



**COASTAL COMMUNITY TEAMS
ECONOMIC PLAN**

No.	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	Whitstable Maritime Coastal Community Team Whitstable Maritime Ltd is a 'not- for-profit' company Limited by Guarantee (Co. No. 9017635) formed in 2014.
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Gordon Vincent 6 The Vines Island Wall Whitstable Kent CT5 1BA 07852266006 gordonjohnvincent@gmail.com

<p>3 (a)</p>	<p>CCT Membership</p>	<p>Names and position, e.g. resident, Local Councillor</p>	<ul style="list-style-type: none"> • Roger Blake-Jelley. European Sales Executive • Zoe Cloke. Resident. Chair of Arts & Community Centre • Mark Dance. County Councillor (Economic Development). Chair of national marine network. • Jeremy Fry. Resident. Retailer marine equipment. • Barrie Green. Resident. Chairman, Oyster Company. • Peter Steen. Resident. Director, Port of London Authority. • Andrew Thurley. Resident. International economic development executive. • Gordon Vincent. Resident. Retired County Council Strategy Manager for Children's Services / former Registered Inspector of schools for OFSTED
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<p>3 (b)</p>	<p>CCT Membership</p>	<p>Other partners and/or stakeholders to be involved.</p>	<ul style="list-style-type: none"> • Abingdon & Skabardis Marine Carpentry Ltd, Dergate. • Age Concern (UK), Whitstable • Alan S. R. Staley Boatbuilders, Faversham. • Barton Marine Equipment Ltd., Whitstable. • CCCU: Centre for Research in Kent, & School of Human and Life Sciences. • CCC: Harbour Board. • Faversham Creek Trust. • Horsebridge Arts & Community Centre, Whitstable. • KCC: Economic Development & Tourism. • Kentish Sail Association. • National Historic Ships (UK). • National Maritime Blue Council. • National Maritime Museum • Natural England (SE). • Oyster Coast Watersports. Whitstable • Purcell. Architects • Red Zebra Community Solutions • RNLI Station. Whitstable. • Swale Marina Services Ltd. Conyer • Whitstable Marine.
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4	Accountable Body	Local Authority Contact name & details	<p>Canterbury City Council Harbour Board. Larissa Reed, Assistant Director, Direct Services.</p> <p>Does the Accountable Body have a representative on the CCT membership? Y/N Yes. Brian Baker, Councillor, and Peter Steen, Independent Member of Harbour Board</p>
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	<p>Whitstable is a seaside town located on the north-east coast of Kent. It is connected to London by a hi-speed railway and motorways. Eurostar and ferry companies provide easy and frequent access to northern Europe. Sea defences protect the town from coastal erosion.</p> <p>Historically, the town was famous for the Native Oysters dredged in the Swale estuary. Boatbuilding, timber and coal imports, fishing and diving, were other significant economic activities. Although these traditional industries have declined there is still a working harbour, which, along with independent retailers and fine dining outlets, attracts increasing number of visitors throughout the year.</p>

6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	<p>The 2011 Census identified a population of 35,248 and a more recent study by Pitney Bowes shows a regional catchment exceeding one million residents. Each year over a million tourists visit Canterbury Cathedral, only five miles away.</p> <p>Whitstable has a vibrant and diverse community with active voluntary, community and faith organisations, and successful independent retailers. However, the foreshore is relatively undeveloped and there is a lack of strategic direction which means Whitstable is vulnerable to economic competition from neighbouring towns and not maximising its economic, social and environmental development opportunities. Whitstable Maritime has succeeded in bringing together different organisations concerned with the town’s connections with the sea. In particular it enables an active partnership between the public, private and voluntary sectors around clear strategic outcomes that contribute to an economically vibrant, resilient and sustainable community.</p> <p>The town is defined by the sea and this is recognised by families that have been resident for generations as well as recent arrivals, those with second homes, and visitors. The past, present and future connections with the sea provide a focus around which all can unite.</p>
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7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, 'Starting point'	<p>Whitstable has performed well economically in recent times, bouncing back strongly from its considerable socio-economic problems of the 1990s when there were empty shops and high unemployment. However it remains a fragile economy because of the physical constraints on growth, the decline of traditional industries such as shipping and fishing, and its dependence on weekend visitors who could be attracted to other seaside towns. Any future development is constrained by the town's 180 degree hinterland, protected woodland and a major highway.</p> <p>So the future prosperity of the town is dependent on economic growth from activities that add value to the current visitor offer within its boundaries. The harbour is a key asset of any regeneration, as is the foreshore generally.</p>
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	<p>The South Quay of the harbour is being reinforced by CCC.</p> <p>An embarkation pontoon is being constructed in the harbour.</p> <p>Natural England is developing the coastal path from Whitstable to Faversham.</p> <p>CCC is revising the Strategic Plan for Whitstable Harbour.</p> <p>The Harbour Board is seeking to diversify 'harbour related' activities.</p>
CCT Plan			

