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GOSPORT COASTAL COMMUNITY TEAM ECONOMIC PLAN 2016-2020

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Gosport Coastal Community Team

2. Contact

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3. CCT Membership

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5. Local Area

Gosport Borough is located in South Hampshire on the western side of Portsmouth Harbour opposite the city of Portsmouth. The Borough is a peninsula of 2,750 hectares surrounded on three sides by The Solent and Portsmouth Harbour with over 24 miles of coastline. It is predominately urban in character and contains two principal settlements, Gosport and Lee on-the-Solent, separated by the Alver Valley.

The whole Coastal Communities Team area covers approximately 130 hectares and has a coastal frontage of just over 2.5 miles.

The Gosport waterfront comprises a significant frontage along Portsmouth Harbour, waterfront development sites and leisure, retail and marina facilities. Key development areas cover a total of 13.1 hectares and locations including; Coldharbour, Royal Clarence Yard retained area plus the main transport interchange including the Bus Station and Gosport's passenger ferry terminal with links to the national rail network. Included within these sites are deepwater access and some historic buildings.

Adjacent to this high quality waterfront is Gosport Town Centre. The Town Centre covers 11.9 hectares and consists of a traditional linear high street with a mix of accommodation, including a range of features of significant heritage value. This area includes the Borough's primary commercial centre, adjacent areas of significant open space, residential neighbourhoods, important civic, cultural and community buildings

The area also contains the historic core of Gosport and its associated defence sites of Royal Clarence Victualling Yard, St George Barracks, Bastion Number 1 and the Gosport Lines.

Bridges to the north and south of the boundary area provide connectivity to the Borough's two main tourist attractions, outposts of the Museum of the Royal Navy – Explosion! and the Submarine Museum – which form part of the Portsmouth Harbour heritage offer and potential of the area as a visitor destination.

The natural geography of the Gosport Peninsula has led to its prominent role in British Naval and Maritime history. Until the last quarter of the 20th century, Gosport was a major naval town associated with the defence and supply infrastructure of Portsmouth's Naval Base which can be traced back to the 15th Century. As a result of a decline in these activities, many of its fortifications and installations, such as Fort Brockhurst and No2 Bastion, have been opened to the public as tourism and heritage sites, with extensive redevelopment of the harbour's direct and deep waterfront access as marinas.

6. Context – community

The population across the whole Borough in 2011 was 82,600 persons and has increased by 8.1% since 2001. Over those past 10 years there has been a growth in the over 60's (+22.1%) with the over-85's increasing by 27.6%. Gosport's population is ageing due largely to a longer life expectancy; this is in line with the national trend.

The Borough is also one of the most densely populated areas in the South East Region, with an urban density of 32.6 people per hectare. According to the latest long term population projections the Borough's population will increase by about 2.2% over the period to 2029 with the number of households projected to increase by 8.5%. 94.4% of the Borough's resident population describe itself as 'white British'; with those from other ethnic groups having increased from 3.1% to 5.6% of the population between 2001 and 2011.

More than half of the working population (60%) out-commute from Gosport, primarily to Fareham and Portsmouth. By bringing more employers into the Borough would encourage more people to work where they live. There is strong civic pride, especially with the town's Naval connection but cynicism in some quarters. All would agree that Gosport could be a better place to live.

In relation to the traditional working age population (16-64), it is projected that these age groups will decrease from 64% in 2011 to 58% in 2029. According to the latest available forecasts the economically active population (i.e. those employed, self-employed or actively seeking employment), will fall by 3.9%. This forecast takes into account the predicted increases in retirement age. This represents approximately 1,600 less people in the workforce which may have positive and negative implications for the Borough.

Within the seven Lower Super Output Areas that fall within or are adjacent to the Town Centre and Waterfront area, the population was 11,667 in 2011, (14.1% of the Borough's total population) with a working age population of 7,917 (15% of the Borough's total working population).

The Indices of Multiple Deprivation rankings show that deprivation is a significant problem within the town centre and waterfront. Of the 4 LSOAs which fall within the area covered by the CCT all of them fall within the bottom 25% in terms of deprivation nationally, including two in the bottom 15% and one in the bottom 10%. These rankings extend to employment, education Education, Skills and Training, health and crime indicators. The comparison of these scores to those of the immediately adjacent LSOAs shows that the Waterfront and Town Centre area represents a distinct area of deprivation.

7. Context – economy

Gosport's economy continues to be defined by both its maritime connections and dependency on public sector employment, with a high historic reliance on public sector (including defence) employment, and industries supporting the defence sector. Gosport lacks economic diversity with a historic dependence on a narrow and declining MoD industry, an indistinct tourist offer, and suffers from more attractive locations within its own sub-region, resulting in a jobs market dominated by low wage, low skill, and seasonal service sector employment. Gosport scores lowest on GVA per capita in Hampshire, with the lowest business registration rate in the South East.

The Coastal Community Team area does offer significant opportunity to reverse these trends, with two waterfront Catalyst Sites (MOD retained waterfront and Bus Station redevelopment) offering huge potential to host new businesses, create employment and improve amenities for residents and visitors. Realising these two sites will drive economic development, regeneration and quality of life for residents for the next five years and beyond. The town centre and waterfront also benefit from Assisted Area status with associated funding and tax incentives for businesses development.

Business Growth

- Within the Town Centre and Waterfront area, there are approx. 300 businesses currently operating in retail, hospitality and tourism, marine and other service sectors
- This figure that should continue to increase with planned development of brownfield sites.
- Over the last 10 years, MOD land releases have led to mixed-use and employment schemes being developed at Royal Clarence Yard. These have resulted in the expansion and relocation into the area of a significant number of firms.
- The release and future development of the remaining MOD waterfront site will result in further business creation with a strong marine emphasis.

Employment

- Gosport has one of the highest population densities but the lowest job density in the region.
- The decline in the local defence industry and the loss of some significant employers has resulted in the loss of skilled jobs and reduced overall spend in the town centre.

- There is a local jobs mismatch, with many current jobseekers not possessing the level of skills and education required by local employers, who then seek recruits from outside the area
- Gosport has an older population structure, which reflects the steady out-migration of higher skilled working age adults and families due to limited job opportunities.
- The daily out-commuting of workers to Fareham, Portsmouth, Southampton and beyond results in daily traffic congestion on the roads.

Marine industry

- Gosport has strengths in the recreational and small commercial marine sector, including international yacht racing. This has both direct benefits, such as high-tech light industry and bespoke boat and yacht building facilities but could also lead to indirect benefits of light skills training and attracting a high skills base.
- The Gosport waterfront is of regional significance, with three marinas, three boatyards and associated businesses; as well as prime viewing of the Solent and Harbour for marine related events. As a result it is home to the well-established Clipper Racing/Clipper Events, Tall Ships race and the Alex Thomson/5°West extreme sailing operations.
- The economic impact of the Louis Vuitton America's Cup World Series and the economic activities of the Land Rover BAR team has generated positive, though unquantified impacts in Gosport, with an estimated £38M of GVA generated for the local and wider regional economy.
- In addition a range of further positive economic spill-over effects stem from Land Rover BAR's activity including:
 - Supporting skills development in the wider community
 - Supporting knowledge sharing and innovation
 - Media coverage raise the potential of the local marine sector
 - Other elite sailing events coming behind the America's Cup, Landrover BAR and RC44
- Overall, this key sector for Gosport appears to be stabilizing after the impact of the downturn in the economy, but has not returned to pre-recession strength.

8. Related initiatives

Business Improvement District (BID) opportunity – A BID zone has been identified comprising the high street retail, waterfront and commercial centre. A recent (Nov/Dec) survey of businesses has been undertaken to assess interest in taking the BID development process to the next stage.

Local Enterprise Partnership (LEP) – An Expression Of Interest (EOI) has been submitted for £4.5M Local Growth Fund (LGF) to improve 1.4km of Gosport Waterfront's tidal defences and reducing tidal flood risk to:

- the Borough's primary commercial centre, residential neighbourhoods, important civic, cultural and community buildings
- Bus transport interchange and Gosport passenger ferry terminal,
- Scheduled and listed heritage assets,
- Critical infrastructure (sub-stations, gas network, roads, water and sewers)

In addition to reducing flood risk, this project will also unlock development sites in the coastal zone and improve coastal access.

Gosport Marine Scene – a CIC that connects and represents some 160 marine businesses, promoting marine education and careers, and organising events for business and the public.

Coastal Revival Fund (CRF) – Two CRF applications relating to the development of Gosport's Cultural Quarter and Waterfront signage respectively were submitted in Autumn 2015. Whilst neither were successful in attracting funding, feedback from CCF suggested that a resubmission of the Cultural Quarter warranted further development.

Community Action Group – A group of local businesses and residents has been formed to maximise the regeneration potential of Royal Clarence Yard and may in due course form a Community Interest Company to facilitate, help fund and deliver projects.

9. Ambition

Our Vision

Gosport will take advantage of the opportunities presented by its attractive waterfront location on Portsmouth Harbour and adjacent to the Solent and make the best use of its maritime heritage. New development will be the main driver to provide a mix of employment, homes, shops, leisure and community facilities. The delivery of high quality sites will maintain and enhance a sense of place, a great place to work, start and grow a business. New development will assist in delivering a prosperous economy and creating quality neighbourhoods, utilising the latent creativity within the local community for the benefit of both residents and visitors. Accessibility will be improved for all. Development will respect and where possible enhance the environment and fully consider the need to adapt to the impact of climate change as necessary.

