



SHEPPEY PROUD

COASTAL COMMUNITY TEAM THE ISLE OF SHEPPEY

ECONOMIC PLAN 2016 - 2026

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Name of Partner/Stakeholder	Description where necessary
Swale Borough Council	Local Authority
Sheppey Together	Voluntary & Community Regeneration Group
Beachfields Partnership	Beachfields Leisure Park Development Group
Sheppey Renewable Energy Trust	Encouraging installation of community energy projects
Sheppey Environment Forum	Group progressing the Coastal Communities 2150 Project
Creative People & Places (Ideas Test)	Funded Arts Council projects throughout the country
Sheerness Town Team	
Gordon Henderson MP Office	
Swale Community & Voluntary Service	Charity supporting C & Voluntary Groups
Promenade Sweet Shop	
Queenborough Harbour Trust	
Elmley National Nature Reserve	
Oasis Academy	
SATEDA	Swale Action to End Domestic Abuse
Harmony Therapy Trust	Therapy Trust for seriously ill patients
Hope Street Community Centre	Community Centre
Sheerness Times Guardian	Part of the Kent Messenger Group Newspaper
Island Partnership	Island Charity supporting and training the unemployed
Recre8	A business helping to create jobs on Sheppey
Brambledown Farm Shop	
Isle of Sheppey Sailing Club	
Sheerness Holiday Park	
Work this Way	Charity providing support for offenders prior to release
Sheppey Matters	Regeneration Charity
Swale Your Way	Community Mental Health Support
SEAL	Sheppey Entertainment & Leisure Group
Sheppey Beach Users Forum	Clean-up Forum
Blue Town Heritage Centre	Sheppey Heritage Centre, Museum and Theatre
Sheppey Little Theatre	Community Theatre
NHS Mental Health	National Health Service
KENT COUNTY COUNCIL Social Services	Kent County Council
Clinical Commissioning Group	

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Foreword

Message from Gordon Henderson MP

The Isle of Sheppey needs help.

It has a number of pockets of deep deprivation, with some of its local council wards being amongst the most deprived in Kent.

Much of that deprivation started with the closure of Sheerness Royal Navy Dockyard in 1960, with the loss of 2500 direct jobs. Since then Islanders have witnessed the loss of many other jobs with the closure of other businesses, including its glass works and, most recently, its steel works. Jobs have been lost also in the Port of Sheerness, with the introduction of mechanisation and a reduction in the need for manual labour. In addition, the tourism industry, which is so important to the economy of the east end of Sheppey, has suffered because of the increase in foreign holidays.

The deprivation caused by the industrial decline manifests itself in higher than average levels of unemployment; historically low levels of educational attainment which has led to a low skilled workforce; above average incidence of poor health, for instance lung related diseases, and drug dependency; a number of areas of poor housing; relatively poor public services, including transport; a road infrastructure that cannot cope with newly built housing estates; and a general lack of public investment.

But despite all the negatives, as a whole, Sheppey is a fantastic place to live, work and in which to do business. There is a terrific community spirit and many dedicated people are working hard to improve the Island and the living standards of its people.

We need a new approach; raising the aspirations of our young people whilst fostering enterprise is a key to economic growth. The drive and ambition of the Sheppey Proud Coastal Community Team will help us to achieve this.

All in all I believe Sheppey has a bright future and prospects are already beginning to improve.

For instance, business is expanding on Sheppey; new companies are investing in the Island and job opportunities are increasing. The Oasis Isle of Sheppey Academy has £54 million new buildings and is already improving secondary education on the Island. Canterbury College is offering better skills training to young people and local organisations, such as Sheppey Matters, are providing support to a range of deprived members of the community.

Islanders are doing a great deal to try and improve Sheppey and the team who have put this bid together exemplify the community spirit that is the Island's greatest asset. But they need more help, both from the Swale Borough Council, Kent County Council and Central Government.

I believe the Coastal Community Team has put together not only a persuasive case for financial support, but also an exciting range of initiatives that would help regenerate the Isle of Sheppey and improve the living standards of its residents.

I am delighted to both endorse and support the plan.

Acknowledgements

We wish to acknowledge the help, support and encouragement from the following people without whom the preparation of this document would not have been possible:

- The Sheppey Proud Coastal Community Team
- The Focus Group members
- Dr Felicity Dunworth and Sue Maskrey from the Brightside Trust

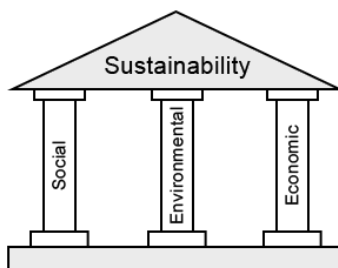
Critical Friends such as:

- Fay Blair from Fay Blair Associates
- Matt Jefferies Business and Personal Coach
- Trish Codrington from Minster Parish Council
- Kieren Mansfield and Emma Bartley from Swale Borough Council

Introduction

How can we meet the need?

It was decided at an early stage, by our Coastal Community Team, to use the **three pillars model** for the Isle of Sheppey's Economic Development Plan. This powerful tool is used for defining a complete holistic approach to problems relating to economic, social, and environmental issues. Consequently, if any one pillar is weak then the system as a whole is weakened.



It was agreed to produce a survey examining resident's opinions covering the economic categories related to the model. This was published on-line together with a 2 page spread in the local newspaper (please see Communications for a fuller explanation). It contained questions relating to The Town Centre; Local Business; Education Employment and Training; Tourism, Art, Culture and Leisure; Health; Environment, Transport and Infrastructure. The full analysis of the findings can be found in the Annex 1 to this document. Replies relating to increases in housing development were noted. 93% of people felt that the level of house building should be supported by providing or improving adequate infrastructure, whilst being sensitive to our countryside and green, and open spaces.

It was evident that solutions to providing a real economic base of growth would materialise from **Investing in our Local People** – including our young people (16 to 24 age group)

Barriers & Challenges: A variety of key players from the business sector had been difficult to engage in the planned consultation process, although great strides were pursued to remedy this. Providing real help and support in meeting the challenges ahead is crucial. To remedy this, our First Step is to start a Programme of Development that will advise and inform the team, preparing us for the future needs of Sheppey in Business, Commerce and Industry

- 1) To have a "Business Advisory Group" comprising of a member from:-
 - Federation of Small Businesses
 - Invicta Chamber of Commerce
 - Economic Development Team from Kent County Council and Swale Borough Council
 - The Coastal Community Team
 - Gordon Henderson MP's Business Network
 - Sheerness Town Team
 - Sheppey Matters

The task before us is huge, particularly realising that this report is the first ever dedicated economic plan for the Isle of Sheppey. The only other recent plan "Coastal Communities 2150 - Sheppey Future by the Coast" incorporates a community vision and Action Plan, mainly centred on community resilience. The Island has its own distinctive and different challenges.

For example:-

- A strong attachment to place, to local communities and local families
- An increasingly aged population
- Dispersed population

- Greater reliance upon private transport
- Very little infrastructure (roads etc)
- Apart from public sector employers, agriculture and some shipping, mostly SME's serving tourist and service industries, often with no prospects for promotion and much sessional and zero hours' work. Fewer work experience opportunities.¹

Also a variety of key players including local businesses, Councillors and residents were invited to The Coastal Community Launch event on the 22nd September 2015, where, from the 55 delegates, several members to the Team were recruited. This gave the team only 4 months to complete the plan.

Ambitions and ideas were strong within the team, we needed to step back and recognise the holistic value of what we could see and take what opportunities we could meaningfully pursue.

It was soon apparent that we must go back to basics and not put the "cart before the horse".

¹ Source adapted from Dr. Felicity Dunworth study Feb 2015 "Widening Participation in Rural and Coastal Contexts"; Kent & Medway Progression Federation - Unpublished

Executive Summary

Sheppey's COASTAL COMMUNITY TEAM was formed in September 2015, and the work frames the ambitions of the Sheppey Proud Economic Plan 2016 to 2026.

This document sets out the needs of the community with evidenced information and the intentions of the team to meet them. Due to the diversity of our findings further work towards the route map for prioritisation of projects and detailed costings will be completed as soon as possible.

Informing our analysis is a broad range of data and the accompanying SWOT analysis relates to how these needs need to be met. The 61 number of proposed projects suggested that the 6 focus groups had worked extremely hard. The priority rankings will be adapted according to circumstances and will be updated as necessary. The time scales for short term actions will focus heavily on completing and fine tuning the actions, performance measures etc. with the full engagement of the Sheppey Proud team and public sector partners such as Swale Borough Council, Kent County Council and the NHS, in April to June 2016. Other short term actions will feature organisational team development to nurture a greater sense of collaboration and entrepreneurial aspiration. This could be one of several workshops that should help raise the expectations of shared common goals that deliver multiple benefits beyond what each individual project aims to achieve.

