

Ventnor Strategy Plan (VSP) 2015-25

Economic Sustainability











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Sustainability Model for Ventnor



Sustainable Development meets the needs of the present, without compromising the ability of future generations to meet their own needs. The purpose being to balance different, and often competing, needs against an awareness of the environmental, social and economic limitations. However the focus of sustainable development is far wider than just the future residents, sensitive to their environment, and environment. It is also about ensuring a strong, just and healthy community, which means meeting the

diverse needs of all people in an existing and future community, promoting personal wellbeing, social cohesion and inclusion, and equal opportunity. In similar fashion Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and contribute to a high quality of life. Both sustainability concepts complement and support each other.





Economic Sustainability Appraisal – Current Status: Poor

LOCAL ECONOMIC SUSTAINABILITY ISSUES	Evidence & Actions: Local experience, Our Place Programme, Local survey, economic research, community engagement.
Low educational attainment.	 People between 16 and 65 with qualifications at Level 2 and above. Proportion of people qualified to degree level or higher are low. Low numeracy and literacy skills among adults in particular LSOAs. Indications that employability skills of young local people are low.
Local Employment.	 Only a proportion of local people of working age are full-time employment which may be local, Island-wide or Mainland. High proportion of people claiming unemployment benefits. Proportion of people above 40 seeking local employment.
Local Economic Growth.	 Retail in Ventnor has been severely affected by 10 years of recession. Local tourism has declined over the last 20 years. Average gross weekly earnings lower than national average. Location reliant on low paid fluctuating seasonal employment. Limited out of season and night time resident and visitor economies. Limited growth for industrial expansion and major retail brands.
Skills shortages and skills retention.	 Relatively few people qualified to NVQ Level 2 and to degree level. Difficulties in recruiting and retaining key workers arising from the high cost of housing and lack of a range of housing types and tenures. Third of the local population are retired skilled trades people or former professionals working in commerce, industry, civic or professions.
Lack of local Higher Education provision.	 Working people not engaged in continuous personal development. Working and non-working people unable to academically advance. Retired population unable to cultivate new academic interests.
Dependence on local public transport links and private transport.	 Inadequate public transport subsidies by the Local Authority. Local one-stop trips over priced and fairs to neighbouring towns are expensive. Elderly living locally dependant on public transport, private transport if able to drive or availability of taxis.
General mobility local population.	 Proportions of local people are not mobile and therefore need assistance through public support services, relatives or friends. Lack of mobility proven to increase isolation and reduce health and wellbeing particularly among the local elderly population. Proportion of working people dependant on commuting to other towns across the Island or travelling daily to the Mainland. Expensive for non-working people seeking employment to travel across the Island or to the Mainland.
Environmental concerns and constraints on development.	 Carbon footprint of heavy vehicles is not acceptable or the pollution from vehicle dirt, grit, grease and noise while passing through the residential town centre and around the rural areas of Ventnor. Limited roadway access through and around Ventnor and the seafront; and dense local on-street parking causing traffic congestion and delays. Limited land for additional housing or commercial enterprise, with green belt considerations and overspill into neighbouring locations.









Identified Economic Priorities for Ventnor

Economic Priorities:

Economic Priority 01: To achieve a prosperous and sustainable economy.
Economic Priority 02: To support local employers, self-employed and craftsmen.
Economic Priority 03: To secure investment for future economic growth.
Economic Priority 04: To promote local retail, trade and professional sectors.
Economic Priority 05: To engage and collaborate with local hospitality sector.
Economic Priority 06: To create a competitive and profitable visitor economy.
Economic Priority 07: To improve local area accessibility and transportation.
Economic Priority 08: To benefit from new technology and telecommunications.
Economic Priority 10: To work with housing agents, associations and landlords.
Economic Priority 11: To focus on sustainable development for commerce.
Economic Priority 12: To improve opportunities for local industrialisation.
Economic Priority 13: To pursue alternative sustainable living opportunities.
Economic Priority 14: To develop a culture of self-efficacy and self-sufficiency.

Economic Focus Areas:

Town: Vibrant shopping, presentable town centre, day and night economies, landlords and tenant leasing, social housing and purchasing, first-time buyers, housing stock and types.