Our Ambition

Our ambition is that, by 2026, Gosport's town centre and waterfront economy will be thriving and diverse with increased investment.

There will be a good choice of jobs in the area and more people will have the opportunity to work close to home.

The economy will build on its strengths in the marine sector whilst maximising its high-tech manufacturing base.

Business start-ups will have increased and released Ministry of Defence land will have provided opportunities to maximise business development and growth with associated jobs.

The potential for growth in tourism, health and care will have been realised. Local people will have improved skills and qualifications through the enhancement of educational and vocational training facilities.

The town's waterfront will be redeveloped, taking advantage of the exceptional harbour location. The mix will include shops, pubs, restaurants, homes, leisure facilities and water access. Gosport will be a place that people want to work, live and visit. World class heritage facilities will be celebrated with historical sites providing unique and popular attractions.

Gosport will take advantage of the regeneration opportunities presented by its attractive and accessible coastal location.

Gosport's maritime heritage will be highly valued and will reinforce the Borough's distinct identity.

Gosport will be served by an improved public transport network. Road access will be enhanced by improvements to strategic routes. Water transport will remain important and benefit through the provision of additional routes and services. Cycling will continue to be a significant form of local transport.

With a clear vision and focus on key business sectors and their needed skill sets, these local jobs will include substantial numbers of additional high value employment opportunities.

Aims of the Plan

1. Achieve a better balanced and diverse local economy, with a major focus on job creation;
2. Create a stronger image internally and externally as a resident, business and visitor location through an enhanced residential offer, business infrastructure, quality of environment, skills profile and cultural offer;
3. Improve infrastructure to encourage investment in business and quality of life offers;
4. Raise skills levels to serve a growing marine, advanced engineering and 21st century business sectors, enhancing Gosport's attraction to business investors in these key activities; and
5. Coordinate complementary development across key sites, facilitate and nurture business growth in priority sectors and help realise investment in associated infrastructure.

10. Needs of the community and intentions of the team to meet them.

The needs of the Gosport Town Centre and Waterfront can be expressed across four connected themes:

A. Social, Community Development and Skills

Socio-economic needs of the Community

The town centre and waterfront areas fare worse in terms of deprivation than other adjacent areas of the Borough, with lower levels of income and employment. Of the 4 LSOAs (Lower Super Output Areas) within which the Town Centre and Waterfront area lies, all of them fall within the bottom 25% in terms of deprivation nationally, including two in the bottom 15% and one in the bottom 10%. There are also significant education, health, housing and crime concerns. Addressing the economic needs set out in this plan will help overcome these social issues.

Opportunities to meet these needs by the Coastal Community Team.

1. Pride - Harness civic pride and promote a positive identity for Gosport by creating a brand identity to unify waterfront and town centre regeneration projects, promote on and off-shore events, inspire residents, and communicate to them and a wider audience that Gosport waterfront and town centre is a great destination for business, retail, leisure and marine.
2. Skills – Establish a Skills Exchange as a community run education and training resource to increase vocational skills levels within Gosport, with a focus on encouraging the employment of local residents in the marine, retail, hospitality and leisure sectors
3. Promotion - Improve the resident and visitor experience offer by creating a team of volunteer ambassadors to assist visitors at key waterfront, town centre and heritage attractions and events via the Tourist Information Centre and key groups such as Gosport Marine Scene and Heritage Open Days
4. Place – provide an affordable facility for community groups, children’s groups and support for families
5. Partnership – Assist voluntary and community sector agencies to secure public service contracts by working more closely with mainstream organisations and combining collective expertise to reach disadvantaged groups more effectively, contributing to the achievement of job-related output targets
6. Social Enterprise – Establish a social enterprise based on design, manufacture and retail with a high street presence as a sustainable means of offering real employment opportunities in a flexible, supportive environment

B. Coastal Environment and Urban Heritage

Coastal Environment

A significant need for Gosport's waterfront is to enhance its tidal defences, notably around Coldharbour. This will reduce tidal flood risk to key buildings and transport infrastructure, unlock development sites in the coastal zone and improve coastal access.

Urban Heritage

Gosport is rich in history, architecture and culture, not least through the town's long-standing association with the Royal Navy and its long history of ocean racing. There are many places of interest, local archives, museums and galleries which offer access to Gosport's urban heritage and which are celebrated annually in September as part of the town's popular Heritage Open Days. Gosport's tourism sector is an important element of the local economy, but currently fails to live up to its potential as a visitor destination. The waterfront, town centre and surrounding open spaces with original town ramparts all require further development to create and improve the sense of place for the area and become a more attractive destination for residents and visitors, including those who would otherwise just visit museums and marinas.

Opportunities to meet these needs by the Coastal Community Team.

Redevelopment of the Bus Station site (B2 below) is one of two **CCT catalyst sites** and represents an opportunity for major improvements to the gateway to the town and create a vibrant waterfront attractive to both visitors and residents - the success of this site will generate benefits along the waterfront in both directions as well as the Town Centre itself.

1. Waterfront Access – Improve tidal defences to open up pedestrian access alongside the waterfront and linkages with Gosport Town Centre that ensures Gosport's waterfront heritage fully integrates within the strategy for Portsmouth harbour as a whole area of national importance. This will significantly improve the visitor experience with views across Portsmouth Harbour to the modern navy at the Portsmouth Historic Dockyard and create opportunities for new businesses catering for visitors and marina users.
2. Waterfront Attraction - Redevelop the bus station area to incorporate a unique, iconic attraction
3. Heritage – adopt a more strategic approach to heritage lottery applications to develop and implement a plan for restoration of ancient ramparts and regeneration of heritage buildings at Royal Clarence Yard as tourist attractions and residents' amenities, creating jobs for restoration, educational opportunities, small business incubator space, and promote as a destination for tourists and Gosport's residents.
4. Walks - open up the Gosport Lines Green Network as a walkway and cycleway, and integrate it into the Millennium Promenade to form a scenic public path that encircles the historic town.

5. Cultural Quarter – Create a more coherent feel to the town’s cultural quarter with a new major feature, such as a maritime themed town clock, which Gosport Waterfront will become known for and will compel visitors across from Portsmouth. This will create demand for new cafes and other outlets up the high street.
6. Transport - reinstate ferry link from Royal Clarence Yard to Portsmouth and explore other regular waterbus services across the harbour
7. Events - Establish a programme of events throughout year, including marine sailing events, Gosport Marine Festival, Heritage Open Days, music and arts festival and cycling events.
8. Tourism – Promote Gosport waterfront as a destination for short breaks, highlight tourist information hub and identify opportunities to work with Portsmouth to sell Gosport as part of the broader Portsmouth Harbour destination offer.
9. Visitor experience - use technology to tell Gosport’s story at key locations (Gosport App).

C. Business Growth and Jobs

Business Growth

Gosport lacks economic diversity with a historic dependence on a narrow and declining MoD industry, an indistinct tourism offer, and suffers from more attractive locations to visit and shop within its own sub-region. GVA per capita is the lowest in Hampshire, with the lowest business registration rate in the South East. The Gosport waterfront is of regional significance for its marine businesses related primarily to leisure water activities, including international yacht racing. Studies show however there is clear potential to redefine the area as a visitor destination and economic hub with employment opportunities for residents, building on the area’s geographic location, regeneration opportunities at the waterfront, marine assets and cultural heritage.

Employment

Gosport has the lowest job density in the region, with a jobs market dominated by low wage, low skill, and seasonal service sector employment. The decline in the local defence industry and the loss of some significant employers has resulted in the loss of skilled jobs and reduced overall spend in the town centre. The daily out-commuting of workers to Fareham, Portsmouth, Southampton and beyond results in daily traffic congestion on the roads. There is an identified need to provide sufficient floor space for local clusters such as the high-tech manufacturing, marine sectors and towards 21st century industries, together with the provision of education and training resources to improve the vocational skills levels within Gosport's labour market.

Opportunities to meet these needs by the Coastal Community Team.