The aim would be to inspire the team to be more outward focused and championing in terms of embracing and adopting innovative ideas and initiatives that build on focus group topics. Inviting in inspirational speakers who have innovative "tried and tested" projects that Sheppey's Town Centres might like to adopt and adapt. There is a plethora of exciting models of work that the team could investigate in supporting local people, particularly creative business start up programmes for young people and adults.

It is important to raise the tone of knowledge and experience – inspire the team and the retailers to become innovative and creative thinkers. A key emphasis in this plan is a focus on young people especially preparing school students for the world of work. This will need high level discussions with the skills and education bodies to skills match with the articulated needs of the town centres businesses/light industries etc.

Currently the Key Projects are clustered to illustrate a sequence of regeneration proposals. The Mid-term actions will include the fine tuning of the Key Projects and develop funding proposals for the priority projects.

Estimated costings of the 61 focus group projects for the first year is **£1,527,300**. The clustered key projects estimated costs for the short and medium term of the regeneration programme will be **£4,464,700**. Some of these costs will be sourced from the appropriate public bodies.

The Sheppey Proud Coastal Community Team will strive to promote Sheppey's economic growth, and ensure the investment in our local people, including our young.

5. Local Area

Rich in maritime, aeronautical and archaeological history and heritage, stunning scenery, beaches, wetlands, wildlife reserves – Sheppey’s plan is to improve these treasures so that they benefit the Island’s economy. It is hoped that by raising our profile more people will stop and enjoy the Islands attractions and thus bring money into the area.

The Isle of Sheppey is located in north Kent, approximately 38 miles to the east of Central London, 5 miles to the north-east of Sittingbourne and 10 miles to the east of the Medway towns of Chatham, Gillingham and Rochester.

Road access to the island has improved significantly in recent years following the construction of the £100m Sheppey Crossing in July 2006. This four-lane road bridge forms part of the A249 trunk road, the main north-south route across the island and linking Sheerness with the mainland. Direct access to Junction 5 of the M2 Motorway is via the A249, with an approximate 15 minute drive time.

The Island principle public transport is via the Sheerness Sittingbourne branch-line. Although for most onward journeys it is necessary to make a connection at Sittingbourne. Direct trains do run to and from both London Victoria and St Pancras to Sheerness with journey time of approximately 90 minutes.

The principal town, Sheerness (population 12,000), owes much of its distinctiveness to its roles as a traditional seaside town and the past and present industries that established there, not least the former naval dockyard and the current Port facility. The mix between the present heavier industry (which until recently including steel production) and the town’s heritage and tourism potential has not always been an easy one. The town also functions as the main shopping and service centre for the Island’s residents and visitors, though a new, stand-alone retail park (at Neat’s Court) is growing. It is sited approximately 1 mile to the south of Sheerness town centre and is in close proximity to Queenborough town and harbour.

From West to East there are a number of villages. Minster has grown significantly over the past 50 years and is now the largest population centre and classified as the second to largest Parish in Kent. Despite its size it remains suburban in character with limited amenities. The most remote and isolated areas to the East are Eastchurch, Harty, Leysdown and Warden. These have grown up around traditional seaside tourism, with strong connections to south and east London, a trade which has been hit in recent decades like many other coastal locations.

Around these settlements there remains extensive agriculture, including the grazing Marshes to the South and a mixture of pasture and arable land around the centre.



6. Description of Local Community

With a dispersed Isle of Sheppey population of 42,530 Sheerness, the main town for the Isle of Sheppey (population 12,300), is ranked high in the 10% most deprived Lower Super Output Areas in Kent (Source Indices of Deprivation 2015 Communities and Local Government.) Unemployment remains high in Swale (6.0%) in comparison with the rest of the South East (4.4% Annex 4). Poor health and poor skills limit many residents' opportunities, (see Swale Health Profile Annex 2), and with low property values, particularly for the South East the town has suffered from a lack of investment over many years.

Secondary education on the island is provided by the Oasis Academy, their most recent Ofsted report in March 2015 showed their overall effectiveness as requires improvement.

Despite having three conservation areas and significant heritage assets, the town environment has suffered as a consequence of the above.

Moving towards the east end of the Island the residents of the small isolated village communities of Eastchurch, Leysdown, Warden and the hamlet of Shellness are predominantly populated by the older generation. 26% of the Swale population are over 65 therefore this would equate to **10,478** people on the Island (Annex 2) and suffer from poor transport links.

Until the 1950's the Sheppey Light Railway served these villages and they were always considered traditional seaside destinations for Londoners. The area now has one of the largest concentrations of caravan and chalet parks in Kent (44 in total), see Annex 7, and the population can more than double during the summer months. However, there is no encouragement for holiday makers to venture far from their parks. The recently designated A Road is the only road into Leysdown and with the increased traffic to Minster causes much congestion.

There are several large farms with a mixture of pasture and arable land, evidence of this can be found in Annex 8.

7. Local Economy

Sheppey's economy has a disproportionate representation of manufacturing (14% of employment), transport and storage (9%) and public services (32%). Whilst there remains a base of small and medium enterprises (SMEs) the employment on the Island is more dependant (both directly and indirectly) upon a handful of larger employers, than elsewhere in the Swale Borough

Manufacturing was hit in 2012, with the loss of one of the Island's main employers, Thames Steel. The site has stood empty since 2012 and forms a significant feature in the local landscape. The other major manufacturing interest is Aesica, with a large manufacturing facility at Queenborough.

The Port of Sheerness is a significant driver for the Island economy. Transport and storage is focused around port related activity associated with the Port of Sheerness, one of the largest bulk handling ports in the Country. The nature of the ports business has changed, with a focus on car importation and forest products, but it has maintained strong position in the market. Having been disappointed by a major investment project associated with Vestas wind turbine manufacture fall through in 2012, the owners, have prepared a 20 year Sheerness Port Master Plan ² including "zones of change" that will potentially involve new employment, housing and proposals for a heritage quarter.

In public services, in addition to local schools and hospital, the Island is also home to the Sheppey Prison Cluster at Eastchurch.

² Sheerness Port Master Plan – A 20 year Strategy for Growth

Tourism continues as a driver for local business, reflected by 10% of employment being in the accommodation and food sector, as compared to 7% for the Borough as a whole. The local tourism trade was built around traditional seaside activities, and this remains important. However, there is increasing diversity building on the heritage and natural environment assets.

Local services, including retail are largely concentrated in Sheerness, where the High Street is mostly made up of independent retailers. The High Street offer is more limited, and as a consequence there has been significant leakage of spends to other locations, on the mainland from residents, and this has constrained the areas ability to increase spend from the large number of visitors to Sheppey. This has been helped by the emergence of a new retail park at Neatscourt, with a range of national retailers investing. This site also is the main location for new commercial investment, and ALDI has recently announced the development of a new Regional Distribution Centre, creating over 400 new jobs.

8. Related Initiatives

Set within the Borough of Swale the Isle of Sheppey is also within the Thames Gateway, a priority area for regeneration both nationally and for the South east Local Enterprise Partnership (SELEP). This has helped drive some of the more recent government investment into the area – for instance the new Sheppey crossing and the Queenborough and Rushenden Regeneration programme led by the Health & Communities Agency (HCA). The latter is one the largest regeneration projects in the south east, providing for substantial new commercial development at Neatsourt (commenced) and 1100 new homes.

Western Sheppey has also been identified more generally for both housing and employment growth in consecutive Borough Local Plans. Delivering both has presented challenges, in terms of viability and market interest, despite local infrastructure improvements. To facilitate future growth further infrastructure investment is a recognised need, including the investment in both transport and infrastructure.

The Swale Borough Council's Economic Development Strategy is high level and identifies four priorities; creating an open for business environment; understanding and supporting local business; promoting Swale and retaining local benefit. Under these four themes more specific areas of priority for Sheppey are identified, around creating a more vibrant and welcoming environment in Sheerness town centre, supporting growth at the Port of Sheerness; securing delivery at key employment sites, particularly at Neatscourt and building a more diverse tourism sector, by developing the potential of the heritage and natural environment.

The council intend to submit a Townscape Heritage (TH) bid to the Heritage Lottery Fund (HLF) in summer 2016. The focus of the programme is to act as a catalyst to the regeneration of town centres, to reinforce and conserve the historic character of towns and to rebuild civic and local pride. For Sheerness town centre, heritage is a real opportunity to attract inward investment and lift the environment, but there is limited opportunity to do so through private investment alone.

The Council is also looking at the age of its leisure assets on Sheppey, focused around Beachfields, close to Sheerness seafront. These assets are in various states of disrepair and in need of renewing, refurbishing or replacing. The Borough Council and local Coastal Community Team representatives are working with the recently formed Beachfields partnership to engage with the local community (especially schools) to agree a plan for improvement and find ways of raising the money needed. On the seafront itself, there has been new Beach Hut provision at Minster and the Council is looking at Leysdown next, with some consideration of the possibility of beach huts at Sheerness along the sea wall.