Work: Sustainable employment, jobs for skilled and professional local people, achieving potential and ambitions, continuous professional development and employability, agriculture and permaculture opportunities, equine and animal care, forestry and environmental.

Mobility: Sustainable private and public Island transport, cycling and network accessibility.

Visitors: Local and Island partnerships to market and develop local tourism.

Infrastructure: Signage and digital displays, car parks, on-street loading and unloading, road marking and lines, pavements and pedestrianisation, alternative traffic flows, public safety.





Suggested Strategic Initiatives – View Economic Only

"As one of the Island's most desirable seaside locations, the overall vision is to make Ventnor the perfect place both for residents and visitors, who sustain the Ventnor economy all year round. The defined Strategic Initiatives not only provide direction of strategic travel: economic, social and environmental, but also actions relating to sustainability. As strategy tools, they enable management to aim for, and provide, a high quality community environment in desirable surroundings, which has been developed and nurtured in a socially responsible manner. This is not only good for the environment but bring benefits to the local community and workpeople, public and private partnerships, and also tourism reflecting the efforts made by the community."

Economic Theme

Strategic Initiative 1

Partnership Engagement. Develop and cultivate partnership engagement and collaboration with all legitimate service and resource suppliers working and operating in the local community. Doing so will lead to improved local service provision, more informed resource allocation; and reduction and protection of front-line budgets; and delivery of more effective social value solutions and benefits by enabling community representatives to communicate with, and work with, service, resource and financial providers.

Social Theme

Strategic Initiative 2

Social Cohesion. Develop and cultivate partnership engagement, social cohesion and representative community and neighbourhood leadership and participation throughout the local community. Doing so will lead to improved social capital across the community, renewed building of genuine relationships, and a sense of connection and unity; and enable people to live, work and play together in safety and harmony, establishing higher tolerance levels of acceptance, inclusion and equality, growth of creative diversity, the sense of belonging and citizenship; and positive changes in attitudes and social behaviours that benefit the wellbeing of local community.

Environmental Theme

Strategic Initiative 3

Environmental Sustainability.

Develop and cultivate partnership engagement and collaboration with acknowledged environmental, ecological and biodiversity agencies and groups to conserve and protect the community's natural environment, and to exceed all relevant environmental legislation and regulations. Doing so will lead to the reduced impact on the natural environment, use of land for sustainable development and the consumption of resources, and damage to the wider environment, wildlife and marine life; and promoting efficient energy use and the reduction in energy consumption, domestic water usage and waste water reuse; and supporting actions to stabilise and reduce concentrations of Green House Gases (GHG) and pollutants by achieving sustainable long-term reductions in carbon emission that could negatively alter local climate conditions, and potentially affect the visitor economy.





Suggested Spatial Objectives – View Economic Only

"There will be an important future demand to develop spatial planning approaches that foster the sustainable management of natural resources, land use and coastal areas; integrating biodiversity protection into development approaches through rational uses of natural resources and renewable energy sources; using the sustainable management of natural resources as a driver for economic and social development, involving local communities in biodiversity conservation activities so that they benefit from the resulting social, economic and environmental advantages – a better life."

Strategic Themes with Spatial Objectives.

Specific areas of achievable sustainability involving everyone in the local community.

Economic Theme

To Support Community Sustainable Development.
To Engage in Integrated and Sustainable Transport.
To Achieve Sustainable Community Prosperity.
To Stimulate Retail and Service Centre Regeneration.
To Provide Sustainable Destination Management.
To Organise Sustainable Community-Based Tourism.
To Develop Sustainable Culinary-Oriented Tourism.
To Organise Sustainable Leisure Event Tourism.

Social Theme

Spatial Objective 09:	To Ensure Local Community Infrastructure Improvements.
Spatial Objective 10:	To Have Affordable and Liveable Local Accommodation.
Spatial Objective 11:	To Generate Employment and Improve Employability.
Spatial Objective 12:	To Achieve Healthier and Stress-Free Lifestyles.
Spatial Objective 13:	To Promote Positive and Healthier Sustainable Workplaces.
Spatial Objective 14:	To Cultivate Social Cohesion in the Local Community.
Spatial Objective 15:	To Deliver Health and Wellbeing through Recreation.
Spatial Objective 16:	To Ensure Personal Safety and Community Protection.
Spatial Objective 17:	To Preserve Local Heritage and Cultural Diversity.
Spatial Objective 18:	To Affirm the Equality, Inclusion and Respect of Women.