1. Leisure and Retail – establish Gosport as a destination with a major draw in the Ferry Gardens area with an attractive day-time blend of cafes, shops and bars which will begin to create a market for a night time economy with restaurants and bars, cultural attractions, and a more diverse retail offer to encourage longer tourist visits, retention of local higher quality spending power, and increase local spend.
2. Marine – position Gosport as a market leader for marine services to attract more customers, high-tech light industry and bespoke boat and yacht maintenance facilities and attract a high skills base.
3. Marinas – improve marina facilities and services with a mixture of shore-based attractions, events and value-added services for visiting boaters to increase town centre footfall
4. Business support – Encourage greater collaboration with business to business (B2B) services to support start-up and new businesses to ensure they succeed during early, more vulnerable times, providing job opportunities and quality business networking
5. RCY - attract shops, businesses and customers to Royal Clarence Yard by trialling improved marketing of a range of pop-up shops, promotion and enabling easier access, winning support from Berkeley Homes and Castle Marinas to support these initiatives
6. Business Incubator - Ensuring long-term employment and growth by positioning Gosport waterfront as both an incubator and a centre for marine, engineering, and green technologies
7. Jobs – Attract and train a younger workforce to ensure longer term sustainability of new employment sites and investment
8. Daedalus – Maximise opportunities at Solent Local Enterprise Zone at Daedalus by attracting specialist marine/advanced manufacturing businesses to the town centre and waterfront, plus supplying goods and services to businesses and the workforce at Daedalus

D. Inward Investment and Land Use

Land Use

The Gosport waterfront has a target of 26,000m² new employment floor space. If this can be fully realised, this will offer a blend of mixed use sites with a new retail and leisure development for the town centre, plus high quality office, infrastructure and transport requirements. The release and future development of the remaining MOD waterfront site will result in further marine sector workspace, thus ensuring access to deep water facilities is safeguarded. Redevelopment needs to connect the town centre to the waterfront, quality public open space, with safe and attractive linkages. Particular attention needs to be given to the provision of new business floor space in Gosport, where job density at 0.57% is the lowest in the South East region.

Investment

Gosport needs to develop its potential as an attractive location for increased investment, in particular the waterfront area. Bringing new investment into the waterfront could attract a further round of investment into the town centre. Growth will only occur if new interest is directed into the waterfront through a comprehensive public-private partnership. Significant public sector intervention is required for a comprehensive development of Gosport Waterfront as land ownership is fragmented, there are environmental and infrastructure issues and market confidence remains low.

Opportunities to meet these needs by the Coastal Community Team.

The second **CCT catalyst site** is the RCY Retained area (D1 below) which represents the opportunity to build upon Gosport's strengths in the marine business cluster, one of the most important industries in the Solent as a whole, and spread economic benefits across the Coastal Community Team area.

1. Retained area (MOD) - transferred and prepared for business/light industry. Given its deep water access, the site presents an opportunity to provide much needed incubation space for high growth marine related SMEs plus speculative development opportunities
2. Waterfront – create a range of commercial units which will help improve footfall and make Gosport Waterfront more of a destination to visit, optimise access to the waterside and enhance the fine views of the Harbour. Uses include quality restaurants, retail outlets, bars and cafes, which could work well both in the evening and in the daytime, enhanced by reducing the segregating effect of traffic round Mumby Road/South Street to provide a larger, safer public space.

3. Tourism - improve the tourism offer by connecting the Millennium Promenade along the waterfront across the marinas and the retained section of Royal Clarence Yard (RCY), supporting the growth of leisure facilities along the waterfront.
4. Hotel accommodation – assess market demand and identify potential sites for a hotel to accommodate tourists and visitors for major sailing events and proactively target potential investors in new hotel development.
5. Retail – develop the north side of south street (police station / precinct) and other under-used land as mixed use sites with the potential for residential, retail and other commercial uses, to include reimagining how the Ferry Gardens and High Street can be joined up to create a wider, more attractive pedestrianised zone.
6. Partnership – encourage better communication between agencies - property developers, agents and B2B services to work collaboratively towards clearer outcomes, in particular towards the development of a supporting infrastructure of hotels, parking, restaurants, roads
7. Investment Strategy – produce an Investment Strategy and implement related promotional activities to drive investor interest, facilitate redevelopment of key sites (eg Waterfront Development pack, Hotel Investment pack), support commercial and retail development and raise the profile of the waterfront and town centre areas.

11. Analytics

A. Social, Community Development and Skills

Strengths: Gosport has a high population density, a high performing Sixth Form educational establishment for A-levels, and established industries; is near to urban centres and London

Opportunities: chance to upskill currently low-skilled residents; potential to attract business during large sailing events in the Solent and Portsmouth Harbour; potential for the spend of relatively wealthy regular marina users to support jobs

Weaknesses: currently low levels of skills in the town centre and waterfront; peak-time congestion makes recruitment of suitable staff harder for employers

Threats: Lack of funding support for redevelopment which generates jobs

B. Coastal Environment and Urban Heritage

Strengths: Gosport has a long naval heritage which has left an architectural mark on the town, and led to Gosport's current strength in the marine industry and yachting; attractive waterfront and coastline; shared history with Portsmouth, which is of national importance – altogether strong foci of identity, civic pride

Opportunities: linking Gosport's flourishing past with an ambitious strategy for the future, communicating to residents and visitors/potential investors/regional and national government where Gosport is going, how it is going to do it, and how they will benefit

Weaknesses: lack of creative thinking and initiative; dissatisfaction with current built environment

Threats: branding and identity have to be seen as legitimate, or they will deepen cynicism, *i.e.* development has to deliver and improve civic morale more widely

Coastal

Strengths: waterfront has stunning views across Portsmouth Harbour; the borough has around 40 km (24 miles) of coastline

Opportunities: improved pedestrian and cycle access to waterfront; improved tourist attraction; increased jobs from growth in cafes/restaurants etc. along the waterfront; connect the marinas more prominently with the rest of the town, tempting boaters inwards and residents towards RCY

Weaknesses: flood defences; seasonality of tourism

Threats: funding; cost of maintenance

Strengths: marina visitors' secondary spend; waterfront location

Opportunities: lack of current competition within the town; possible unmet demand due to full capacity at Gunwharf; new space opening up along the waterfront

Weaknesses: untested demand; skills of local jobseekers?

Threats: availability of speculative investment; lack of success in getting spending patterns of locals and visitors to change

Tourism Offer

Strengths: Gosport has many tourist attractions to offer and should have a central facility to promote them; ferry terminal is a clear point of entry for tourists; Gosport is one of the few towns in the area to maintain its Tourist Information Centre (TIC); Gosport has one of the most interesting histories in Hampshire and strong engagement of residents, as shown in the take up of Heritage Open Days

Opportunities: potential to use the TIC as a gateway for visitors (Gosport tourist attractions are spread out and could do with co-ordination); could display rotating exhibits from local attractions to whet the visitors' appetite, even acting as a spillover facility for the Mary Rose museum; somewhere for residents to visit, adding to the ecosystem of the Millennium Promenade; construction of a TIC "landmark" which would look attractive from the Portsmouth side of the harbour and be part of the rebranding of Gosport

Weaknesses: current low levels of tourism to Gosport; need to co-ordinate the activities of existing attractions (and perhaps also tourist accommodation?) and involve different tourism organisations (Hampshire Cultural Trust, National Museum of the Royal Navy, Tourism SE, future involvement of English Heritage?)

Threats: inability to maintain a prominent site for the TIC; lack of investment; lack of demand

Heritage

Strengths: the Gosport Lines encircle the town and provide a unique aspect from which to observe the town below; very few “walled towns” in the UK

Opportunities: new tourist attraction, based on Gosport’s naval heritage; promotion of healthy living through exercise, enhancing Gosport’s strength as a cycling town; draw to tourists, encourages one to walk through the High Street and spend; open and public amenity for residents that makes Gosport a distinct place to live and make residents proud, completing the Millennium Promenade

Weaknesses: cost of maintenance

Threats: MoD cooperation in allowing access to the playing fields and to the forts all year round

Iconic Attraction

Strengths: bus station site is very close to the ferry terminal and the Millennium Promenade, and as such in a very prominent place for visitors

Opportunities: bus station is not a bus depot, nor is it very busy (20 buses/hour across 8 bays), delivering a 5% return on its asset value p.a.

The site could be developed, with a smaller station and the construction of a mixed-use development, including the TIC. Top floor apartments could help pay for the rest of the development; prominent site would also be a great place for a “landmark” building

Views of the waterfront and Harbour could be improved rather than restricted.

Weaknesses: need to have a design sensitive of Falkland Gardens nearby (height restriction?) and the wishes of locals; need to relocate charities and TIC in the present bus station building

Threats: availability of investment; uncertainty over design

Hotel Accommodation

Strengths: waterfront location; sailing events’ overspill from Portsmouth; resident and visiting marina users;

Opportunities: use of heritage buildings as “boutique hotels”; lack of hotel provision in Gosport despite demand (expansion of Premier Inn), especially a high-quality hotel; demand for conference space in Gosport, could be hosted by a hotel

Weaknesses: transport issues – land access to / from waterfront

Threats: uncertainty of demand; seasonal demand; attraction of investment

Events

Strengths: local community already evinces pride in the town (volunteering, Facebook groups); awareness of Gosport's strengths and weaknesses; community action has already led to Heritage Open Days and other volunteer-led events

Opportunities: GBC should support the events with marketing and use of facilities; GBC should also ensure that volunteer-led events happen regularly and include them in their calendar; GBC should itself organize events that would draw in residents and tourists where residents would find it difficult to take the initiative, *e.g.* a Tour de Gosport (including the newly available areas such as the Lines and waterfront), markets, street parties on royal/national occasions, events around the America's Cup, music festivals *etc.* Calendar of events would be of interest both to locals and visitors

Weaknesses: untested demand; difficulty of co-ordination; level of interest by tourist attractions

Threats: economic viability of events

RCY

Strengths: attractive waterfront location; boaters already arrive seasonally and return around 3-4 times a year; marina berths 90% occupied permanently, remaining 10% visitor berths generally occupied throughout the year; some may have second homes in the area

Opportunities: opening up of RCY provides opportunity for a more upmarket retail offer than is available on the High Street; boaters already spend money on leisure and retail in Portsmouth and neighbouring areas, which could be spent in Gosport; marketing to more affluent boaters may also attract the higher spend from other parts of the borough and neighbouring areas, which currently leaves the borough; very few restaurants in Gosport town centre

Weaknesses: more research needed on marina users' spending patterns and preferences; untested demand from visitors and residents; absence of transport connections; perceived inaccessibility; inadequate marketing

Threats: availability of investment; potential difficulties with residents of operating at RCY

C. Business Growth and Jobs

Strengths: Gosport waterfront has the space for incubator hubs for spinout businesses from Portsmouth and Southampton Universities, as well as the deep-water berths and other resources to support marine businesses; proximity to Portsmouth and other urban centres; Gosport won an award from the Federation of Small Businesses (FSB) for small business friendliness in 2015.