9	Ambition	<p>A positive statement of the aims and objectives of the plan and a description of what it will achieve.</p> <p>Description of 'what success will look like'.</p>	<p>Whitstable Maritime aims to maintain and strengthen the town's economy by building on its maritime traditions and crafts. Through the restoration of historic vessels, providing active learning opportunities for all, on and off shore, and by the application of new technologies, it will enable residents, visitors, schoolchildren and students to explore the town's connections with the sea, past, present and future.</p> <p>By working in partnership with other organisations in the public, private and voluntary sectors we aim by 2020 to have:</p> <ul style="list-style-type: none"> • created a Maritime Discovery Centre offering learning opportunities and experiences for all ages and abilities. (May 2020). • established an annual barge / smack race and other sailing opportunities in traditional craft. (May 2017). • restored to working order an historic 42-foot Oyster Yawl built at Whitstable. (May 2016) • designed and created an interactive coastal trail from Whitstable to Faversham. (May 2018) • applied new and alternative technologies as appropriate; and • added value to the local economy, including new employment opportunities in tourism, education, training and boatbuilding / maintenance.
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<p>10</p>	<p>Needs of the community and intentions of the team to meet them.</p>	<p>Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.</p>	<ol style="list-style-type: none"> 1. Local employment opportunities. 2. Raising of educational standards (Secondary). 3. Increase in mid-week visitors. 4. Protection of fishing industry. 5. Diversification of harbour-related activities. 6. Provision of voluntary occupations that enhance well-being. 7. Entry-to-work schemes. 8. Maintenance of traditional craft skills.
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	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	<p><i>Strengths</i></p> <ol style="list-style-type: none"> 1. Strong partnership now in its second year. 2. Relevant managerial expertise and specialist skills. 3. Communal pride in maritime heritage. 4. Community support for a 'working harbour.' 5. Compatible with locality. <p><i>Weaknesses</i></p> <ol style="list-style-type: none"> 1. Lack of regular income. 2. Shortage of parking spaces. 3. Site location still has to be agreed. <p><i>Opportunities</i></p> <ol style="list-style-type: none"> 1. Creation of a visitor zone in the harbour. 2. Attractive learning opportunities for different age and ability groups. 3. Generate new employment opportunities. <p><i>Threats</i></p> <ol style="list-style-type: none"> 1. Loss of maritime crafts. 2. High rentals. 3. Competitive commercial interests. 4. Poor staff appointments. 5. Competition from nearby towns that have successfully attracted new investment.
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<p>12</p>	<p>Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i></p>	<p>Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.</p>	<p><u>Potential annual visitor numbers (excluding special events, e.g. Oyster Festival, Barge/Smack race, etc. and any retailing or catering customers).</u></p> <p>Casual visitors to Centre. March - December. 6 days per week (inc. weekends) / average 20 per day = 4,800 visits.</p> <p>School parties. 30 weeks / 2 per day / 4 days per week / class of 30 = 7,200 visits.</p> <p>Higher Education. 20 weeks / 2 days per week / 10 per group = 400 visits.</p> <p>Evening Class (eg. marine photography) 30 weeks / 2 per week / 15 per class = 900 visits.</p> <p>Summer coastal camps. 6 days per week / 10 weeks / 20 each = 1,200 visits.</p> <p>Coastal Trail walkers. April - November / 10 per week = 320 visits.</p> <p>Smack crews. June - October / 3 boats per week / 4 crew per boat = 120 half-day placements.</p>
<p>Delivering the Plan</p>			

13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	<p><i>Current key projects are:</i></p> <ol style="list-style-type: none"> 1. Restoration and maintenance of the Oyster Yawl built in 1907. 2. Preparation of 2016 sailing programme. 3. An assessment of three potential sites for a Maritime Centre. 4. Feasibility study and business plan for the Centre. 5. Public awareness-raising of initiative. 6. Engagement with local Councillors and statutory bodies. 7. Establishment of a website. 8. Development of Friends scheme. 9. Recruitment of Members with relevant expertise / experience. 10. Research for coastal trail. 11. Maintenance of organisation and network.
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<p>Design brief for a Maritime Centre</p> <p>Outline business plan for the Centre</p> <p>Maritime Centre part of CCC strategic plan for the harbour.</p> <p>Sea trials for historic vessel (registered with National Historic Ships).</p> <p>Friends scheme established.</p> <p>Annual barge / smack race (20 August)</p>
	Performance measures	For first 6 months – to be SMART	All of the above.