Peel Ports incorporates, within its plan, potential use of part of the Thamesteel site, which Peel Holdings own, including a rail head with access to the port. This would facilitate the Port's aspirations around increased rail freight activity, particularly in the automotive sector. The Port is also a key plan in the South East CORE (Centre for Offshore Renewable Engineering), recognised by the SELEP.

COASTAL COMMUNITY TEAM PLAN

9. Ambitions

Sheppey Proud's ambitions are: To transform the Isle of Sheppey into a thriving sustainable, resilient economy by reinvigorating its local features, shaping local identity, creating a real sense of pride where residents and visitors enjoy healthy lives and prosper

Aim:

To stimulate local growth by nurturing investment and new business opportunities, gaining business support, improving the skills base, and creating a culture of entrepreneurial innovation. To promote Sheppey's rich history and heritage, whilst increasing the value of our green and open space as a cultural, heritage and tourism offer.

Objectives:

- Create a more mixed economy offering a broad range of jobs, a diverse economic base, ensuring local people are skilled, educated and motivated for roles across all employment sectors
- Attract new investment by achieving the right climate and conditions to attract new investment
- Exploit and enhance existing historical, archaeological and environmental assets
- Establish strong community care provision
- Stimulate sustainable prosperity
 - Ensure long term development and wealth creation
 - Improve access to higher aspirations
 - Provide a climate for innovation and growth
 - Capitalise on new business to business (B 2 B) opportunities
 - Develop new opportunities for renewable energy and environmental initiatives
 - Develop cultural conditions where creative artistic talent can flourish

Our aims and objectives will only succeed if it is owned by everyone who has a stake in the Island's success and our partners play a key role in its implementation. By branding this strategy under the banner of "Sheppey Proud" we hope to inspire a generation of new thinkers.

Description of what success will look like:

- A sustainable economy where people will have better access to improved education, skills, qualifications, well paid jobs, higher aspirations, and health care and leisure facilities
- A vibrant town centre that will have a distinct individuality, attracting new business and creative markets
- Queenborough will emerge as a waterfront destination with a strong heritage focus
- Sheerness leisure park (Beachfields), its promenade and coastal towns and villages will become beacons of coastal rejuvenation leading the way to success for all communities on the Isle of Sheppey
- The Island's countryside will be maximised to its full potential together with its wildlife reserves, coastline and its unique history and heritage.
- Environmental enhancements will safeguard our shoreline and help us to adapt to climate change
- Artistic and cultural tourism will be embedded into the development of the tourism offer
- An improved public transport system and infrastructure will ensure opportunities for further growth

10. Needs of the Community

Creating more and a greater diversity of job opportunities for Sheppey.

Swale as a whole has one of the lowest densities of employment, relative to the working age population, in the south east. On Sheppey this is even lower at 0.40 and there is also greater dependence on a few larger employers. To begin to bridge this gap growth cannot solely come from new inward investment, such as at Neatscourt. The growth and success of existing businesses, large and small, and supporting local entrepreneurs to start and succeed is hugely important.

Opportunities to promote this include developing key existing assets to create economic growth e.g.

Creating a more vibrant town centre, able to attract more foot-fall and support more thriving town centre businesses

1. Capitalising upon and developing the existing base of tourism by exploiting the rich natural and heritage assets of the Island, which currently do not feature as highly as they should in the local, regional and national conscience.
2. Taking advantage of some of the local entrepreneurship by creating more opportunities for people to pursue the possibilities of self-employment and starting a business.
3. Supporting the growth aspirations of existing, local businesses, not least the major employers such as the port of Sheerness and Aesica, at Queenborough.

In addition there is a need to create an infrastructure that does not deter, but facilitates investment, whether that is commercial property, transport, communications or social infrastructure.

Improve the ability of local residents to access employment and opportunities, both on Sheppey and beyond.

Regardless of the ability to generate new employment opportunities, it is unlikely that the solution to the gap between working age population and jobs will be resolved locally. It is also unlikely that Sheppey will be able to sustain as diverse a range of learning and skills opportunities as would be desirable. As such the ability of local people to be able to travel, or have access to sufficient communications capabilities from their homes or nearby locations is important.

Whilst tackling such issues can be long-term and difficult, there are opportunities to tackle infrastructure 'pinch-points', access to transport and to look into the market for communications, with a view to seeking investment from providers to improve.

Address barriers to employment

Transport and communication issues are not the only barriers to employment. The low skills base, a history of poor educational attainment and a poor health profile have all combined to create barriers to employment, for many people. With local people facing particular difficulties in the job market, the Coastal Community Team will promote projects which will help

- People with poor health to improve their chances of accessing the labour market
- People with poor health being able to access transport and other activities
- Shape and extend learning provision on the Island, so that it is linked more closely to local employer needs. Appropriate employer links will help create clearer pathways for young people (16 – 24) and the unemployed whilst understanding better the socio-economic inequalities prevalent on the Island. This means taking a longer term view of the impact of growth, so that we create long-term opportunities for people to have access to well paid jobs

11. Analysis

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • An attractive and varied natural environment – one of the few wildernesses left in Kent and in close proximity to London. • Bio-diversity – internationally recognised wetlands, including RSPB Elmley • History and heritage of the Island • Port of Sheerness – a major economic driver for the area and part of the SE CORE • Existing base of traditional seaside tourism • Queenborough Harbour: A harbour already attracting 2,500 overnight stay boats from Europe and beyond • Competitively priced development land and Inexpensive housing/commercial premises • Only FE presence in Swale at Sheerness • Some investment secured despite recession e.g. at Neat’s Court, and by major local employers (Aesica, VW, port of Sheerness) 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Poor (and unfair) perceptions of Sheppey • High levels of deprivation across many parts of the Island, with continued relative decline in economic and social conditions (IMD 2010-2015) • Low numbers of jobs relative to the working age population • Some dependence on a few larger employers • Many jobs in lower skilled, lower paid sectors • Low Skills levels within adult population and poor educational attainment • Lower level of working age people who are economically active, with high levels of youth unemployment • Business Leaders perceive school pupils suffer from a lack of basic and motivational skills • Poor health profile amongst population contributing to above • Some infrastructural limitations remain, constraining growth • Scope for new development limited to a handful of locations • Limited public transport services, especially across the Island • Low levels of investment in Sheerness town centre contributing to a poor environment and retention of spend • Lack of investment more widely on the island • A lack of suitable, high quality accommodation for visitors • Poor broadband and mobile phone coverage in parts of the Island • No Sheppey specific strategies for developing opportunities
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Growth potential of the Ports of Sheerness, with 20 Year Master Plan developed • Improve town centre, via its heritage (Townscape Heritage) to kick-start investment, improve the environment and retain spend • Enhance the market, re-site and incorporate creative markets • Coastal location with potential of seafronts and access to water for leisure and tourism purposes • Wider heritage offer, focused on Napoleonic Port, and aviation(Eastchurch) • The outstanding landscapes and natural environment and emerging eco-tourism reputation and offer. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Large employers subject to remote decisions which may impact on long-term contribution to the local economy • Potential for manufacturing decline to have an ongoing negative impact • Lack of aspiring young people coming forward to create an atmosphere of wealth and prosperity • “Brain drain” to the local economy with limited education and job opportunities • Inability to secure support of investors to deliver improvements to infrastructure including roads, broadband and mobile services • Low-lying landscape, vulnerable to climate

<ul style="list-style-type: none"> • Developments in Sittingbourne helping provide more local access to jobs and training • Population growth with current and future housing development attracting new residents, with potential for changing demographic • Potential development of HM Prison complex at Eastchurch. • Smaller, but important development opportunities around Sheerness- Dockyard Church Restoration, Beachfields, Westminster and Trinity Road development • Communicating more widely improved links to and from the island via the Sheppey crossing • Roll-out of Make Kent Quicker programme, helping fund broadband improvements 	<p>change with significant flood risk limiting development in some locations already identified</p> <ul style="list-style-type: none"> • The emergence of competing offers, including the regeneration of Sittingbourne town centre, with improved access encouraging travel. • Housing growth places additional pressure on local infrastructure which could compromise commercial investment potential • An Increasing aged population requiring local dementia and respite care
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12. DATA