Environmental Theme

To Safeguard Rural, Farming and Horticultural Interests.
To Manage Climate Change and Global Warming Locally.
To Conserve and Protect the Countryside and Wildlife.
To Preserve Natural Ecosystems and Local Biodiversity.
To Facilitate Integrated Sustainable Energy Management.
To Monitor Natural Resources, Land use and Coastal Areas.







Economic Spatial Objectives with Strategies

Spatial Objective 1: To Support Community Sustainable Development.

- § To create community sustainable development that minimises the impact on the local urban and natural environment adapting to the effects of climate change.
- § To make the most efficient and sustainable use of the limited supply of local land and recognising that an element of future development will potentially cross neighbouring boundaries.
- § To consolidate the sustainability of the existing urban, coastal and rural settlements of Bonchurch, St Lawrence, Upper Ventnor (Lowtherville) and Lower Ventnor (Town Centre), as the locality's principal retail, hospitality and service centres.
- § To ensure that the development of new homes contribute to the creation of balanced and sustainable communities by being located in appropriate settlements and by containing or contributing towards a mix of land uses, facilities and infrastructure appropriate to their location; and that new developments are suitable and equipped for modern-day living.

Spatial Objective 2: To Engage in Integrated and Sustainable Transport.

- § To reduce the need for local people to travel, whilst increasing the opportunities for travel by sustainable forms of transport, through securing improvements to public and private transport, and by infrastructure and environmental facilities to promote walking and cycling.
- § To promote sustainable transport modes (hybrid, electric) for all journeys by improving walking, cycling, public and private transport infrastructure and environmental facilities throughout Ventnor and across neighbouring boundaries.
- § To reduce the need for people to travel by directing most commercial, professional and industrial growth towards existing sustainable urban and rural settlements.

Spatial Objective 3: To Achieve Sustainable Community Prosperity.

- § To introduce supporting measures that enable the local economy to adapt to changing economic circumstances and to make the most of newly arising economic and commercial and technological opportunities to generate economic prosperity.
- § To improve retail and service centres to provide better local opportunities for shopping, hospitality, leisure and culture with improved accessibility, local facilities and amenities.
- § To provide a wider range of retail brand selection, facilities and product ranges in all retail and service centres to meet local living and lifestyle needs, and those of visitors and holidaymakers use to major town centre retail and service offerings.
- § To focus on the core hospitality, culinary and seafood sectors in Ventnor, to improve the performance of the local tourist trade through the competitive marketing of quality culinary products and professional hospitality and catering services, exploitation of visitor loyalty and revisits, culinary and hospitality reputations, customer loyalty, rewards and membership, flexible pricing structures, and use of targeted social media marketing campaigns.
- § To secure investment for the marketing and commercial sustainability of Ventnor to attract major retail brands, commerce and technology services and enterprise, small and large scale industries; and cultivation of local cottage industries, homeworkers and the self-employed.
- § To encourage engagement and participation between local businesses and local hoteliers and guest house proprietors, restaurant and café owners, the Chamber of Commerce and Island Destination Management; and to develop, promote and market Ventnor to profiteer through local tourism and increased local retailing.







Economic Spatial Objectives with Strategies

Spatial Objective 4: To Stimulate Retail and Service Centre Regeneration.