Gosport residents prefer to work locally; Job Centre is very good at pairing up jobseekers with both large and SME employers, providing training and material support if necessary.

Opportunities: heritage areas a uniquely inspirational setting for business; rents low at present; deep water berths about to be enhanced; attractive retail and leisure offer if development projects go ahead. Significant opportunities for businesses will develop as the Solent Local Enterprise Zone at Daedalus attracts more businesses tenants, especially in specialist marine advanced engineering / manufacture.

Current jobseekers who would benefit from entry-level training; increased low-skill job creation if development projects go ahead (retail, construction, hospitality, leisure); relatively young jobseeker pool; creation of a retail/vocational/creative skills space to allow the creative unemployed to demonstrate their talents, learn, and sell some wares.

Weaknesses: There is a local jobs mismatch, with many current jobseekers not possessing the level of skills and education required by local employers, who then seek recruits from outside the area. Gosport has a low level of self-employment.

Threats: Uncertainty over MoD land: release schedule, level of pollution, restrictions on activity regarding the oil pipeline

Strengths: Gosport already attracts relatively wealthy marina users, as well as having a well-off population that generally visits retailers out-of-town

Opportunities: Nearby Gunwharf Quays is at full capacity; potential for more genteel, cafe, restaurant and bar offering; space at Royal Clarence Yard and waterfront areas

Weaknesses: established shopping patterns of residents beyond convenience shopping centre on Fareham, Portsmouth and beyond; low local spend at town centre businesses; limited retail space available on High Street

Threats: ability to attract speculative funding; local demand may not support an increased and more upmarket retail offer

Strengths: Gosport residents prefer to work locally; Job Centre is very good at pairing up jobseekers with both large and SME employers, providing training and material support if necessary

Opportunities: sizeable population of jobseekers who would benefit from entry-level training; increased low-skill job creation if development projects go ahead (retail, construction, hospitality); relatively young jobseeker pool; creation of a retail/vocational/creative skills space to allow the creative unemployed to demonstrate their talents, learn, and sell some wares

Weaknesses: relatively low level of education may make it difficult to employ jobseekers in higher-skill marine activities; patchy provision of skills training

Threats: cuts in local government funding of GVA may reduce the availability of work experience through volunteering in the near future; availability of funding for skills provision outside of apprenticeships continues to decline

D. Inward Investment and Land Use

Strengths: Gosport waterfront has the space for incubator hubs for spinout businesses from Portsmouth and Southampton Universities, as well as the deep-water berths and other resources, such as a 180-tonne crane, to support marine businesses growing out of the incubators; proximity to Portsmouth and other urban centres; Gosport won an award for small business friendliness this year

Opportunities: heritage areas a uniquely inspirational setting for business; rents low at present (?); deep water berths about to be enhanced by dredging for *Queen Elizabeth* class warships; very attractive retail and leisure offer if development projects go ahead

Weaknesses: untested demand, although university contacts have shown an interest; Gosport currently shows a low level of self-employment, suggesting interest would have to come from elsewhere; need to be sympathetic to heritage buildings and other uses, such as tourism

Threats: uncertainty over MoD land: release schedule, level of pollution, restrictions on activity regarding the oil pipeline

12. Data

Socio-economic needs of the Town Centre and Waterfront Community

In general the town centre and waterfront fares worse in terms of deprivation than other adjacent areas of the Borough, with lower levels of income and employment. The situation is made worse by significant education, health and crime issues.

Deprivation is a significant problem within the town centre and waterfront. Of the 4 LSOAs (Lower Super Output Areas) within which the Town Centre and Waterfront area lies, all of them fall within the bottom 25% in terms of deprivation nationally, including two in the bottom 15% and one in the bottom 10%.

Income deprivation and employment present a similar picture with the Town Centre and waterfront faring worse than surrounding areas in the Borough.

On education indicators, there is a distinct pocket of deprivation within the south eastern part of the town centre and waterfront, although indicators suggest lack of educational attainment is a wider problem in the Borough.

The south eastern part of the Town Centre and Waterfront is the focus of the area of health deprivation.

The Town Centre and Waterfront area falls within the bottom 25% nationally in terms of crime ranking. However this appears to be part of a wider issue in this part of the Borough as two of the adjoining areas also have low rankings.

The patterns of deprivation in regard to housing broadly follow those of the general deprivation indicators with the town centre and waterfront LSOA's faring worse than the general surrounding areas.

There are significant differences in the levels of income deprivation faced by different age groups. Children are much more likely to be affected by income deprivation than people general and the elderly are much less likely to face income deprivation.

Data from other supporting documents relating to all four main themes:

Summary of Gosport Waterfront Baseline Study Report (2010)

Eastern Solent Coastal Partnership Webpage: www.escp.org.uk/Strategy

Gosport Borough Local Plan – adopted October 2015 www.gosport.gov.uk/sections/your-council/council-services/planning-section/local-development-framework/gosport-borough-local-plan-2029

Gosport: An Opportunity 2011-2026 - Business Growth and Community Regeneration (May 2011)

The Gosport Proposition - Technical Report Gosport Borough Council (June 2011)

Delivering the Plan

13. Key projects and/or bodies of work.

Plan no(s).	Recommendation	Implementation	Indicative Partners	Timescales
A1	Create a brand identity for Gosport waterfront	Hold 2 consultation events and run social media campaign to local businesses and resident community to devise a brand identity	GBC	Mar – Dec 2016
A2	Establish a Skills Exchange	Gosport Voluntary Action to work with JobCentre Plus, Wheatsheaf Trust, St Vincent College and other local training providers to scope out Skills Exchange offer, identify suitable venue, draft business plan and secure funding	JCP, WT, St, Vincent College, SFA, GVA, GMS	Sep 2016 - Jul 2017
A3	Create a team of ambassadors	Recruit and Train 20 Ambassadors to cover main tourist attractions and heritage sites, support for events around the America’s Cup and Heritage Open Days	TSE, GBC, GMS	Mar - Jun 2016
A4	Provide a community facility	Examine options for community facility at Waterside Church (Trinity Green) and Seafield with regard to developing a business plan and exploring funding options	GVA, GBC	May 2016 - Oct 2017
A5	Partnership with voluntary sector	Assist voluntary and community sector agencies to secure public service contracts for 2015/16 onwards	GVA, GBC, JCP	Mar - Jun 2016
A6	Establish a social enterprise	Undertake short feasibility study with advice from Solent University on establishing social enterprise based on design, manufacture and retail	GVA, Enterprise First, GBC	Sep - Dec 2017
B1	Waterfront Access	Improve tidal defences to open up pedestrian access alongside the waterfront	GBC, Eastern Solent Coastal Partnership	May - Dec 2017

B2	Waterfront Attraction	Redevelop the bus station and surrounding area to create a unique, iconic building	GBC,TSE, Gosport Marine Scene	Mar 2016 - May 2018
B3	Strategic approach to heritage funding	Create an overall plan for restoration of ancient ramparts and regeneration of heritage buildings and prepare a suite of funding applications for Heritage Lottery Fund support	GBC, Gosport Heritage Society, HCC, Hampshire Cultural Trust	Jan 2017 – Aug 2018
B4	Open up Gosport Lines Green Network	As part of B3, include restoration of element of the town ramparts and opening of Gosport Lines Green Network	GBC, Gosport Heritage Society, HCC, Hampshire Cultural Trust	Jan 2017 - Oct 2019
B5	Develop Gosport's Cultural Quarter	As part of B3, include enhancement of the town's cultural quarter	GBC, Gosport Heritage Society, HCC, Hampshire Cultural Trust	Jan 2017 - Oct 2019
B6	Investigate ferry link to/from Royal Clarence Yard	Complete evidence gathering, draft business plan to scope out service across harbour for funding submission to Solent LEP	RCY residents, Gosport Ferry, local operators	Mar - Jun 2016
B7	Establish a programme of events throughout year	Establish an events partnership to oversee and co-ordinate programme of events with local businesses, residents, sponsors etc.	GMS, Heritage Open Days	Mar - Jun 2016
B8	Promote Gosport waterfront as a destination	Implement Gosport Visitor Information & Marketing Plan	GBC, TSE	Jan 2016 - Dec 2018
B9	Use technology to improve visitor experience	Identify suitable proximity technology using beacons to tell Gosport's story at key locations (Gosport App)	GBC, TSE, University of Portsmouth	Sep 2016 - Jun 2017
C1	Improve Gosport as a destination	Scope out mix of leisure and retail and cultural attractions along waterfront and town centre as part of bus station redevelopment	GBC,TSE, Gosport Marine Scene	Jun – Dec 2016