The following documents form the evidence base that informed the preparation of the Sheppey Proud Economic Plan.				
NO.	DOCUMENT NAME	BRIEF DESCRIPTION	CATEGORY	ELECTRONIC COPY
LOCAL BUSINESS, TOWN CENTRE & GENERAL ECONOMY				
1	Sheerness Port Master Plan	Strategic Plan to develop and grow the Port of Sheerness over the next 20 years	Strategic Plan	√ See Sheet 2
2	Open for Business	Economic Development Strategy 2013-16	Borough Policy	√
3	Realising our Ambitions for Swale	Swale Locality Board priorities for the Borough to 2031	Borough Strategy	√
4	Annual Report 2014/15	Borough's achievements	Borough Report	√
5	Bearing Fruits 2031	Swale Borough Local Plan	Borough Report	√
6	Spirit Plans of Sittingbourne	Development proposal for Sittingbourne Town Centre which has received outline planning permission (March 2015)	Local Proposal	√
7	Big Local	The Eastern Sheppey Big Local area is a development plan for the eastern end of the Isle of Sheppey incorporating a number of small villages and a seaside resort.	Local Development Plan	√
EDUCATION, EMPLOYMENT & TRAINING				
TOURISM				
8	Kent Tourism Economic Impact Study 2013: Swale District www.visitsheppey.com www.swale.gov.uk/tourism www.visitkent.co.uk www.visitengland.com	Cambridge Economic Impact Model report on visitor numbers to Swale Visit Sheppey Visit Swale Visit Kent Visit England	County Report Local Brochure and video	√

NO.	DOCUMENT NAME	BRIEF DESCRIPTION	CATEGORY	ELECTRONIC COPY
ART, CULTURE & LEISURE				
9	Swale Community Leisure 20-20 Vision	Vision for service provision between 2015-2020	Borough Strategic Plan	√
HEALTH				
10	Kent Public Health Observatory	Facts & Figures on Regional Health	Regional figures	√
11	Swale CCG Commissioning Plan www.swaleccg.nhs.uk	Swale Strategy and Annual Operating Plan 2015/19	Swale Community Plan	√
ENVIRONMENT				
12	Coastal Communities 2150: Community Vision and Action Plan for the Isle of Sheppey	Community action plan following the Coastal Communities 2150 project.	Isle of Sheppey Action Plan	√
13	Coastal Communities 2150: Mid Term Progress Report	Mid-term progress report on the Coastal Communities 2150 project.	International report	√
TRANSPORT				
14	Draft Swale Cycling Strategy 2013-2018	Draft strategic priorities for cycling in Swale	Local Strategy	√
15	Draft Swale Transportation Strategy 2014-2031	Draft strategic priorities and costed proposals for Swale	Local Strategy	√
INFRASTRUCTURE				
16	Kent Growth & Infrastructure Framework	Framework for Kent and Medway which prioritises investment to create jobs, homes and infrastructure.	Infrastructure framework	√
GENERAL				
	NOMIS	National Office for labour market statistics		√

DELIVERING THE PLAN

Thematic Overviews

1) Local Business & Town Centre

Aim: To create a sense of community where people can come together to create value and share experiences, which offer a clear and compelling purpose and experience that's not available elsewhere and which meets the interests and needs of local people and visitors.

Since the increase of out-of-town shopping centres - such as Bluewater in Kent- which offer a variety of shopping, entertainment and eatery outlets, the independent shops and one-to-one specialised customer service of local high streets have seen a rapid decline.

Sheerness High Street was once a thriving coastal town which attracted a large number of tourists during the summer seasons. Sadly, over the years it has gradually lost its desirability but now is the time for reinvigoration. The High Street was once a popular tourist attraction and people need to be inspired to revisit it. Retailers need to be encouraged to have pride in their businesses and feel motivated to show what they have to offer at competitive prices, only then will they be able to change perceptions and build a good reputation for the future of the High Street.

It is important that every High Street has a focal point, using this to its advantage to draw people in and experience something new and innovative. Sheerness High Street has a beautiful historic clock tower, built in 1902, which could be utilised to attract visitors. An innovative concept we aim to accomplish is to turn the clock tower into a social hub by offering free Wi-Fi within a short radius and a relaxing atmosphere on a warm summer's day. (See Focus Group Projects Business & Town Centre Annex 3)

2) Tourism, Art, Culture and Leisure

Aim: To improve and capitalise on the Isle of Sheppey's Tourism, Arts, Culture and Leisure offer. Maximising its rich maritime, first flight, aeronautical and archaeological history and heritage as a place to visit and invest whilst creating employment and training opportunities.

The Isle of Sheppey is a relatively small Island separated from the mainland by the Swale Estuary which has been newly designated as a Marine Conservation Zone (MCZ) in January 2016. Queenborough, a harbour town, sits on the estuary and is a heritage gem. Its remarkably preserved High Street, with its high preponderance of Eighteenth Century houses, rivals many of its more illustrious neighbours, adding to its rich maritime history.

Within just four years The Queenborough Harbour Trust CIC has turned a loss making venture into realising a modest surplus. Its strategic position between London, the South coast and the Continent provides opportunities for leisure boat overnights. The harbour is now running on full capacity and to expand further requires further investment to increase the number of moorings available and improve other harbour services especially those that would benefit who are younger and disabled. Increasing the number of visitors would benefit the local economy by supporting the organisations and services that cater for this industry as well as stimulating the maritime training and job opportunities. (See Annex 7 I love Queenborough Harbour Report)

Sheppey has a rich history and is known as the birthplace of British aviation with the first flight in Britain taking place at Muswell Manor, Leysdown. Other claims to fame include Nelson and Charles Dickens' links with the Island, together with JMW Turner's famous painted scenes of Sheerness.

The island has some fine examples of significantly important architectural buildings including an Anglo Saxon church and Abbey. Many other notable historical buildings can be found across the island and in around the Port and Sheerness town.

The Elmley National Nature Reserve is a vast expanse of marshland with spectacular landscapes, providing nature trails and bird-watching hides. The family run reserve offers huge tourism and leisure potential (See Annex 7 Elmley National Reserve Data)

A multi-agency group is working closely together for making substantial improvements to the Beachfields Parkland adjacent to Sheerness seafront; the acquisition of essential funding and investment will support its intentions.

The beaches at Leysdown and Minster Leas boast “Seaside Awards” whilst Sheerness Beach has been awarded a “Blue Flag” by “Keep Britain Tidy” in 2015

A further strand to developing this sector is to reconnect the town of Sheerness to its beach. The town boasts a superb but neglected promenade. The construction of flood defences in the form of an eight foot concrete wall in the 1960s separated the town from the beach and contributed to a decline in visitor numbers. Included in these proposals are some ways that the town could reclaim the beach and link the various developments that have already taken place along the three-mile sea-front from Sheerness to The Leas in Minster as well as to promote new attractions and so rejuvenate the Island’s leisure industry. (See Annex 7 for full reports). It will be important to link and create a climate of cultural tourism whilst growing and supporting our local artistic talent.

3) Education, Employment and Training

In response to the community questionnaire it was evident that the focus group for this particular sector needed to engage with local businesses to understand their needs in relation to “work ready” employees. Our subsequent discussions with employers found that potential employees, particularly students needed to do the following:

- Be able to communicate face to face, on the phone etc.
- Be punctual and attend every day
- Have a basic awareness of health and safety in the workplace
- Observe the dress code
- Understand the importance of rules and regulations in relation to operating machinery and equipment
- Have an understanding of confidentiality and what it means in the business environment
- Perseverance to get the job done to the right standard
- Confidence to ask questions
- To have basic skills in Mathematics and English

Young people may well become unemployed or economically inactive and it is these people for whom we need to build in support. It is for these people that we need to put in place training and support.

It has been shown by a number of studies that a lack of choice in relating to the range of activities on offer to more remote schools, can affect the aspirations of young people, particularly those where there is no family advocate for university study. In addition, young people from more isolated areas may have fewer opportunities to engage with the more mainstream outreach work that Higher Education Institutions offer.

We feel that we need to break a cycle here. It is about raising the aspirations of all the people on the island at whatever level of education, employment or unemployment they find themselves.

Therefore, it is suggested that funding be sourced for university students; for additional apprenticeships and to stop those that may become economically inactive. To recruit professional Mentors that reaches

and inspires people, particularly the young. Mentoring introduces people to a range of opportunities from employers and universities, helps them make confident and informed decisions and fully prepares them to take their next steps. (See report at Annex 5)

4) Health

Aim: To tackle disadvantage and Sheppey's health inequalities, whilst creating an Island in which people lead healthier lives, with access to high quality services which meet their needs now and provides growth for the future.

Promoting healthy lifestyles that will significantly impact on the Wellbeing of the local population is paramount to the social wellbeing of the economy. Due to some poor healthy lifestyles and local health inequalities this can significantly impact on the economic growth and people gaining meaningful employment. We want to create a local model for "social" prescription by building on a real partnership across Health, Social Care and the Community Sector. This will focus on the preventative health and wellbeing agenda, not just managing sickness. By providing Health Trainers, Active Health Trainers, Mental Health Professionals and Adolescent Councillors, we will encourage people to take responsibility for their own Health.