- § To carry out retail initiatives in the existing communities of Bonchurch, St Lawrence, Upper Ventnor (Lowtherville) and Lower Ventnor (Town Centre), where the need for improvements to retail and services are identified and necessary to improve the living standards and lifestyles of residents and families living and working in those areas.
- § To make Ventnor Town Centre a priority for socioeconomic regeneration, and create a prestigious town centre that is safe, attractive and appealing place for residents, traders, businesses and visitors by strengthening and diversifying the town centre offerings and optimising retail
- § To maximise on the hospitality, leisure and housing development and accommodation opportunities through sustainable development of the Town Centre and increasing its liveability, health and wellbeing of local Town residents and families.
- § To reinvigorate and capitalise on the Town Centre's tourism, cultural and heritage offerings to create a more positive atmosphere and impression and of the Town and its facilities and amenities; and to stimulate economic activity within the Town's retail and trading sectors, and enhance the public realm and provide local residents' retail and service needs at accessible locations around Ventnor.
- § To create a Town economy that uses multi-channel retailing supported by ubiquitous technologies; and is productive and profitable throughout the year and not just reliant on seasonal holiday trade; representative of a modern-day town centre providing a reliable and diverse daytime retail economy, and potential for a sustainable night-time economy.
- § To progress the planning and development of sustainable and flexible pedestrianization of the Town High Street to provide greater flexibility and retail potential all for shopkeepers, restaurants, cafés and businesses located in the high street; and to provide improved use and safety of the public space, and more aesthetically pleasant and attractive for tourism.
- § To pursue regeneration funding for the refurbishment of shops and front-line premises in the Town Centre through sponsorship, grants and government funding, to improve the outward appearance of the high street and the refitting and refurbishment of retail premises.

Spatial Objective 5: To Provide Sustainable Destination Management.

- § To undertake an assessment of the current and future market situation (audits of existing tourist facilities, identification of tourists' preferences and behaviours, identification of competitor destinations and consideration of broader issues changing environmental conditions and resources, transport network capacity, visitor markets, sustainability, and prediction of future local tourism trends.
- § To encourage and support local leaders with extensive tourism or professional expertise who foster and drive collaborative approaches to tourism management through sound decision-making, analytical capabilities and engagement with stakeholders and their local community.
- § To establish a clear vision, and identify the important values that underpin the role of Ventnor in tourism; and develop an effective local tourism function with members with professional expertise in business and tourism, with clear roles and responsibilities, transparency and accountability; and foster co-operation with relevant tourism and business operators.
- § To support infrastructure, facilities and amenities development that enhance and better manage the natural environment and contribute to the visitor experience; and plan and develop accessible spaces for recreation and leisure; and provide visitor information points and quality interpretative services to enhance the visitor experience.









Economic Spatial Objectives with Strategies

Spatial Objective 6: To Organise Sustainable Community-Based Tourism.

- § To evaluate the implementation of community-driven tourism in terms of the potential to organise seasonal and out of season, cultural and heritage events and celebrations, to generate increased local tourism for the benefit of shopkeepers and proprietors; and to evaluate the impact of increased visitation on the community and the realistic benefits of organised event management on Ventnor's visitor economy.
- § To maintain, organise and promote the valued natural rural and coastal environments, and tourist opportunities and activities throughout Ventnor; and local services such as quality accommodation, traditional gastronomy, eco-tourism and cultural activities and events, to develop local community-based tourism action plans, local projects and events.
- § To use community-based tourism to attract, educate and provide for, the younger visitor and holidaymaker economy, built on fair and valued tourism principles and the building of loyalty with young generation tourists; with the involvement and participation of the local community supporting and encouraging community-based tourism and environmental sustainability.
- § To increase the attraction and appeal of the rural and coastal environment, Esplanade and Ventnor Town High Street as a community-based tourist destination through the provision of alternative types of staycation and accommodation; and the development of new attractions appropriate in scale and character to the location and enhancement of existing attractions.

Spatial Objective 7: To Develop Sustainable Culinary-Oriented Tourism.

- § To support and enhance the organisation and co-ordination of culinary tourism as a destination by developing and promoting sustainable culinary products and beverages from locally grown, produced and fished food sources.
- § To support and promote locally produced food and fish products as integral to the culture of Ventnor as a tourist and visitor destination; and to encourage the development of a range of culinary products, and food and seafood events, to attract local and visitor custom.
- § To support and promote a branded range of locally grown fresh foods and locally fished seafood, retailed at an affordable price, to encourage better nutritional diets for local families and residents, and improvements to physical and mental health and wellbeing.
- § To extend the public interest with respect to culinary tourism in locally produced sustainable foods and benefits of food tourism by engagement with local farm markets, green restaurants and events, sustainability packaging and labelling, local food supplies and security, and slow foods.
- § To promote the use of permaculture design and planning for local households, small holdings and community initiatives, to make the best use of the available and sustainable natural local resources; and to create local ecological productive systems that meet more of the needs of local families and residents involved in home and community food production and supply.

