promotion of sustainable modes of travel through West Penwith that encourage people to visit places along the route, instead of just driving through."*

## **Priority 5: Place-based improvements**

Priority 5 is about improvements to places, **services and cultural heritage activities**, and has links with Priority 2, 3 and 4. Priority 5 consists of improvements by local businesses, improvements to local facilities, public spaces, amenities, and **conservation of cultural heritage and natural environment**, which are important to both local people and visitors. These improvements could be made by Local Authorities, businesses, voluntary organisations, community groups and individuals. They can be existing improvements, or improvements planned in the future, and can be small or large.

## **Priority 6: Attracting investment**

Priority 6 is about resources. The Partnership will identify actions that can be delivered with varying levels of resources, some of which requiring minimal investment, while others may be dependent on attracting additional external funding. Potential sources of funding are described in Chapter 6 Resourcing.

## **4. Action Plan**

For each Priority, there will be a number of actions. **Each action is to be led by one of the partners.** It is important that this Action Plan does not become an endless 'wish list', but that it remains the focus on where the Partnership can make the biggest difference, given the time and resources available.

Tin Coast - Action Plan			2016								2017							
<i>last amended: 8 September 2016</i>			Lead	with help from:	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	
<b>1. Priority 1: Engage, co-ordinate and collaborate</b>																		
1.1	Draft DMP ready to share with wider stakeholders	Esther Kieboom																
1.2	Share & discuss DMP with wider stakeholders (event?)	All																
1.3	Mapping and valuing cultural heritage assets		FW-365 Cornwall	Maps & data base ready. Can be added to over time.														
1.4	The future of St Just Methodist Church			ongoing														
1.5	.....																	
<b>2. Priority 2: Tin Coast Members &amp; Friends</b>																		
2.1	Develop & agree logo																	
2.2	Draw up Tin Coast Member Scheme																	
2.3	Local Consultation on Tin Coast Member Scheme																	
2.4	Sign up Tin Coast Ambassadors		FW-365 Cornwall															
2.5	Friends of Tin Coast																	
<b>3. Priority 3: Information Hub</b>																		
3.1	Plan development of website																	
3.2	Make inventory of what is already out there		FW-365 Cornwall	Database available. Needs adding to														
3.3	Build Tin Coast website																	
3.4	Link with other web sites (e.g. NT, Geevor, walking trails, apps)		FW-365 Cornwall															
3.5	Link with Businesses Members		FW-365 Cornwall															
3.6	Link with events - ongoing																	
3.7	Link with Friends of Tin Coast																	
<b>4. Priority 4: Better connected and less congested</b>																		
4.1	Liase on transport issues	Ian Marsh		Improving public transport to reduce congestion														
4.2	.....																	
<b>5. Place-based improvements</b>																		
5.1	NT Botallack, Cape Cornwall, Levant Trease,	Ian Marsh		ongoing														
5.2	Geevor ....	Mike Simpson		ongoing														
5.3	Quality assessment of facilities to identify improvements, i.e. toilets, info provision, wet weather provision, (coach) parking, etc			priorities identified: upgrading toilets St Just & Pendeen, visitor information boards/facilities														
5.4	Landscape Partnership - HLF funded projects			joint working where relevant														
<b>6. Attracting investment</b>																		
6.1	Submit expression of interest for heritage start up fund	Esther Kieboom	Tamsin Daniel	submitted 15/7			Feedback: insufficient heritage focus											
6.2	Coastal Community fund	Ian Marsh	Esther Kieboom	30-Jun	CCT application by 30/9													
6.3	Obtain other sources of funding																	
6.4	Set up Community Interest Company																	
6.5	.....																	

## **5.0 The Tin Coast Partnership**

### **5.1 Building the partnership**

The vision for the Tin Coast Partnership is **for the Tin Coast to remain ‘special’ for the people who live, work and visit here, and for everyone to contribute to its long term sustainability.** This vision can only be delivered through a co-ordinated approach, with the public, private and voluntary sector working together.

The Tin Coast Partnership was formed by a small Steering Group to get started, and is seeking to work with other people and organisations to address issues and develop opportunities that would be of benefit to the local community. The wider Partnership can potentially include anyone who wants to contribute to the Tin Coast Partnership, to work together to deliver the vision for the Tin Coast.

In this DMP, the Steering Group articulates the aim, the vision and the priorities for the Tin Coast Partnership. There will be some working groups with members from the wider Partnership who focus on particular priorities, issues, opportunities and actions. These actions are outlined in Chapter 4 of this DMP, and will be owned by the people who are responsible and/or have influence to deliver this. This Action Plan will be a living document, and will be updated over time.