There is an urgent requirement for a sustainable care offering on the Island for an increasing number of vulnerable, frail and elderly people, coupled with a decreasing Health and Social Care workforce. The Island of over 40,000 people lacks any nursing or dementia respite for carers and extended care home facilities. By campaigning through our Borough Health Cabinet Member we wish to address this by lobbying for a "fit for purpose" unit run by a local Health Trust.

To meet this demand, we recognise that many people in our community could be great health and social care professionals, but they may not possess the right entry level qualification. Therefore, a pre-access level 2 qualification to prepare learners to enter a career within the sector has been developed. It is proposed that a major element of the courses will be quality provider placements with a view to securing longer term employment (See Focus Group Projects Health Annex 3)

5) Environment

Aim: To maintain and improve the Island's natural beauty, whilst safeguarding its shoreline from coastal erosion. Ensuring the Island is well prepared to adapt to a changing climate whilst establishing and encouraging renewable energy developments.

The proposed priorities and projects seek to preserve, enhance and promote our outstanding diverse scenery on the Island.

The Sheppey Crossing has brought with it a sense of anticipation and change – more development, more jobs and the promise of an ever brighter future. This is an Island which continues to take advantage of its location and unique landscapes on the Kent north coast whilst actively seeking new opportunities for growth and skilled employment for future generations of Islanders and visitors, by investing in our local people.

By ensuring the Island is well prepared to adapt to a changing climate and encouraging renewable energy developments, we will be protecting our unique wildlife habitat, reserves and natural environment assets.

The Island will become more accessible and welcoming both through our economic growth, inward investment, better skilled and diverse jobs. We will showcase and celebrate the Island's unique identity and characteristics through the quality of its natural and built environment. We want to make more of our shared spaces in our communities, engaging the residents in leisure pursuits, the enjoyment of wildlife and protecting the more vulnerable and least protected areas for future generations.

We want to encourage more active communities and support healthy lifestyles through more sustainable walking and cycling opportunities and safer routes to work and school. (See Focus Group Projects Environment Annex 3)

6) Transport and Infrastructure

Aim: To work towards improving local infrastructure so that it supports and encourages growth, rather than constrains it.

A critical component to any locations attractiveness as a place to invest, transport and infrastructure also directly impacts upon local residents, both in terms of quality of life and their ability to access opportunities be that to work or learn. This is reflected in the response to the community questionnaire. Many of the issues raised reflect fears about the impacts of growth, but from responses there are also clear issues which need to be addressed focused on; the ability to get around through a mix of transport modes and the ability to communicate with the wider world, be that through the internet or mobile services.

These are vital issues which impact individuals and businesses and constrain local growth. In most cases further work is required to fully understand the issue and what can and cannot be addressed. (See Focus Group Projects Transport and Infrastructure Annex 3)

13. Key Projects and Bodies of Work (incorporating detail 13 to 24 template)

Tourism, Art & Culture, Leisure

Key projects and/or bodies of work	Short term goals/actions	Performance measures	Medium term goals/actions	Performance measures	Long term goals/actions	Barriers	Resources	Estimated Costs	Value to Economy	Funding	Maximising resources & costs
Support the development of Sheppey as a tourist destination regionally, nationally and internationally			Trial a Tourism Marketing Office employing an experienced travel trade/tourism person to develop and deliver a Tourism Development Plan, together with marketing and promoting visitor destinations	Becoming a Travel Trade & Tourism Office		See Generic Report	Provide a Job Description and advertise within travel trade industry and use existing contacts and expertise to find a suitable applicant	£40,000.00	A vacant office has been sourced with free rental	TBD	See Generic Report
Promote the Island's countryside, coastal waters Increasing participation in leisure, heritage and sporting activities	Production of a high class quality marketing 'Visit Sheppey' tourism guide	Guide produced and enquiries generated	To work with Creative People and Places (Ideas Test), Sheppey Promenade and Sheppey Tourism Alliance to identify funding opportunities with Visit Swale and Visit Kent	Sourcing appropriate funding	Sheppey Proud Passport - creating a linked visitor experience between key attractions	See Generic Report	Research costs related to distribution and guide production whilst sourcing funding	£15,000 for production of Visit Sheppey Guide	See Generic Report	TBD	See Generic Report
Develop QUEENBOROUGH HARBOUR as a destination for resident communities and those visiting regionally throughout Europe and Internationally	Produce a business plan that will attract funding/investment and income by providing additional pontoon moorings for boating visitors	Present the plan	Increase pontoon moorings and work in partnership with fishing community, pubs, shops and local, national and international boating communities	Measure economic growth	Develop Q'Borough Creek as an international marina	Lack of investment	Support from Q'Borough Harbour Trust, Homes and Communities Agency, SBC & Queenborough Fishery Trust	Developing Business Plan £1,000 - Quotes Required for marina - £2,500 per 200M Moorings	See Generic Report	TBD and/or HCA, Private Sector Investment	See Generic Report
IMPROVE THE PROMENADE - To make the total promenade vibrant and accessible for wheelchair, pedestrian and cyclists users. (Element 1 of CCT Report see Annex 7)	Provide a feasibility study for a cycle, pedestrian and mobility safe route to Queenborough from Blue Town (Element 1 of CCT Report see Annex 7)	Present a feasibility study	Provide a feasibility study for a cycle pedestrian and mobility safe route from Sheerness to Minster	Present a feasibility study	Un-impeded use of the total seafront Promenade for a Light Railway and cyclists etc. Sheerness to Minster (Element 1 of CCT report)	Light railway dependent on Promenade being accessible see (Element 1 of CCT Report)	Support from SBC Environment Agency and potential Town Centre Manager.	TBD Quotes to be gained for studies and Cost of Light railway	See Generic Report	TBD	See Generic Report

Maximise our rich and history and heritage, promote its distinctive characteristics whilst creating a sense of place	Commission local artists where possible to come up with ideas and identify historical sites e.g. Elephant Gardens Q'Borough, Grey Dolphin Minster. The Promenade Sheerness	Ideas produced and historical sites secured	Sculptures, storyboards, illustration boards located at historical and heritage sites utilising local artists	Erected and sited. Feedback received on success		Unable to gain approval for sites to be used	Collaborate with Creative People and Places (Ideas test), the Rose St Cottage of Curiosities and the Blue town Heritage Centre and STA	£110,000	See Generic Report	TBD	See Generic Report
Regenerate the Beachfields Park and promenade to reflect the history and heritage of Sheerness.(Element2 of CCT Report see Annex 7)	Pursue funding for a feasibility study through the Beachfields Partnership Committee	Funding secured and feasibility commenced	Deck Chair Rental - To provide deckchairs to be hired from key points along the Promenade such as the Sweet Hut or the Leisure Complex (Element 8 of CCT Report see Annex 7)			Unable to gain local authority approval	20 deck chairs + 1 storage unit £2.5K	20 deck chairs + 1 storage unit £2.5K	See Generic Report	TBD	See Generic Report
Create a small harbour using rocks at the Ship on Shore (local landmark) to create a natural focus for sailing activities and fishing.			Wheely boat and sailability - To provide water access for the disabled and those at a disadvantage to enjoy safe and pleasurable experience of seagoing sailing at the All-tide landing at Queenborough Harbour (Element 9 of CCT Report see Annex 7)	Research the demand for the continuation of the Even Keel Sailability Programme. Research demand	To create an area of water accessible to all people to enjoy sailing in a safe area,	Unable to gain appropriate permission	Support from SBC and Environment Agency required	£35,000 + match funding which is available + running costs	See Generic Report	TBD	See Generic Report

Local Business and Town Centre

Key projects and/or bodies of work	Short term goals/actions	Performance measures	Medium term goals/actions	Performance measures	Long term goals/actions	Barriers	Resources	Estimated Costs	Value to Economy	Funding	Maximising resources & costs
Animate the High streets and create additional vibrancy in the town centre	Create a part-time town centre management opportunity	To be set via recruitment - projects progressed	Move the Market into the High Street and offer a variety of themed stalls	Increased no of stalls; increased footfall		Road Traffic Order consultation	Research and discuss with Sheppey College and Sheppey Matters	£20,000	Generic Report	TBD	Generic Report
Professional lamppost banners creating vibrancy and promoting our history, heritage and or annual events/festivals	Gain agreement from Kent County Council for the erection	Feedback from residents and visitors				Lack of KCC agreement to erect banners	Work with Local Historical Societies and gain quotes	£4,500	Generic Report	TBD	Generic Report
Inspire Retailers to consider ideas on how to re-invigorate the town centre	Organise a conference/motivational seminar for retailers about changing perceptions and improving offer. Encourage retailers to offer good service	Feedback from customers				Unresponsive retailers	Advice required from other towns and Ass. Town Centre Managers and source provider	£1,500	Generic Report	TBD	Generic Report
Promote independent retailers and small businesses	Consider branding for Sheerness High Street	Display of "Sheppey Proud" logo in Shop windows	Website/social media directory of local retailers and service providers	Production of Directory		No interest gained	Gain quotes for the design and approach retailers for interest	Bespoke logo design £600	Generic Report	TBD	Generic Report
Improve town centre environment			Townscape heritage bid to improve the built environment in Sheerness Town centre	Bid successful and investment made		Unsuccessful bid	Swale BC led	c £1m	Generic Report	Swale BC/Heritage Lottery Fund	Generic Report
Encourage increased footfall and trade, highlighting what is on offer to the community	Free "hot-spot" Wi-Fi around clock tower	Wi-Fi hotspot established and successful feedback				Swale BC permission required for installation	Advice on appropriate technical solution required	£1,100	Generic Report	TBD	Generic Report