Spatial Objective 8: To Organise Sustainable Leisure Event Tourism.

- § To support and promote sustainable festival, calendar, socio-cultural, environmental and ecological events to support local tourism efforts, which benefit the local community and visitors in terms of inclusion, social cohesion and enterprise; and raises the profile and attraction of Ventnor as a place to visit, enjoy, participate and spend time.
- § To plan, prepare and resource an organised calendar of seasonal and non-seasonal local events and attractions potentially economic, cultural, environmental or socially oriented, and to promote the events calendar through tourism advertising channels.







Economic Assessment of Strategy Outcomes

What we need to locally asses:

Spatial Objectives	Have these actions occurred and what were the results on a year-on-year basis?	Range of Economic Value KPI
To Support Community	Facilitate local economic business development	Annual business reporting
Sustainable Development.	across all local sectors in all local areas. Expand existing businesses and attract new	from all sectors. Business confidence and leve
To Engage in Integrated and Sustainable Transport.	businesses by building business capacity. Facilitate a diverse range of local job opportunities, apprenticeships and work experience.	of profitability. Condition of existing businesses and survival in the
To Achieve Sustainable	Engage with local employers from all sectors to plan for a better economic and prosperous future.	area. Annual number of new
Community Prosperity.	Encourage new businesses to relocate in the locality, and invest in the community developing relevant sustainable skills-bases.	business attracted to area.
To Stimulate Retail and Service Centre	Facilitate expansion opportunities for existing businesses by planned sustainable development.	unemployment rate through the locality. Level of employability of local
Regeneration. To Provide Sustainable	Assist businesses to adopt new technology and emerging technologies to provide productivity,	job seekers. Availability, accessibility and
Destination Management.	efficiencies and competitive edge.	range of secure jobs in the locality.
To Organise Sustainable Community-	business organisations to help and support local retail and hospitality marketing campaigns.	Training and skills gap evidence and assessment.
Based Tourism. To Develop	Improvements to the town centre and Esplanade in terms of retail attractiveness, access, facilities and amenities; and suitability for diverse customers.	Town business hours in season and out of season.
Sustainable Culinary Tourism.	Develop diverse high quality tourism opportunities, and multi-channel retail and multi-inclusion events.	Pricing structures and cost of living assessment.
To Organise Sustainable Event Tourism.	Facilitate a safe and reliable local transport infrastructure to allow getting around safely.	Quality of customer service and customer satisfaction.
NOTE: Under NPPF guidelines the presumption is that	Facilitate tourism-related sectors to collaborate and provide a range of high quality products, services	Quality and applicability of product and services sold locally.
the potential of economic growth is improved by sustainable planning and development.	and events. Facilitate traffic and car parking management, and	Depth of marketing to promote different areas, business
This approach is not unreasonable. Planned housing also means job	traffic flows and safety planning. Facilitate achievable sustainable economic growth	sectors and cultural events. Local and visitor satisfaction
provision and better rural aesthetics and social facilities under NPPF.	throughout the locality, working with retailers and proprietors to boost the local economy.	with town centre retailing, facilities and amenities.







CP1: Core Policy Purpose

To secure the delivery of sustainable development within the four LSOAs of Ventnor, to allow and stimulate economic growth, increased and available employment, and an improved quality of life. All local plans, strategies and development projects with a spatial impact should meet the following core policy directives:

CP1A. To ensure that the existing local housing stock and new affordable and market housing meets the local community need by:

- § Extends the choice of accommodation in all parts of the community, especially to those in need or with a disability;
- § Arranging opportunities for local people wanting to start on the property ladder or are able to buy, rent or lease their own property;
- § Engaging with the Local Authority and other relevant public bodies to identify local housing capacity within sustainable development limits for the four LSOAs of Ventnor;
- § Supporting the potential development of coastal, rural and urban management plans to help achieve an integrated approach to local sustainable development;
- § Monitor that any development along the local coastline, requiring a coastal location, should be located primarily in existing urban or near rural areas; and in ways that protect and enhance the natural environment and cultural heritage.