The Tin Coast Partnership has close links with the Penwith Landscape Partnership, and strongly supports their work. The Tin Coast Partnership aims to complement the work they are doing, and work together on aspects where they overlap.

### **5.2 Partnership structure**

The Tin Coast Steering Group has currently 7 representatives from:

- St Just Town Council (**awaiting decision from Town Council on formal representation**)
- Cornwall Council, representing the St Just Ward
- **Cornish Mining** World Heritage Site
- **Pendeen Community Heritage Trust** (managers of Geevor Tin Mine)
- National Trust
- **Cornwall Council’s Economic Development & Culture Service**
- Visit Cornwall/**Cornwall 365**

Working groups will be set up with people from relevant organisations/businesses/community groups to work on the delivery of these priorities, as described in the Action Plan.

### **5.3 Engagement with stakeholders and wider community**

This document will be publicly available, and members of the public are welcome to comment. There will be some stakeholder engagement events where people have an

opportunity to contribute to the DRAFT DMP with their ideas and take part in working groups that focus on particular issues and opportunities.

#### 5.4 Terms of Reference

The Terms of Reference (ToR) describes the purpose of the Partnership and the function and the structure of the Steering Group. It describes the role, duties and responsibilities, and a way of working that is open and transparent. A draft ToR is included in the Appendix B.

### **6. Resourcing**

Although some actions can be undertaken without requiring any additional funding, there are other actions (such as the development of a Tin Coast logo and the Tin Coast website) which will require additional funding.

The intention is to set up a Community Interest Company, which is able to generate income and obtain funding to deliver the Tin Coast DMP. There is potentially a range of funding sources available:

- Contributions from the partner organisations on the Steering Group
- Investment by operators of visitor facilities (e.g. National Trust, Geevor/Cornwall Council)
- Private sector investment
- Donations by businesses; e.g. (holiday) businesses contributing to a Tin Coast fund to support website, infrastructure/facilities
- Donations by visitors, e.g. Visitor Giving Scheme. *Note: Initial response from LEAP was negative.*
- Contributions in kind
- Lottery funding, for example the Heritage Lottery Start Up Grant
- **Other funding, e.g. Coastal Community Fund (CCF), Community Led Local Development Fund (CCLD)**

In the first instance, an expression of interest will be submitted for the following funds:

#### **Heritage start-up grant (£3000-£10,000);**

Applications need to show that the heritage has the potential to be in a stronger position for the long term, people have better understanding to ensure heritage is better looked after, managed and understood, and there is greater resilience. The Heritage start-up grant is a competitive fund, applications can be made at any time, and the assessment takes 8 weeks.

#### **Coastal Community Fund;**

This fund is for coastal communities which have suffered industrial decline, to regenerate the economy. Its goals are economic diversification and innovation, SME support, addressing seasonality in the tourism industry and improvements to public places. Projects should demonstrate a strong link to local strategies and plans (Local Economic plans, Local Authority plans and strategies)

The Coastal Community Fund (CCF) is a competitive fund (e.g. 250 expressions of interest, 40-50 awarded). The deadline for expressions of interest is 30 June 2016. Invitations to progress to Stage 2 (development of a full proposal) are in August 2016, with a 50% chance of being awarded the funding (in March 2017). Proposals can be for revenue and/or capital funding. For capital funding, all statutory consents have to be in place at Stage 2 of the funding application. CCF is funding a wide range of schemes ranging from small projects of £10,000 to large projects of over £1million. CCF could also function as match funding for HLF Landscape Partnership funding.

Other funds are currently being considered, such as LEADER / Community-Led Local Development (CLLD), financed by the EU Structural and Rural Development Fund.

## 7. Risks & constraints

There are risks to delivering the DMP, which need to be mitigated:

<b>Risks</b>	<b>Mitigating the risks</b>
Loss of momentum	Leadership of the (Chair of the) Partnership, setting a clear agenda in advance of the meetings. Meetings are focused and action orientated. Next steps are agreed and followed up. Need for 'quick wins' and promotion of these, as well as good news. Raise profile and maintain momentum/feel good factor
Local community might think this is a National Trust project to make money	Clear message that this is a partnership project, showing all can contribute and all can benefit
Lack of funds	Some actions do not require money, but require co-ordination. For actions that cost money, there are sources of funding that can be applied for. Apply for a multiple sources of funding Put in well-thought through bids, supported by partner organisations. Some preparatory work can be carried out before funding is in place.
Economic down turn reducing visitors, public and private sector investment	Make sure visitor economy is broad based, catering for different segments. Be resourceful, and build on what is already out there.