Clean up the High Street and reduce litter	Wall mounted litter bins in designated places. 2. Display CCT Sheppey Proud logo in problem areas reminding people to be "Proud of Sheppey"	Litter bins with logo design stickers or plaques attached	Work with the local partners to organise a litter pick and deep clean of Sheerness High Street. Litter Angels and DWP work programme support	Improved public perception of town centre		Unable to gain local authority or KCC approval	SBC support to facilitate required. Gain quotes for deep clean and set up working partnership	£18,000	Generic Report	TBD	Generic Report
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Transport and Infrastructure

Key projects and/or bodies of work	Short term goals/actions	Performance measures	Medium term goals/actions	Performance measures	Long term goals/actions	Barriers	Resources	Estimated Costs	Value to Economy	Funding	Maximising resources & costs
To alleviate congestion problems experienced on the Lower Road (A2500)	Technical work, to design a solution and thus identify the cost associated with this	Technical work and costings completed	Identify potential funding	Funding successful	Delivery of Road Improvements	KCC priority required ; funding; planning	Need KCC support	£2-3m	See Generic Report	Developer contributions; SLGF	See Generic Report
Maintain and optimise public transport provision serving the Isle of Sheppey	Lobby through re-let of Southeastern rail franchise to maintain rail services between Island and the mainland.	Services maintained/ improved				Lack of appropriate support	KCC/SBC support	n/a	See Generic Report	See Generic Report	See Generic Report
	Monitor bus service provision and lobby for improvements where possible					Lack of appropriate support	KCC/SBC support	TBD	See Generic Report	See Generic Report	See Generic Report
Deliver satisfactory Broadband services to the Island to ensure support for local economic development			Review broadband speed and identify whether any market opportunities are being missed	Review carried out	Optimise delivery through the roll-out of the Make Kent Quicker programme	Lack of appropriate support	Need KCC support	TBD	See Generic Report	BDUK; Private sector	See Generic Report
Improve coverage of mobile phone services that meets the needs of residents and the business sector	Develop a map of coverage as a basis for further discussions with service providers	Clear understanding of gaps in service				Lack of appropriate support	See Generic Report		See Generic Report	Private Sector	

Health

Key projects and/or bodies of work	Short term goals/actions	Performance measures	Medium term goals/actions	Performance measures	Long term goals/actions	Barriers	Resources	Estimated Costs	Value to Economy	Funding	Maximising resources & costs
Promote healthy lifestyles that will significantly impact on the wellbeing of the local population	Create a model for social prescription that will impact on social care in the community	Produce a model and produce a plan	Set up a steering group with all partners and develop the implemented model	Increase in usage of offer from the Health Trainers and other community care groups	Ensure that the Social Prescription is sustainable	Lack of "buy in" from GP's and professionals	Support from CCG and GP's and other agencies	£87,000	See Generic report	Seek funding to provide health professionals and councillors	See Generic Report
Promote the need and the requirement for a sustainable care offering on the Island for the frail, elderly and vulnerable people	Identify sites to provide a fit for purpose nursing, dementia care service together with respite care and an extended care home	Secure the site or sites/work on-going with KCC Social Services	Build out a Nursing and Dementia Care facility. Train & recruit staff	Launch the facility	Extend the built facilities to accommodate increasing elderly population	Not able to secure sites	KCC Social Services Social Housing Private care organisations . NHS and CCG	TBD	See Generic report	Seek funding from KCC Social Housing NHS CCG Private Care Org & Business	See Generic Report
Encourage significant local training and development for a health & social care workforce	Combat a workforce shortage in the Health & Social Care Sectors. Provide appropriate qualifications	To endorse the on-going Study Report	Promote the courses in FE Campus and Academy and assist in Provider placements	Provision of Pre-Access Level 2 Qualification in Health & Social Care		Lack of "buy in" by academic institutions	NHS, CCG, Champions	P/T Co-ordinator to engage businesses £14,000	See Generic report	TBD also CCG and Skills funding agency	See Generic Report

Education, Employment and Skills

Key projects and/or bodies of work	Short term goals/actions	Performance measures	Medium term goals/actions	Performance measures	Long term goals/actions	Barriers	Resources	Estimated Costs	Value to Economy	Funding	Maximising resources & costs
Prepare young people to be work-ready by encouraging businesses to support a mentoring service	Set up a people based mentoring service for young people to prevent youth unemployment	Evaluate the mentoring programme	Provide a mentoring service to enable every young person to fulfil their potential	Record Students progress throughout the programme	Continue mentoring intervention in line with the 2015 Sutton Trust Report	Businesses fail to engage	Mentors will be recruited from professional backgrounds	£60,000 per year incl a salary for Community champion	See Generic report	TBD Skills Funding Agency and Private Sector Endowment Fund	See Generic report
Provide an ICT based mentoring service for young people to enable choices	Ensure young people have access to Academy ICT facilities and supported by Brightside Trust	Evaluate. At least 80% of mentees feel able to access support	Ensure young people especially those disadvantaged are appropriately supported	Evaluate. At least 80% of mentees feel able to access support		Difficulties in accessing ICT	Oasis staff. Brightside Trust	£8,000 per year	See Generic report	TBD. Endowment Fund. Seek funding	See Generic report
Prepare young people for University and Apprenticeships	Organise Easter and summer schools at various universities to enable students to make informed decisions on choice of courses. Continue with the successful "Apprentice" programme	Evaluate the project. At least 80% of students have benefited from the process	Provide worthwhile apprenticeships providing long term future prospects. Include Apprenticeship Fairs	Evaluate the project. At least 80% of students have benefited from the process	Build upon strong relationships with Universities and local industry	Universities not subscribing to the project	Oasis staff. Island Partnership and Community Champion	£12,000 per year	See Generic report	TBD. Endowment Fund. Seek funding	See Generic report

Environment

Key projects and/or bodies of work	Short term goals/actions	Performance measures	Medium term goals/actions	Performance measures	Long term goals/actions	Barriers	Resources	Estimated Costs	Value to Economy	Funding	Maximising resources & costs
Work with others to protect and enhance our environment	Marketing and advertising campaigns. Sheppey Proud stickers/plaques in areas noted for anti-social behaviour with appropriate message	Sited in suitable positions. Successful consultation with residents	To transform people's behaviour in keeping our parks and streets clean	Before and after evaluation of success		Unable to gain KCC and SBC support to site stickers	SBC. Local Newspaper. BBC South East. Town Team. Sheppey Matters. Island Partnership	£2,000	See Generic report	TBD Seek funding	See Generic report
Protect our unique wildlife habitat	Provide workshops, materials. Determine marketing and promotional budget	Materials and venues have been secured. Budgets costed.	Recruit local people into volunteering. Develop talks, toolkits, presentations and lectures	Evaluate success. 80% success rate		Venues not secured	Work with local farmers, community groups, SBC, Visit Swale, Visit Kent	£10,000	See Generic report	TBD. Seek funding	See Generic report
Help improve and secure the Island's sea defences. Including the restoration of its beaches	Replace groynes at the east end of the island. Re-charge the beaches on the northern coast line	Groynes are replaced and beaches re-charged	Review and influence development of flood defence schemes	Produce a report on flood defences	To provide the infrastructure for cycling and walking around the coast line	Unable to influence environmental groups	To work closely with the local Coastal protection Group and Environmental Forum and Sustrans	£15,000 per year	See Generic report	TBD SBC and Environment Agency	See Generic report
Ensure the Island is well prepared to adapt to a changing climate	Integrate resilience into local planning. Increase awareness of flood risk management to the community	Deliver successful workshops/events to the community	Develop an Emergency Plan for each specific area at risk	Implement the Plan	Identify important flood areas and carry out mitigation measures	Unable to develop Emergency Plans	CCT members, local community groups, Parish members, Sheppey Matters	£5,000	See Generic report	TBD . Parish precept	See Generic report