C2	Position Gosport as a market leader for marine services	Incorporate marine services as part of Gosport's social media strategy and Visitor Information & Marketing Plan	GBC,TSE, Gosport Marine Scene	Feb - May 2017
C3	Improve marina facilities and services	Create a short-term berthing pontoon between ferry terminal and Haslar marina as part of bus station redevelopment	GBC,TSE, Gosport Marine Scene	Mar 2017 – Dec 2019
C4	Encourage greater collaboration with B2B services	Establish a quality business network focussed on winning business for start-up and small businesses from local business opportunities	Enterprise First, GBC	Mar – Oct 2016
C5	Attract shops, businesses and customers to Royal Clarence Yard	Negotiate trialling a range of active uses and pop-up shops with developers, promotion and enabling easier access to RCY	GBC, RCY residents, retail operators	Mar - Sep 2016
C6	Create a business incubator for advanced technologies	Examine options on Gosport waterfront for a business incubator and a centre for marine, engineering, and green technologies	GBC, HCC, Land Agents, Developers	Mar - Sep 2017
C7	Attract and train a younger workforce	Provide a satellite work experience and employer links with CEMAST, Education Business Partnership and other Daedalus sites	GMS, EBP Fareham and St Vincent Colleges	Oct 2016 - Sep 2017
C8	Maximise opportunities arising from Solent Local Enterprise Zone	Provide a regular series of business networking events and brokerage of goods and services between waterfront and Daedalus businesses.	GBC, GMS, HCC, Land agents, Developers	Sep 2016 - Dec 2019
D1	Retained area (MOD) - transferred and prepared for business/light industry	Negotiate transfer from MOD and establish a programme of clearance, decontamination and site planning. Produce a credible plan for the Retained Area, to optimise the opportunities for wet side and dry side use by marine industries.	MOD, GBC	Sep 2016 - Dec 2019
D2	Create a range of commercial units at the Waterfront	Negotiate with marina owners and land agents and identify suitable sites to create a range of commercial units	GBC, HCC, Land Agents, Developers	Mar 2017 - Sep 2018

D3	Connect the Millennium Promenade along the waterfront	As part of D2, connect the Millennium Promenade along the waterfront across the marinas and the retained section of Royal Clarence Yard	GBC, HCC, Land Agents, Developers	Mar 2017 - Sep 2019
D4	Assess market demand for Hotel accommodation	Identify potential sites for a hotel to accommodate tourists, business and visitors for major sailing events	GBC, HCC, Land Agents, Developers	Sep 2016 - Sep 2018
D5	Develop the north side of south street to attract larger retail businesses	Undertake feasibility study and discuss development options for the north side of south street (police station / precinct) as a commercial centre and residential	GBC, HCC, Land Agents, Developers	Mar - Sep 2017
D6	Encourage better communication between agencies	Work with property developers, agents and B2B services towards clearer, coherent land use outcomes	Land agents, Developers, Owners, GBC, HCC	Mar - Jul 2016
D7	Draft an Investment Strategy to drive investor interest	Research and present key sites as an overall Waterfront and Town Centre Investment Strategy to facilitate commercial and residential development	GBC, HCC	Mar - Jul 2016

14. Short term goals/actions – what the team will achieve in the next 6 months

Plan no(s).	Recommendation	Short term goals/actions	Indicative Partners	Timescales
A1	Create a brand identity for Gosport waterfront	2 business and community consultation events held. Social media campaign launched	GBC	Mar – Dec 2016
A3	Create a team of ambassadors	20 Ambassadors recruited and trained. Website updated	TSE, GBC	Mar - Jun 2016
A4	Provide a community facility	Options appraisal and draft business plan complete. Funding options identified.	GVA, GBC	May 2016 - Oct 2017
A5	Partnership with voluntary sector	GVA secures new contract for delivery of volunteer services	GVA, GBC, JCP	Mar - Jun 2016
B2	Waterfront Attraction	Specification for redevelopment of bus station drafted, featuring relevant actions from Economic Plan	GBC,TSE, Gosport Marine Scene	Mar 2016 - May 2018
B6	Investigate ferry link to/from Royal Clarence Yard	Business Plan submitted to LEP for start-up funding support. Trial service in place for summer period to test tourist market.	RCY residents, Gosport Ferry, local operators	Mar - Jun 2016
B7	Establish a programme of events throughout year	2016 events programme produced and promoted	GMS, Heritage Open Days	Mar - Jun 2016
B8	Promote Gosport waterfront as a destination	Gosport Visitor Information & Marketing Plan actions implemented	GBC, TSE	Jan 2016 - Dec 2018
C1	Improve Gosport as a destination	Included in B2	GBC,TSE, Gosport Marine Scene	Jun - Dec 2016
C4	Encourage greater collaboration with B2B services	Two business network events held	Enterprise First, GBC	Mar – Oct 2016

C5	Attract shops, businesses and customers to Royal Clarence Yard	RCY units open with range of pop-up shops for summer tourist market	GBC, RCY residents, retail operators	Mar - Sep 2016
D6	Encourage better communication between agencies	Event held with property developers, agents and B2B services to discuss land use policy	Land agents, Developers, Owners, GBC, HCC	Mar - Jul 2016
D7	Draft an Investment Strategy to drive investor interest	Waterfront and Town Centre Investment Strategy drafted	GBC, HCC	Mar - Jul 2016

15. Performance measures for first 6 months

Plan no(s).	Short term goals/actions	Measures	Timescales
A1	2 business and community consultation events held. Social media campaign launched	2 events held, delegate satisfaction 90%+	Mar – Dec 2016
A3	20 Ambassadors recruited and trained. Website updated	20 Ambassadors recruited and trained	Mar - Jun 2016
A4	Options appraisal and draft business plan complete. Funding options identified.	Plan completed	May 2016 - Oct 2017
A5	GVA secures new contract for delivery of volunteer services	20 new volunteer places from local unemployed	Mar - Jun 2016

B2	Specification for developers drafted, featuring relevant actions from Economic Plan	Specification drafted	Mar 2016 - May 2018
B6	Business Plan submitted to LEP for start-up funding support. Trial service in place for summer period to test tourist market.	Funding for trial service secured, launched in summer 2016	Mar - Jun 2016
B7	2016 events programme produced and promoted	Events programme produced	Mar - Jun 2016
B8	Gosport Visitor Information & Marketing Plan actions implemented	Visitor numbers to Gosport increase by min 2%	Jan 2016 - Dec 2018
C1	Included in B2	As B2	Jan - Dec 2016
C4	Two business network events held	Two business events held, delegate satisfaction 90%+	Mar - Oct 2016
C5	RCY units open with range of pop-up shops for summer tourist market	RCY opens as visitor attraction with retail offer	Mar - Sep 2016
D6	Event held with property developers, agents and B2B services to discuss land use policy	Event held, delegate satisfaction 90%+	Mar - Jul 2016
D7	Waterfront and Town Centre Investment Strategy drafted	Investment Strategy launched	Mar - Jul 2016

16. Medium term goals/actions for 6 months to 5 years

Plan no(s).	Recommendation	Medium term goals/actions	Indicative Partners	Timescales
A2	Establish a Skills Exchange	Scope out Skills Exchange offer, identify suitable venue, draft business plan and secure funding	JCP, WT, St, Vincent College, SFA, GVA	Sep 2016 - Jul 2017
A4	Provide a community facility	Funding sought to provide suitable community facility for community groups, children's groups and support for families	GVA, GBC	May 2016 - Oct 2017
A6	Establish a social enterprise	Scope out Social Enterprise offer, identify suitable venue, draft business plan and secure funding	GVA, Enterprise First, GBC	Sep - Dec 2017
B1	Waterfront Access	Works undertaken to improve tidal defences in main flood zone area	GBC, Eastern Solent Coastal Partnership	May - Dec 2017
B2	Waterfront Attraction	Redevelopment of the bus station area to create a unique, iconic attraction	GBC, TSE, Gosport Marine Scene	Mar 2016 - May 2018
B3	Strategic approach to heritage funding	Overall plan for restoration of ancient ramparts and regeneration of heritage buildings, enhancement of Cultural Quarter drafted as part of Strategic Planning Document for the waterfront and town centre. Prepare a suite of funding applications for Heritage Lottery Fund support	GBC, Gosport Heritage Society, HCC, Hampshire Cultural Trust	Jun 2017 – Aug 2018
B4	Open up Gosport Lines Green Network			Jun 2017 - Oct 2019
B5	Develop Gosport's Cultural Quarter			
B8	Promote Gosport waterfront as a destination	Gosport Visitor Information & Marketing Plan actions implemented	GBC, TSE	Jan 2016 - Dec 2018

