

## Logic Model

### Local Conditions

- A diminishing and ageing resident population; house price to earnings ratio twice that of London
- Imbalanced economy too dependent on tourism with resultant low wages and temporary/seasonal contracts
- Lack of available space for local businesses wishing to start or expand
- High rents/business rates and threat to independent traders
- Level of congestion particularly during peak times makes it inaccessible or appears to be inaccessible
- Out of date and sometimes conflicting marketing tools and messages for the town
- Lack of business connectivity and network - a cohesive approach to business needed to provide support, upskilling and knowledge sharing
- Sustainability of local services in question due to a fragile local resident population and seasonality of visitors/second home owners
- Local businesses are more pessimistic than in comparable towns nationally with 32% projecting a further decline in turnover compared to just 19% nationally.

### Intended impacts

- Increased employment opportunities via both the enterprise hub and activities of the three development posts
- A cohesive and connected business community that is empowered to work together and support their local economy supported by a dedicated business support package.
- Southwold's profile as 'a place to do business' is established creating further inward investment
- A more robust local economy that is able to support itself outside of the main traditional summer season
- A more balanced resident population that is increasing, is sustainable, has access to employment opportunities and provides Southwold with a true community.

### Programme objectives

- Diversifying the local economy
- Halt the decline in resident population and attract more families to live and work
- Promote and maintain the independent character of the High Street
- Creation of 15 flexible and affordable business units
- Regenerate a key strategic site in the town
- Safeguard existing high street employment
- Develop existing and new events that re-enforce the towns brand and help extend the visitor season.
- Develop a strong and sustainable business and investment brand for promoting the distinctiveness of the towns business and enterprise offer to create growth in the economy.
- Creation of themed trails, itineraries, marketing tools and experiences utilising and exploiting Southwold's key assets such as the natural environment, independent businesses, local food and drink production.
- Provision of access to dedicated resources to sustain and grow the existing business community.
- Create a vehicle to encourage partnership working and cohesion amongst the business community

### Intended outcomes

- Availability of new and affordable employment space
- Improved business-to-business cohesion within the town
- An environment encouraging businesses to start, grow and become sustainable
- Positive impact on the visitor economy with the 'traditional' season extended
- Access available to professional business support, skills and training opportunities at the enterprise hub
- Businesses investing in Southwold, creating growth in the economy.
- A new income stream for the Town Council to then reinvest in local projects benefiting the community
- Improved stability of the high street through the delivery of the Town Centre Strategy
- Creation of three sustainable development/delivery roles for Southwold that will deliver the CCT's priorities
- A more balanced and sustainable local community.

#### Rationale

Developed after extensive public consultation on the Neighbourhood Plan, Town Council Strategy and CCT Economic Plan.

Purpose-built modern office space will attract new businesses to the town helping to diversify the economy.

Creating events and targeted products in the off-peak periods will address seasonality within the local tourism economy.

Providing access to support & leadership will strengthen local businesses & help them survive and thrive.

#### Inputs

Match funding from Southwold Town Council

Design and construction company appointed

Project Manager appointed by the Town Council

Three posts recruited to support the town development/visitor economy

Property Management company utilised to manage and market the enterprise hub

#### Activities

Delivery of a business and enterprise hub offering flexible office space for business

Appointment of two management roles to galvanise local businesses/delivering the town centre strategy and CCT plan

Provision of resources to deliver the effective promotion of the town

Business networking and a support mechanism embedded into the local

#### Outputs

Public sector funding leveraged

Increase in visitor numbers outside the main summer season

Jobs created and safeguarded (direct & indirect)

New businesses attracted to town

Businesses supported

Off-peak sales increased

Employment floorspace created

Brownfield land developed

Increase in permanent resident population