14. Focus Group Projects

See Annex 3 incorporating detail from 14 to 18

Abbreviations: Timescales for delivery

Short (S): Achievable in 6 months

Short & Quick Win (S QW): Achievable in 6 months

Medium (M): Achievable within 6 months to 5 years

Long (L): Achievable beyond 5 years

19. Barriers

Identified Barriers	Contingencies to manage them
Overcoming County and Local Authority Bureaucracy	The CCT to have management representation, at management or strategic levels as appropriate
Overcoming constraints in accessing appropriate senior management of Public Bodies	Representation of CCT member/s on public sector boards
No member representation from the east end of the Island	Continue dialogue with representatives at Parish Council level, particularly Eastchurch, Warden and Leysdown Villages
No member representation from the Queenborough Town Council	Continue dialogue with representatives at Town Council level

20. Resources – What will be required to deliver each “element” of the plan?

Thematic Overview	Resources
1) Local Business and Town Centre	Island Partnership Work Programme offering claimant clients structured community activities. Local Historical Society and Heritage Centre volunteers advising and informing. Local press to promote “Sheppey Proud” branding. Involvement of the Sheerness Town Team in advancing projects. Market Traders and Retailers. Litter Angels Charity members to help in providing advice on town centre cleanliness improvements. Swale Borough Council advice and guidance. Kent County Council advice and guidance
2) Education, Employment and Training	Kent University Student Ambassador scheme – utilising Graduate students in community projects. Amicus Horizon Housing Association. Kent & Medway Progression Federation mentoring scheme. Swale Borough Council advice and guidance. Kent County Council for Advice and Guidance. Small business network for feedback advice and guidance. Brightside Trust for advice and guidance. Professional mentors from local businesses who wish to participate in mentoring young people. The use of the excellent Oasis ICT facilities for support
3) Tourism, Art, Culture and Leisure	Local Historical Society and Heritage Centre volunteers advising and informing. Rose St. Cottage of Curiosity, utilising their creative talents and knowledge of local History, Heritage, Art and Culture. Promenade – A charity that produces events and festivals for the Isle of Sheppey. Queenborough Harbour trust members in driving forward the Queenborough Harbour projects. Isle of Sheppey Sailing Club – providing data, knowledge and expertise on marine development. Swale

	Borough Council Tourism Dept for advice and guidance. Visit Kent for advice and guidance
4) Health and the Environment	Health: Swale Your Way – Mental Health advice and guidance. Swale Action to End Domestic Abuse (SATEDA) – Advice and Guidance. Geese project – advice and guidance on Holistic Therapy support. Harmony Therapy Trust – advice and guidance on seriously ill patient support. Swale Health Trainers – advice guidance and delivery of supporting people with health related issues affecting healthy lifestyles. G.P’s informing and advising. SBC Cabinet Member for Health – lobbying local and county authorities for better provision of health care. Environment: Kent Wildlife Trust – advice and guidance. Environment Forum – advice and guidance. Sheppey Renewable Energy Trust – advice and guidance. Litter Angel’s charity – advice and guidance. Island Partnership Work Programme – utilising claimant clients for environmental projects. Visit Swale and Visit Kent to advise and support. Seafront services – to dovetail with on-going volunteer projects on Beach cleaning. Medway Swale Estuary Partnership – advice and guidance
5) Transport and Infrastructure	Support from KCC and Swale Borough Council as the statutory authorities and to lobby to support the needs of the island. Funding made available to secure new infrastructure, from both private and public sector

21. Costs

Estimated costs identified within Key Projects in main body of report and Focus Group Projects at **Annex 3**

22. Value

Once the key projects and prioritisation of actions is completed (June 2016) detailed costings can be worked upon. Some of these can be monetised (assign a cash/capital value) to help derive a value towards the plan to the economy. Investment funding will help the team to deliver the projects. However, value is also about giving people a sense of economic security and peace of mind whilst securing the Isle of Sheppey’s future. Value is about providing an environment where local people and visitors can enjoy the Island’s historical and heritage assets, and offering opportunities to improve healthy lifestyles.

What we want from this plan, more than anything: sustainable and well-paid jobs. The aims and ambitions of Sheppey Proud’s Economic Plan and its subsequent key projects and bodies of work, illustrate an opportunity to provide opportunities for people to be creative, whilst creating jobs that we all depend on. This platform will enable local people to become innovative and create new products, ultimately encourage growth in small businesses.

Supporting the schools and training organisations in delivering skills for local people, particularly the young is what gives our children the skills they need to compete, get a job and secure their future.

23. Funding

Identifying suitable funding streams will be an on-going exercise appraised by the Coastal Community Team Project Manager. Further work will be completed in providing a Matrix identifying the Projects and noting appropriate funding to be sourced.

- Endowment Trust
- European Social Funding
- Grants (Swale Borough Council / Kent County Council)

- Inside Track (Kent County Council regular up-date on funding sources)
- Heritage Lottery Fund
- Local Grants
- Reaching Communities
- Peoples Health Trust
- Coastal Communities Fund
- Plus many others

24. Maximising Resources and Costs

- Develop the skills and knowledge of our Coastal Community Team at a time of diminishing resources
- Use the free advice and advisory services that are available to the public, charitable and voluntary organisations
- Work in partnership with a range of public, commercial and third-sector organisations, where it is appropriate and cost-effective to do so
- Investigate and Link with existing databases for training and knowledge
- Create cost cuttings by operating the administration and delivery of the Plan from shared services with Sheppey Matters.

COMMUNICATIONS

25. Consultation

Summary

Altogether there were 358 responses to the Sheppey Proud survey. This survey was featured electronically and made available on-line for 6 weeks via the Kent Messenger, the Swale Borough Council, Sheppey Matters and Visit Sheppey Websites. A hard copy version was published via the Sheerness Times Guardian newspaper on the 21st October and street surveys were undertaken in towns and villages across the Island. There was also a Sheppey Proud Facebook and Twitter account. The following information, together with an unabridged version is available in Annex 1. It was collated and made available to the focus groups to determine the key projects and bodies of work for the delivery plan.

In the comment boxes, the highest responses were around the town centre, leisure, education and transport.

The biggest issues for people overall were:

- The lack of shops and the way the town looks – not inviting
- More needs to be done to promote the town as a seaside resort
- Nothing to do – for young people, families and people who want to go out and eat and drink
- A perceived problem with Sheppey’s secondary education
- General infrastructure – roads, broadband, healthcare

Whitstable, a local successful seaside town was mentioned a lot through the surveys, with people not understanding why Sheppey can’t become something similar. All the scenery is here to do so, but the Island seems to be “lacking” is how many people feel.

With tourism, it was really mixed as to whether people wanted to see improvements to the eastern end or to Queenborough.

Queenborough came up a lot in the comments, with a number of people believing that is the Island's key to redevelopment. As the closet seaside resort to London, it's felt a lot more could be made of the harbour.

Many people want to see things improved at the eastern end, while many others were concerned this would create more problems to an already struggling road system.

Another thing which came up often was the Island's history and heritage. We've included the majority of these comments in the tourism section as that was where it mostly came up, with the idea of it being the key to improving that area. Many people are concerned that Sheppey's heritage is being lost – whether it's through old buildings falling into disrepair or just the fact that it's not being talked about any more.

A theme which ran throughout the whole survey for many people was the fear of more housing.

There were little mentions of this in all categories. These comments have not been included because it would have literally been about 200 people who had just written NO MORE HOUSES or STOP BUILDING so there were not any useful ideas within that.

The Sheerness Times Guardian became a major player in up-dating the public with regular weekly articles on the feedback received. Sheppey fm provided a jingle that was broadcast during the consultation period (See Annex 1) The Sheppey Matters website, with a dedicated page to Sheppey Proud, also featured the analysis and will post future developing work being undertaken by the Coastal Community Team

Planned consultations

A Coastal Community Team meeting will be held on submission of the plan to determine our next steps. Also a "launch" event, presenting the Sheppey Proud Economic Plan is to take place in the early spring once the plan has been endorsed by the Department of Communities and Local Government (DCLG). Nurturing a greater sense of collaboration with our Partners and developing our shared common goals will be themed throughout the presentation.

Consultations will continue throughout the first 6 months in response to need.