CP1B. To reduce social exclusion throughout the local community:

- § The regeneration of disadvantaged and deprived areas in the community;
- § The reduction of inequalities in the community and distribution of employment, housing, health and other community facilities and services; and
- § Reacting positively to the diverse needs of all parts of the community.

CP1C. To protect and enhance the environmental quality of urban, rural and coastal settlements to make them safe, protected, attractive, clean and crime free places to live, work and invest in, through promoting:

- § Green and managed infrastructure;
- § Enhancement of urban areas and social spaces;
- § Participation in local crime and disorder reduction partnerships; and
- § High quality urban, rural and environmental design reflecting local distinctiveness.







CP1: Core Sustainability Policy continued...

CP1D. To improve the health and mental, physical and spiritual wellbeing of local residents by improvements in:

- § Air quality, and urban and environmental cleanness;
- § Affordable warmth, and well-maintained and working utility services and appliances;
- § The availability of good, affordable, suitable and comfortable quality housing; and
- § Access to health, retail, cultural, leisure and recreation facilities and services.

CP1E. *To improve economic prosperity, employment opportunities and local competitive advantage through:*

- § The improvement of access for local people to available local employment markets; and
- § Ensuring that sufficient good quality land and premises are available to support economic development in local areas targeted for growth through economic planning; and
- § The level of employability of job seekers is of a high standard for local employers.

CP1F. To improve accessibility to local and Island-wide jobs, homes and services by the:

- § The integration of a more affordable Island-wide public transport system;
- § The promotion and integration of opportunities for walking and cycling;
- § The promotion of the use of high quality environmentally-friendly public transport; and
- § The encouragement of patterns of new development that reduce the need to travel especially by public or private transport using non-renewable energy sources.

CP1G. To protect and enhance the natural and urban environments through the:

- § The protection, enhancement, and sensitive use and management, of local natural cultural and historic assets, and designated sites of historical and international importance; and
- § The avoidance of significant harm, and securing adequate mitigation or compensation, for any unavoidable damage;
- § By reducing the amount of waste produced and increasing the amount recycled or alternatively beneficially managed waste disposal; and
- § The recognition of the limits to the capacity and capability of the local urban, rural and coastal environment to accept further development without irreversible damage.





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Core Sustainability Policy continued...

CP1H. To achieve an incremental increase in the level of local biodiversity through:

- § The management and extension of habitats, both to secure net gains in biodiversity and to facilitate species migration to allow the biosphere to adapt to climate change; and ensuring that no net loss of priority habitats or species is allowed to occur.
- § Engagement with biodiversity representatives to plan and develop the future of the local biosphere to create sustainable and flourishing ecosystems for all local and migratory species, suitable year-round habitats.

CP1I. To reduce the causes of climate change by minimising emissions of C02 in order to meet the national target by:

- § Maximising resource efficiency and the level of renewable energy generation; and the responsible management of air and natural water pollution.
- § Making the best use of the existing infrastructure, traffic flow alternatives and vehicle parking facilities both off-street and on-street; and the reduction of vehicle speed in builtup areas and the town centre;
- § By promoting sustainable design and construction; and ensuring that new developments, particularly major traffic generating uses, are located so as to reduce the need to travel, especially by private vehicle.

CP1J. To reduce the impacts of climate change, specifically the risk of damage to life and property from local flooding and sea level change; and the decline in water quality and resources by:

- § Selecting locations that are suitable for sustainable development, and not potentially subject to climate change, flooding or sea level change;
- § Designing and sustainable new developments that use sustainable materials in their construction, and are energy and waste management efficient;
- § Reducing the build-up of heat island effects due to human activity in urban areas;
- § Controlling the felling of urban and local rural and woodland trees and shrubs;
- § Providing natural or artificial reservoirs (carbon sinks) where necessary; and
- § Providing modern sustainable drainage; and the management of flood water.

CP1K. To minimise the adverse environmental impacts of new developments through:

- § Sustainable design and construction techniques that ensure the optimum economic, social and environmental benefits for property dwellers and the local community;
- § Provide education, training and awareness of global and local environmental issues, sustainable development legislation, environmental conservation and social impact.







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