B9	Use technology to improve visitor experience	Identify suitable proximity technology using beacons to tell Gosport's story at key locations (Gosport App)	GBC, TSE, University of Portsmouth	Sep 2016 - Jun 2017
C2	Position Gosport as a market leader for marine services	Incorporate marine services as part of Gosport's social media strategy and Visitor Information & Marketing Plan	GBC, TSE, Gosport Marine Scene	Feb - May 2017
C3	Improve marina facilities and services	Create a short-term berthing pontoon between ferry terminal and Haslar marina as part of bus station redevelopment	GBC, TSE, Gosport Marine Scene	Mar 2017 – Dec 2019
C5	Attract shops, businesses and customers to Royal Clarence Yard	Evaluate summer trial at RCY with pop-up shops and proposed recommendations for longer term retail offer	GBC, RCY residents, retail operators	Sep 2016 - May 2017
C6	Create a business incubator for advanced technologies	Undertake options appraisal for a business incubator and a centre for marine, engineering, and green technologies on Gosport waterfront	GBC, HCC, Land Agents, Developers	Mar - Sep 2017
C7	Attract and train a younger workforce	Establish a satellite work experience and employer link with CEMAST and other Daedalus sites	GMS, Fareham and St Vincent Colleges	Oct 2016 - Sep 2017
C8	Maximise opportunities arising from Solent Local Enterprise Zone	Provide a regular series of business networking events and brokerage of goods and services between waterfront and Daedalus businesses	GBC, GMS, HCC, Land agents, Developers	Sep 2016 - Dec 2019
D1	Retained area (MOD) - transferred and prepared for business/light industry	Negotiate transfer from MOD and establish a programme of clearance, decontamination and site planning prior to making sites available for commercial use. Produce a credible plan for the Retained Area, to optimise the opportunities for wet side and dry side use by marine industries.	MOD, GBC, GMS	Sep 2016 - Dec 2019

D2	Create a range of commercial units at the Waterfront	Negotiate with marina owners and land agents and identify suitable sites to create a range of commercial units for marine use	GBC, HCC, Land Agents, Developers	Mar 2017 - Sep 2018
D3	Connect the Millennium Promenade along the waterfront	Connect the Millennium Promenade along the waterfront across the marinas and the retained section of Royal Clarence Yard	GBC, HCC, Land Agents, Developers	Mar 2017 - Sep 2019
D4	Assess market demand for Hotel accommodation	Identify potential sites for a hotel to accommodate tourists, business and visitors for major sailing events etc	GBC, HCC, Land Agents, Developers	Sep 2016 - Sep 2018
D5	Develop the north side of south street to attract larger retail businesses	Research and present key sites as an overall Waterfront and Town Centre Investment Strategy to facilitate commercial and residential development	GBC, HCC, Land Agents, Developers	Mar - Sep 2017

17. Performance measures - 6mths to 5 years

Plan no(s).	Medium term goals/actions	Measures	Timescales
A2	Scope out Skills Exchange offer, identify suitable venue, draft business plan and secure funding	Skills Exchange established and operational	Sep 2016 - Jul 2017
A4	Funding sought to provide suitable community facility for community groups, children's groups and support for families	Community Facility funded, established and operational	May 2016 - Oct 2017
A6	Scope out Social Enterprise offer, identify suitable venue, draft business plan and secure funding	Feasibility study completed, depending on findings, implement plan to establish social enterprise	Sep - Dec 2017

B1	Works undertaken to improve tidal defences in main flood zone area	Tidal defences (onshore) completed	May - Dec 2017
B2	Redevelopment of the bus station area to create a unique, iconic attraction	Iconic development completed with attractive leisure, retail and cultural offer alongside the waterfront and back into Gosport Town Centre	Mar 2016 - May 2018
B3	Overall plan for restoration of ancient ramparts and regeneration of heritage buildings, enhancement of Cultural Quarter drafted as part of Strategic Planning Document for the waterfront and town centre.	Funding applications completed and submitted to Heritage Lottery and other potential funders	Jan 2017 – Aug 2018
B4		Gosport Lines Green Network opened up as new public amenity and heritage trail	Jan 2017 – Oct 2019
B5		Prepare a suite of funding applications for Heritage Lottery Fund support	Completion of redevelopment of Cultural Quarter with a new major feature that will draw visitors up the high street
B8	Gosport Visitor Information & Marketing Plan actions implemented	Visitor numbers to Gosport increase by min 5%	Jan 2016 - Dec 2018
B9	Identify suitable proximity technology using beacons to tell Gosport's story at key locations (Gosport App)	Visitor satisfaction ratings increased by 5%	Sep 2016 - Jun 2017
C2	Incorporate marine services as part of Gosport's social media strategy and Visitor Information & Marketing Plan	More marine businesses attracted to visit, trade and start up on or near Gosport waterfront	Feb - May 2017
C3	Create a short-term berthing pontoon between ferry terminal and Haslar marina as part of bus station redevelopment	Pontoon established, increasing marine visitors to town centre and retail / leisure footfall.	Mar 2017 – Dec 2019

C5	Evaluate summer trial at RCY with pop-up shops and proposed recommendations for longer term retail / leisure offer to attract permanent tenants	RCY units taken up by retail / leisure tenants to revitalise waterfront frontage and enhance amenity for residents and visitors	Sep 2016 - May 2017
C6	Undertake options appraisal for a business incubator and a centre for marine, engineering, and green technologies on Gosport waterfront	Options appraisal completed, depending on findings, implement plan to establish business incubator	Mar - Sep 2017
C7	Establish a satellite work experience and employer link with CEMAST and other Daedalus sites	Gosport marine employers establish a programme of work experience and vocational skills training for young people attending CEMAST	Oct 2016 - Sep 2017
C8	Provide a regular series of business networking events and brokerage of goods and services between waterfront and Daedalus businesses.	Waterfront marine, engineering and manufacturing businesses benefit from trade and spin-out opportunities from Daedalus Solent Local Enterprise Zone	Sep 2016 - Dec 2019
D1	Negotiate transfer from MOD and establish a programme of clearance, decontamination and site planning prior to making sites available for commercial use. Produce a credible plan for the Retained Area.	MOD retained land brought into civilian ownership for incubation space for high growth marine related SMEs, plus speculative development opportunities.	Sep 2016 - Dec 2019
D2	Negotiate with marina owners and land agents and identify suitable sites to create a range of commercial units for marine use	Commercial units developed on or near Gosport Waterfront	Mar 2017 - Sep 2018
D3	Connect the Millennium Promenade along the waterfront across the marinas and the retained section of Royal Clarence Yard	Millennium Promenade connects the waterfront across the marinas to Royal Clarence Yard	Mar 2017 - Sep 2019

D4	Identify potential sites for a hotel to accommodate tourists, business and visitors for major sailing events etc	Increased hotel accommodation established in Gosport	Mar 2017 - Sep 2018
D5	Research and present key sites as an overall Waterfront and Town Centre Investment Strategy to facilitate commercial and residential development	Redevelopment of key town centre sites as mixed commercial usage commences to attract larger retail business	Mar - Sep 2017

18. Long term goals and actions – Strategic plans beyond 5 years

Plan no(s).	Recommendation	Long term goals/actions	Indicative Partners	Timescales
D1	Retained area (MOD) - transferred and prepared for business/light industry	Completion of mixed use development, with use by marine industries, creation of heritage attractions centred around restoring Queen Victoria's railway station, improved access and link to waterfront promenade	GBC, GMS	Jan 2021 – Dec 2025
D2	Create a range of commercial units at the Waterfront	Establish a sustainable mix of sites for commercial units which enhance the character of the town's heritage and marine connections	GBC, HCC, Land Agents, Developers	Jan 2021 – Dec 2025
D3	Connect the Millennium Promenade along the waterfront	Connecting the Millennium Promenade at the north / south with the Gosport Lines to complete a circular public amenity and heritage trail incorporating waterfront and green network	GBC, HCC, Land Agents, Developers	Jan 2021 – Dec 2025
D4	Assess market demand for Hotel accommodation	Establish a quality 4 star hotel in Gosport within or close to the CCT area to accommodate increased numbers of tourists, business and visitors	GBC, HCC, Land Agents, Developers	Jan 2021 – Dec 2025

19. Barriers

Identify any barriers to delivering the plan and if you have contingencies to manage them.

Plan no(s).	Barriers	Contingency
A4,B2,B3, B4,B5, C3, C6	Lack of finance for major regeneration projects which will generate jobs - availability of speculative investment	Draft an Investment Strategy to drive investor interest (D7) Strategic approach to heritage funding (B2)
D1, D2	Uncertainty over MoD land: release schedule, level of contamination, restrictions on activity regarding the oil pipeline	Negotiate transfer from MOD and establish a programme of clearance, decontamination and site planning (D1)
D2, D3	Private landowners and marina operators may hinder creation of waterfront promenade and access.	Negotiate with land owners and marina operators to agree mutually acceptable arrangements for achieving actions in Economic Plan
B1	Flood defences, and cost of maintenance	Ensure Gosport Town Centre Coastal Defence programme is implemented and maintain in successive years (B1)
B2	MoD cooperation in allowing access to the playing fields, ramparts and forts to permit development as public amenities	Ensure seamless transition from MoD to GBC ownership, in partnerships with CCT members and other agencies
C5	RCY – overcoming developer and resident barriers to attract shops, businesses and customers to Royal Clarence Yard	Negotiate a programme of economic development actions to determine marina users’ spending patterns and preferences, demand from visitors and residents, transport connections; overcome perceived inaccessibility, local area marketing.