26. Informing and Involving Partners

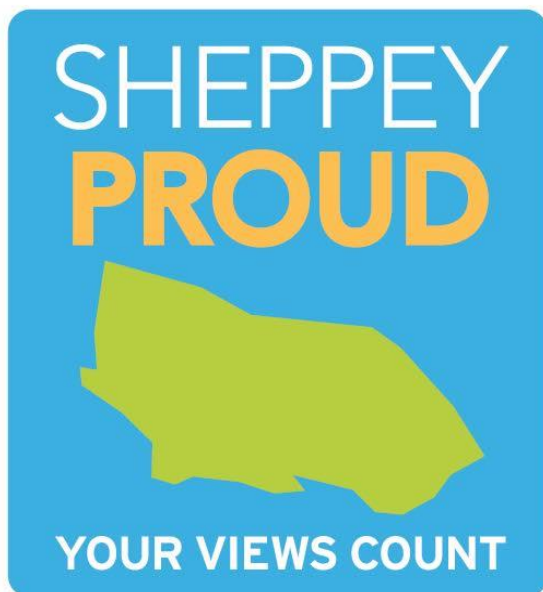
Formal arrangements with Kent County Council (KCC) and Swale Borough Council (SBC) in promoting and advancing this piece of work will be an administration priority. Dovetailing with other more strategic plans will be crucial, whilst examining other opportunities to influence the Island's Aims and Objectives. A meeting with the new Regeneration Director of Swale Borough Council will be established to raise the awareness of the newly formed Coastal Community Team; together with how we can provide local evidence and local solutions to the Island's socio-economic issues that we face. The team will pursue future intensified collaboration to inform policy decisions.

The Sheppey Matters Development Manager and Chairman of the Coastal Community Team will strengthen communications with the Coastal Communities Alliance (CCA) and its virtual network. Build partnerships with other coastal areas that are demonstrating similar issues and firming up contact arrangements with the Department of Communities and Local Government (DCLG)

27. Communicating with the Community

The Chairman of the Coastal Community Team will, in the interim, co-ordinate, project manage and be the communications lead for the team. A Marketing and Promotion strategy will be developed keeping the Sheppey Proud brand “alive” – this will include:-

- Further collaboration with the Sheerness Times Guardian in promoting the Sheppey Proud brand
- Regular up-dates on the Visit Sheppey, Sheppey Matters website and Facebook page.
- A presentation to the next Swale Borough Council Local Engagement Forum in March 2016
- Collaborate with the Sheerness Town Team in developing this strategy
- With the small budget fund available, to obtain marketing material such as pop-up banner/s postcard size advertising flyers for events and festivals during the summer
- An event in the early Spring launching the Sheppey Proud Economic Plan
- Regular information based broadcasts on our “sister” radio station, Sheppey fm, with special guests being featured
- A Sheppey Proud “jingle” to be cut promoting the Sheppey Proud brand – its aims and objectives
- Sheppey Matters annual “Big Bash” event in August will feature project developments and recruit volunteers and Sheppey Proud champions



COASTAL COMMUNITY TEAM LOGISTICS

28. Management of Team

Sheppey Proud

Terms of Reference

1) Objectives of Sheppey Proud

- Establish and develop a Coastal Community Team
- Engage with the Sheppey community (residential, business and CVS)
- Identify the key economic issues facing the area
- Develop an economic plan setting out the short and long term priorities for the Coastal Community Team and submit this to the DCLG by no later than 31 January 2016
- Help identify, support and progress projects (and any associated funding bids) that support the objectives of the agreed economic plan
- Engender entrepreneurial thinking and collaborative working

2) Functions of Sheppey Proud

- Representatives of Sheppey Proud will engage with the local community
- To act as the interface between the public, private and CV sector
- Undertake a consultation to understand and capture the key issues facing the area and suggestions for improvements
- Form a series of focus groups to collate consultation responses and identify the priorities from each strand
- Initiate projects and establish project groups, drawing on the resources of members, partner organisations and stakeholders
- Develop an economic plan setting out the short, medium and long term plans for Sheppey Proud
- Provide more detailed information on topics listed in the economic plan if and when requested by the DCLG
- Focus on outputs and how addressing the identified issue will make a positive difference to the area in question
- Review the economic plan regularly and update as necessary or on an annual basis
- Ensure all representatives make an equal contribution to the development of the economic plan
- Publish the completed economic plan on local websites and on the Great British Coast website hosted by the Coastal Communities Alliance

3) Composition of Sheppey Proud

The Sheppey Proud Coastal Community Team will consist of a chair person and representatives from other local organisations and business including but not inclusive of:

- Office of Gordon Henderson MP
- Oasis Academy
- Isle of Sheppey Sailing Club
- Queenborough Harbour Trust
- Sheppey Matters
- Sheerness Holiday Park
- Island Partnership
- Swale Borough Council
- Sheerness Times Guardian
- Hope St. Community Centre

- Swale Community Leisure Ltd
- Sheerness Town Team
- Elected members

4) Roles and Duties

Sheppey Proud shall be chaired by Heather Thomas-Pugh. As chair their responsibilities are to:

- Facilitate the meeting of Sheppey Proud, ensuring that it meets regularly
- Run the meeting, ensuring that it follows the agenda and is kept to a reasonable duration
- Ensure minutes are taken at each meeting and shared with all members with action points highlighted
- Confirm that the minutes of the meetings are adequate and accurate
- Ensure that agreed actions are undertaken or otherwise reported back to all members
- Request and require attendance by any other relevant individuals/parties to help Sheppey Proud meet their objectives

5) Frequency of meetings

Initial meetings will be held on a fortnightly basis with additional meetings called by the chair as and when required.

Once the economic plan is complete it is suggested that the group meet at least once a quarter.

Between each meeting members will correspond via email, providing updates on the progression of action points and projects.

6) Quorum

The quorum of Sheppey proud shall be a minimum of the chair and five other representatives.

7) Agenda and Minutes

An agenda and other documentation required for a meeting will be provided to all Sheppey Proud members in advance (at least 48 hours minimum).

Members who require specific items to be included on the agenda should notify the chair in good time before the meeting. Members will update on the progress/agreed action points relating to them.

Minutes shall be circulated to all members of Sheppey Proud within one week of the meeting.

8) Decisions

Decisions shall be made by consensus. If consensus cannot be reached then a vote by way of a show of hands will be taken. Where no clear majority is reached the chair will seek the advice of the relevant third party.

29. Support Structure

The Coastal Community Team will work with other organisations and interested groups, however, in this financially difficult climate the Chair of Sheppey Proud is only able to commit 1 day per week up until July 2016, until further funding can be sourced. Support from the Sheppey Matters Management and Board will help drive the Economic Plan delivery forward. To actively participate in dialogue with the Fed of Small Business, Invicta Chambers, Swale Borough Council and Kent County Council, Gordon Henderson MP's small business network and other strategic partners will help us to meet our aims and objectives.

The team's ethos of becoming "Sheppey Proud" will encourage local people to take civic pride in their community. The Sheppey Proud branding will develop a sense of pride in Sheppey, whilst encouraging personal and business development.

Personal and business development training is to be progressed in partnership with the Swale Borough Council and or other local training services. The training identified to date is:

- Entrepreneurial/enterprise development
- Business Planning
- Writing Bids
- Tendering
- Commissioning

The Coastal Community Team members have agreed to continue this strategy development up until July 2016. A small working Capital has been sourced, enabling the delivery of "quick win" projects until further grant/funding is found.

30. Costs

For the Coastal Community Team to become a real benefit to the community it would be necessary to employ a full time member of staff to deliver the aims and objectives of the Plan.

The running costs of a fully functioning Coastal Community Team would rely heavily on a Project Manager (full time or 2 P/T members of staff), driving forward the projects and related initiatives as explained in the Plan. This will include such tasks as:

- produce a Marketing and Promotion strategy
- set up arrangements for the Business Advice team
- promote the Econ Plan to Kent County Council and Swale Borough Council
- communicate on a regular basis with the Coastal Community Team
- communicate on a regular basis with the Department of Communities and Local Government (DCLG)
- arrange team business and personal development training
- arrange meetings and progress quick win projects and other identified priority projects.
- liaise with partners and stakeholders
- attend collaborative teams

The Salary costs of a full time member of staff based on a £10 hourly rate would amount to an approximate gross annual salary of £20,000.00

Sheppey Matters will provide shared office space rent free.

31. Sustainability

Encouraging excitement, diversity, innovation and talent throughout our community will ensure that interest is sustained and maintained. The long term aims of promoting and investing in our local people should include up-skilling and training, championing the excellence in creative practices, promoting enterprise and entrepreneurial activity, creative people forging futures whilst adopting and adapting current practices.

The team will ensure that:

- Regular Coastal Community Team meetings will continue in driving forward the Economic Plan's Short, Medium and Long Projects
- Amend the current Terms of Reference
- Influence other appropriate strategic meetings by representation and proposed agenda items relating to Sheppey Proud Coastal Community Team.
- Consider the opportunities of developing a Trust

32. Areas of Specific Interest

The Team has recognised that development and diversification is necessary for our long term economic future. Therefore, joining working groups, attending conferences/symposiums, accessing virtual networks on topic specific activities to include Skills and Enterprise, Tourism, Heritage, Art and Culture will be important.