There are number of constraints, for example:

- Cost/financial: The logo and website cannot be developed without funding being in place
- Time; the Tin Coast Information Hub and Tin Coast Membership Scheme should be in place by Easter 2017
- Scope; the focus is limited to the Tin Coast area, but the appeal of the Tin Coast radiates out far beyond these boundaries. Promoting the Tin Coast in other people's

itineraries (St Ives, Penzance, Land's End) and existing services (e.g. TripAdvisor) will help reach wider audiences, without the need for a large marketing budget.

- Managerial/staffing; many of the actions will need a person dedicating time and effort to make things happen.

## **8. Measuring progress**

The Partnership will measure progress against the Action Plan.

Indicators will need to be developed and agreed to measure progress, for example:

- Seasonality; increase in the number of visitors in October to April. Counts could be taken at Cape Cornwall, Botallack, Geevor and Levant
- Transport; number of trips on public transport to/from/within Tin Coast
- The Tin Coast Membership Scheme; number of Tin Coast Members signed up
- The Tin Coast info hub; number of hits on the Tin Coast websites (analytics of which sites they click on to)
- Sustainable businesses; % of Tin Coast Members who say that the Tin Coast initiative has had a positive impact on their business.
- Local support for the Tin Coast; number of Tin Coast Friends signed up
- Local heritage supported; redundant/derelict heritage buildings are brought back into socio-economic use
- Investment; the amount of inward investment secured to support the Tin Coast vision

### **Next step – your feedback:**

The next step is for the Steering Group to make this DMP available for wider consultation. Consultation will be with local stakeholder businesses and community leaders, who will have an opportunity to provide comments and input to this plan. This Tin Coast DMP aims to reflect the thoughts and ideas of local people, and we would like to thank everyone who has already provided input into this document. We hope you share this vision and ambition for the Tin Coast.

## **References:**

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- <sup>2</sup> 'The future for St Just and Pendeen, Community Survey 2014'
- <sup>3</sup> Spirit of Tin Coast, National Trust, 2016
- <sup>4</sup> The WHS St Just Mining District Statement of outstanding universal value
- <sup>5</sup> <http://www.historic-cornwall.org.uk/flyingpast/preland.html>
- <sup>6</sup> The future for St Just and Pendeen, Community Survey 2014'
- <sup>7</sup> Community engagement and consultation, towards a vision and delivery plan for the Penwith Landscape', Report prepared by Rose Regeneration for Cornwall Wildlife Trust on behalf of the informal Penwith Landscape Partnership, 2012
- <sup>8</sup> Extract from : <https://www.visitengland.com/biz/tourism-england/refreshing-growth-strategy-englands-tourism-industry/strategic-framework-tourism-england/industry-action-plans/destination-management-action-plan>
- <sup>9</sup> *Making Tourism More Sustainable - A Guide for Policy Makers*, UNEP and UNWTO, 2005, p.11-12
- <sup>10</sup> Department of Media, Culture and Sport, Backing the tourism sector, a five point plan, 2015
- <sup>11</sup> Visit Cornwall Cornwall's visitor economy strategy 2014 to 2020
- <sup>12</sup> <https://www.cornwall.gov.uk/council-and-democracy/council-news-room/media-releases/news-from-2015/news-from-july-2015/cornwall-becomes-first-rural-authority-in-england-to-agree-devolution-deal/>
- <sup>13</sup> Historic England
- <sup>14</sup> The WHS St Just Mining District Statement of outstanding universal value
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- <sup>16</sup> 'The future for St Just and Pendeen, Community Survey 2014'
- <sup>17</sup> The future for St Just and Pendeen, Community Survey 2014
- <sup>18</sup> Arkenford Tourism Market Review, Visit Cornwall, 2015
- <sup>19</sup> **The Economic Impact of Cornwall's Visitor Economy 2014, Visit Cornwall, October 2015**
- <sup>20</sup> **The Economic Impact of Cornwall's Visitor Economy 2014, Visit Cornwall, October 2015**
- <sup>21</sup> <http://www.jacksonfoundationgallery.com/>
- <sup>22</sup> Visit Cornwall's annual survey in 2010
- <sup>23</sup> Arkenford Tourism Market Review, Visit Cornwall, 2015
- <sup>24</sup> Beaufort Research Cornwall Visitor Survey Final Report 2012

## **Appendices**

- Appendix A: 'The Vision - What does success look like?'
- Appendix B: Terms of Reference and Governance for the Tin Coast Partnership
- Appendix C: Tin Coast Community Profile report

*Please note that these appendices are included in a separate document.*