20. Resources

Each element of the plan will identify adequate project development and project management resources. In order to achieve this, people and services will be drawn from Gosport Borough Council as the overall lead partner, CCT partners in actions in which they have a specific shared objectives (as indicated in the plan), the wider business and resident community and then outsourced where required.

Given the breadth of actions outlined in this plan, and also the connectiveness of many of its elements, we will be seeking to attract capable people with relevant expertise from the public, private and community sectors, many of whom have already been involved in past initiatives and share a desire to achieve positive change for Gosport's waterfront and town centre area.

Gosport Marine Scene is an excellent example of how local people have responded to a clear need / opportunity. GMS is a non-profit, volunteer-run Community Interest Company which encourages the development of local marine business, promotes Gosport as a destination for boating/yachting and promotes careers and employment in the marine sector. GMS regularly runs networking events and supports greater use of town centre retailers by marine visitors. GMS also has significant connections and expertise amongst its directors that can help with planning for the redevelopment of the waterfront retained area to optimise the opportunities for use by marine industries.

21. Costs

Estimated costs per element of Action Plan (£000)

Plan no(s).	Recommendation	Indicative Partners	Timescales	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
A1	Create a brand identity for Gosport	GBC	Mar - Dec 2016	5					5
A2	Establish a Skills Exchange	JCP, WT, St, Vincent College, SFA, GVA	Sep 2016 - Jul 2017	5	10	10	10	10	45
A3	Create a team of ambassadors	TSE, GBC	Mar - Jun 2016	5					5
A4	Provide a community facility	GVA, GBC	May 2016 - Oct 2017	10	250	20	20	20	320
A5	Partnership with voluntary sector	GVA, GBC, JCP	Mar - Jun 2016	5					5
A6	Establish a social enterprise	GVA, Enterprise First, GBC	Sep - Dec 2017	5					5
B1	Waterfront Access	GBC, Eastern Solent Coastal Partnership	May - Dec 2017		3200				3200
B2	Waterfront Attraction	GBC, TSE, Gosport Marine Scene	Mar 2016 - May 2018	50	2000	3000			5050
B3	Strategic approach to heritage funding	GBC, Gosport Heritage Society, HCC, HCT	Jan 2017 – Aug 2018	10	20				30
B4	Open up Gosport Lines Green Network	GBC, Gosport Heritage Society, HCC, HCT	Jan 2017 - Oct 2019		250	250			500
B5	Develop Gosport's Cultural Quarter	GBC, Gosport Heritage Society, HCC, HCT	Jan 2017 - Oct 2019	30	30	30			90
B6	Investigate ferry link to/from Royal Clarence Yard	RCY residents, Gosport Ferry, local operators	Mar - Jun 2016	10					10
B7	Establish a programme of events throughout year	GMS, Heritage Open Days	Mar - Jun 2016	5					5
B8	Promote Gosport waterfront as a destination	GBC, TSE	Jan 2016 - Dec 2018	60	60	60			180
B9	Use technology to improve visitor experience	GBC, TSE, University of Portsmouth	Sep 2016 - Jun 2017	10	20				30

C1	Improve Gosport as a destination	GBC,TSE, Gosport Marine Scene	Jun - Dec 2016	10					10
C2	Position Gosport as a market leader for marine services	GBC,TSE, Gosport Marine Scene	Feb - May 2017		12				12
C3	Improve marina facilities and services	GBC,TSE, Gosport Marine Scene	Mar 2017 - Dec 2019		30	30	30		90
C4	Encourage greater collaboration with B2B services	Enterprise First, GBC	Mar – Oct 2016	2					2
C5	Attract shops, businesses and customers to RCY	GBC, RCY residents, retail operators	Mar - Sep 2016	25					25
C6	Create a business incubator for advanced technologies	GBC, HCC, Land Agents, Developers	Mar - Sep 2017		10				10
C7	Attract and train a younger workforce	GMS, Fareham and St Vincent Colleges	Oct 2016 - Sep 2017	5	15				20
C8	Maximise opportunities arising from Solent Local Enterprise Zone	GBC, GMS, HCC, Land agents, Developers	Sep 2016 - Dec 2019	2	5	5	5		17
D1	Retained area (MOD) transferred & prepared for business	MOD, GBC	Sep 2016 - Dec 2019				180	580	760
D2	Create a range of commercial units at the Waterfront	GBC, HCC, Land Agents, Developers	Mar 2017 - Sep 2018		500	750			1250
D3	Connect the Millennium Promenade along the waterfront	GBC, HCC, Land Agents, Developers	Mar 2017 - Sep 2019		250	250	250		750
D4	Assess market demand for Hotel accommodation	GBC, HCC, Land Agents, Developers	Sep 2016 - Sep 2018	20	10				30
D5	Develop the north side of south street	GBC, HCC, Land Agents, Developers	Mar - Sep 2017		30				30
D6	Encourage better communication between agencies	Land agents, Developers, Owners, GBC, HCC	Mar - Jul 2016	5					5
D7	Draft an Investment Strategy to drive investor interest	GBC, HCC	Mar - Jul 2016	20					20
TOTAL BY YEAR				299	6702	4405	495	610	12511

22. Value of the plan to the local economy

This plan represents a ‘once in a generation’ opportunity to transform the local economy of the Gosport waterfront and town centre area, in a similar fashion to the impact in other coastal towns along the south coast and elsewhere. Notably, this plan includes two CCT Catalyst sites (Bus Station redevelopment and regeneration of the MOD retained waterfront) which alone will have a transformative effect. The plan in its entirety reflects the potential to deliver a positive impact on each of the four main themes to significantly improve the built environment, heritage and green spaces, attract more visitors and encourage them to spend in the shops, cafes, restaurants and attraction, provide a more attractive place to live and work, creating jobs and raising standards of living in the local community.

The following outputs have been listed as a minimum target.

Number of new permanent jobs created directly	900 (650 within the marine and related sectors and 250 on town centre type uses.)
Number of new permanent jobs created indirectly	200 (in a variety of supporting sectors to the marine industry and town centre uses.)
Number of safeguarded jobs	A minimum of 200 jobs including 50 marine related jobs (boat construction and repair sector)
New houses enabled	700 additional dwellings
New employment / education space enabled (type and m²)	26,000m ² (largely marine related (B1/B2) to utilise the deep water access)
Estates improved (type and m²)	A total of 4.76ha of land allocated for employment uses (mainly marine related) would be improved by the project
Skills outputs	400 learners
New Visitor attractions	Iconic Waterfront Attraction, developing Gosport's Cultural Quarter
New public amenities	Gosport Lines Green Network, completing the Millennium Promenade along the waterfront
Tourism numbers	Increased to at least 250,000 tourist visits per annum (c/w circa 168,000 in 2008 and 560,000 tourist visits per annum to Portsmouth Historic Dockyard)
Visitor spend	Increased to average spend £70 per visit (c/w average spend £48 per visit by boaters, Jan 2015), with more of this spent in Gosport’s retailers, cafes and restaurants.

23. Funding

The following funding streams are the main routes through which public funding can be accessed to support the costs of the projects set out in the Action Plan

Key capital programmes via Solent Local Enterprise Partnership

Additional capital sources – Coastal Community Fund, Hampshire County Council, Heritage Lottery Fund

Funding and tax incentives associated with Assisted Area status

Private sector commercial / overseas investors

Better use of existing revenue funding programmes – JobCentre Plus, Hampshire County Council, Skills Funding Agency

24. Maximising resources and costs

In order to realise our ambitious 5 year plan, our resources need to be allocated effectively and efficiently. CCT partners will work together to maximise our resources through:

Our net skills base: We will identify and draw on the skills and expertise of CCT partners and the wider business and resident community to build our team's resources

Partnerships: We will continue to work in partnership with a range of public, commercial and third-sector organisations and identify opportunities for joint services and project delivery where it is appropriate and cost-effective to do so

Operational efficiencies: We already operate efficiency programmes to simplify our operations and structure, use our asset base more effectively and reducing our overheads, utilising new technology wherever possible

Commercial services: Through CCT partners we will offer attractive and competitive commercial services that generate revenue and allow us to create greater capacity for service

Communications

25. Results of Consultation

As part of the development of this Economic Action Plan, 22 one-to-one and group meetings were held with CCT partners, key stakeholders, local businesses and residents. Four consultation events held, each leading on one of the four themes of this Economic Action Plan, namely Social Community and Skills, Coastal Environment and Heritage, Business Growth and Jobs, Land Use and Investment. 40 people attended the consultation events in total (several across more than one event) from CCT partners, public bodies, local business, community organisations and Gosport residents.

The workshops proved very effective, generating a considerable level of contributions from attendees covering a broad range of topics and ideas which reviewed the needs of the area with respect to the local economy, and detailed priorities and actions that should be taken forward to address identified challenges. An important theme was how local people and organisations could cooperate effectively to achieve greater economic prosperity and quality of life.

Results from the four workshops were incorporated into this plan's action are summarised below:

Workshop 1 - Social / Community Development and Skills	Workshop 2 - Coastal Environment and Urban Heritage
<p>Improvements in skills and employment services</p> <ul style="list-style-type: none"> • actively engage in volunteering to build skills and cohesion • Provide marine-based employment opportunities • increase employer engagement to maximise job opportunities for local residents • informal learning to build skills • local employer engagement <p>Entrepreneurship support</p> <ul style="list-style-type: none"> • encouragement and support for local people to start up businesses • Jobcentre Plus to work closer with services for self-employment 	<p>Main environmental constraints and future requirements</p> <ul style="list-style-type: none"> • need to protect / conserve natural environment and wild habitats <p>Priorities and opportunities for the coastal environment and urban heritage sites in the town centre and coastal area</p> <ul style="list-style-type: none"> • involve all ages and help their ideas come out • more educational opportunities between attractions • restoration and regeneration of heritage buildings as tourist attractions • ensure Gosport's waterfront heritage sites fully integrate within strategy for Portsmouth harbour as a whole • create small business incubation space in heritage sites

Priorities for greater social inclusion

- build aspirations and confidence through arts, craft and sport
- IT training for older people in community
- improve access to affordable facilities for community groups and sport

Positive changes to support local regeneration

- proper audit of heritage assets, then make available
- encourage local artists
- improve ferry links to other destinations north of harbour
- seafront bars / restaurant
- increase community events - annual carnival, Christmas market

- cultural centre for arts and crafts
- heritage centre to capture social history
- create iconic new world class tourist attraction that compels people to take the ferry across
- give people at Gunwharf something fabulous to look at

How can sites of environmental interest and urban heritage be improved to enhance the tourism offer and attract and retain visitors?

- Walpole lake used for zorbing and water activities
- ensure retained land at RCY includes leisure and visitor facilities
- hotel and activity centre
- much more creative marketing needed, better use of social media, you tube, blogging
- cycling events
- develop plan for restoration of ancient ramparts - jobs for restoration and promote as tourist destination
- establish programme of walks and talks throughout year
- ensure that waterfront trail is relocated to run properly along entire waterfront
- programme of heritage lottery funding

What positive changes could be made to increase use of and investment in the area's coastal environment and heritage?

- maritime related 'heath robinson' clock like the one in Leeds, or the astronomical clock on Prague, that operates on the hour and draws a crowd
- let community groups use empty shops
- pond yachting championships
- get gosport mile race to follow waterfront trail
- hosting yachting related events (in association with Portsmouth)
- Development of Gosport app to aid interpretation of heritage sites and enhance the visitor experience

Workshop 3 - Business Growth and Jobs	Workshop 4 - Inward Investment and Land Use
<p>What do you see as the priorities for your business sector?</p> <ul style="list-style-type: none"> • supporting new businesses to ensure they succeed during early, more vulnerable times • capturing 'pre-start' businesses to support their growth over first few years for free <p>What are the main opportunities for your business sector?</p> <ul style="list-style-type: none"> • retained area (MOD) transferred and prepared for business/light industry • easier access to high street from ferry - no road crossing • better waterfront access and parking for visitors • encourage cycle hire with route along waterfront • marine and heritage working with local businesses and traders • value-added services ashore for visiting boaters to increase footfall • Improved leisure and entertainment for marina users / visitors • attract shops and businesses to RCY • pop up shops / crafts centres in the high street to help start up business in retail <p>What are the main barriers to growth for your business sector?</p> <ul style="list-style-type: none"> • lack of understanding of the services available from Enterprise First • SMEs need resources and help to expand • insufficient broadband speed for business • weak connections / signposting between waterfront town centre / museums 	<p>What do you see as the priorities for land use in the coastal and town centre areas</p> <ul style="list-style-type: none"> • waterfront hotel • continuous waterfront development of shops, restaurants • maritime led mixed use harbour front • top floor restaurant with harbour views • housing will bring more people to the centre and waterfront • entertainment / leisure • iconic building at ferry, centrepiece to attract tourists • effective advertising <p>What scope is there for improvements in property availability?</p> <ul style="list-style-type: none"> • link high street and waterfront leisure • encourage traders to share space and associated costs • encouragement for all buildings in town centre to be utilised • development of the north side of south street (police station / precinct) • develop bus station • assess potential for developing certain town centre car parks • development of the retained areas RCY for marine uses • land ownership major stumbling block • for new development ensure variety of sizes of properties and sizes • remaining half of RCY to be integrated with RCY development • restoration of fortification battlements behind RCY and Victoria's rail line as an attraction <p>What positive changes could be made that would support inward</p>

How can these be overcome?

- joined up advertising and promotion of business advisory services
- more collaboration with B2B organisations to support start-up and business growth

What are the main strengths of your business sector?

- easy access by water from the Solent
- being based within a marine hub
- knowledge of local industry, area and community
- good services / facilities for small vessel servicing
- deep water, sheltered berthing

How could local business development / support services be improved

- discounts on non-domestic rates for new businesses starting up in Gosport
- provide better communication and access to B2B services to each other
- retail, leisure and customer service skills

What labour and skills requirements do you have?

- semi-skilled & marine qualified
- need more training facilities

How are these addressed currently?

- More upskilling of local workforce

What positive changes could be made to support your business sector?

- needs a quality hotel near centre for tourists and businesses
- Undercover shopping precinct
- create an 'Olympic Park' feel to waterfront
- coherence - waterfront - RCY - High Street
- Joint promotion by business / GBC / Hants tourism

investment for local regeneration

- create a development plan for heritage tourism
- promotion of good news stories about Gosport and its people to improve image and perception
- celebrate successful Gosport entrepreneurs sailing heroes and adventures
- regular events to involve entire community
- encourage local celebrities to become more actively involved in community events and activities
- deck car park opposite town hall with release of land
- music in small venues
- redevelop land where town hall sits for retail / hotel

Should we consider any other supply side improvements

- Office hubs or hot desk facilities encourages home owners out of their houses
- light industrial research and development
- energy storage

Infrastructure constraints

- funding
- land ownership
- A32 from Holbrook North Industrial area
- key land sites and properties in private ownership

Future requirements

- more ferry links across the harbour with terminals at different points (eg north of harbour)
- flood defences and management resources
- Energy

Just prior to the consultation events above, a survey of businesses was undertaken as part of development of a Gosport Business Improvement District highlighted the following suggested improvements;

- Create and market a brand and destination for Gosport town centre and waterfront
- PR, marketing and promotion of the town centre, waterfront and businesses
- Create a synergy between the town centre and waterfront
- Way finding signage and identities for different areas of the town and waterfront
- Crime reduction initiatives
- Free WIFI for businesses and shoppers / visitors
- Make better use of public space
- Christmas attractions and Christmas lighting
- New events, food and music festivals, quality markets
- Promote the independent businesses
- Increased footfall and sales turnover
- A voice for local businesses
- Free / cheaper car parking
- Encourage new businesses to open in Gosport

26. Stakeholder Involvement

Gosport Coastal Community Team has a variety of stakeholders and we have a well-established and comprehensive processes for engaging with them, our business and resident communities. The Group has an agreed Terms of Reference covering the CCT's Purpose, Responsibilities, Membership and Meetings and posts information about the Group and its activities on the GBC website. We recognise our responsibility to involve and inform CCA and DCLG as key stakeholders in the development and delivery of this Action Plan. We also value other diverse perspectives on our work from groups, such as the media and other CCTs, who can highlight new opportunities or areas needing attention.

Engaging effectively with these groups is central to achieving our vision and ambition. We will instigate a process in which we will listen to their expectations and views on how well we're meeting them, as well as collaborating with them for deeper insight and mutual benefit. This will entail regular and ad hoc dialogue, news releases, responding to consultations and contribute to thought leadership opportunities.

27. Communication with community

Gosport CCT will develop a media strategy to inform and take consultation involving the community and stakeholders at six monthly stages with an update on progress and outcomes. In addition, we will organise monthly meeting with the press and adopt an appropriate use of social media, for which we have recently developed a social media strategy.

CCT Logistics

28. Management of Team

Gosport CCT is lead and facilitated by Gosport Borough Council and considered representative of the varied interest parties that have had an input into the Economic Action Plan (see Section 3). As the Plan moves into delivery phase, the composition and size of the CCT may flex to suit particular needs and opportunities. It is likely that a number of working parties or groups of partners will form to focus on specific actions in order to spread resources and maximise capacity and use of individual expertise. The full CCT group will meet bimonthly to review progress and ensure the team remains representative of the community.

29. Support Structure

Gosport Borough Council will offer its network of support from within the Economic Prosperity and Planning teams to enable the CCT to deliver the economic plan, in particular on the larger capital projects. A key part of the GBC role is to garner support from the local business and resident community by facilitating local groups of individuals to lead on and deliver some projects.

30. Costs

The leadership and facilitation costs for administering the CCT itself will be met by GBC. All CCT projects will include a project management and administration element which will provide remuneration for GBC and partner resources.

31. Sustainability

The formal structure of the CCT will exist for as long as it is felt the group is adding value to the delivery of the projects within this Action Plan. This will be reviewed at six monthly periods commencing beginning of Year 3. CCT partners will in any event continue to work together in a less formal capacity after this time and will still have an ongoing commitment to realising the medium and longer term actions of this Plan.

32. Areas of Specific Interest

We would be interested in joining working groups on the following - heritage, tourism, marketing.