16	Medium term goals/actions	For 6mths to 5 years	<p>Centre commissioned.</p> <p>Centre programme team established.</p> <p>Volunteers and tutors recruited.</p> <p>Multi-media, multi-activity, interactive programme for all ages and abilities.</p> <p>Workshops for teachers.</p> <p>Community engaged.</p> <p>200 + Friends subscribing / Friends 'benefits' package.</p> <p>Oyster Yawl refurbished and seaworthy.</p> <p>Joint sailing programme with Kentish Sail Association.</p> <p>Boat-building and maintenance programme.</p> <p>Interactive, multi-disciplinary, coastal trail open.</p> <p>Alternative and new technologies applied in the Centre and in the programmes.</p>
17	Performance measures	For 6mths to 5 years – to be SMART	Approximately 15,000 visits (not visitors) per year by 2020.

18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate.	<p>Regional centre of excellence for maritime experiences in a Centre, along the coast, and afloat.</p> <p><i>Impact to include:</i></p> <p>Improved local employment opportunities, full and part-time.</p> <p>Enriched school curriculum and learning opportunities.</p> <p>Effective applications of new and alternative technologies.</p> <p>Higher footfall mid-week reported by independent traders.</p> <p>Fishing industry retained.</p> <p>Harbour becomes an award-winning tourist attraction.</p> <p>Improved well-being for volunteers.</p> <p>Successful entry-to-work schemes</p> <p>Traditional maritime craft skills retained.</p> <p>Regional centre for sailing traditional craft.</p>
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	<ol style="list-style-type: none"> 1. Failure to secure harbour site for Maritime Discovery Centre - ensure model is transferable to alternative sites. 2. Schools fail to engage - run workshops for teachers to build on best practice. 3. Commercial interests exploit market opportunities to the extent that they distort outcomes - retain Social Enterprise model.

20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilise and/or grown.	<p>The historic vessel requires winter and summer moorings, along with access to a boat yard for repairs and maintenance. Whitstable Maritime has secured a good working relationship with appropriate facilities. One of the Task and Finish Groups is responsible for maintaining the boat in a sea-worthy condition.</p> <p>It is difficult to model a meaningful response regarding the Centre until the nature of the site and the building is resolved. It is intended to employ a Centre Leader, Assistant Centre Leader, and part-time Tutors and Caretaker. Trained volunteers will assist as Activity Supervisors, Trail guides, School Liaison Staff, and Administrators. People who are disadvantaged will be encouraged to apply for these roles.</p>
21	Costs	Detail of costs of each element of plan.	To be determined by the Board in agreement with relevant partners.
22	Value	What is the value of the plan to the local economy?	Please see 18.

23	Funding	Identification of funding streams and how costs of project(s) will or could be met.	<p><i>Core income by 2020</i></p> <table border="0"> <tr> <td>Casual Centre visitors (£8)</td> <td>38,400</td> </tr> <tr> <td>School visits (£5 per half-day)</td> <td>36,000</td> </tr> <tr> <td>Higher Education visits (£8)</td> <td>3,200</td> </tr> <tr> <td>Evening Class (£20)</td> <td>18,000</td> </tr> <tr> <td>Summer Coastal Camps (£20)</td> <td>24,000</td> </tr> <tr> <td>Coastal Trail Walkers (£8)</td> <td>2,560</td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td>Smack crews (£35 per person)</td> <td>4,200</td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td>Members fees (£25 x 25)</td> <td>625</td> </tr> <tr> <td>Friends' fees (£10 x 200)</td> <td>2,000</td> </tr> </table> <p><i>Additional income will be dependent on a number of variables, eg. location of Centre.</i></p> <p>Funding streams will include:</p> <ul style="list-style-type: none"> • rent for boatbuilding • retailing • grants • donations / legacies • commercial sponsorship • promotions • conferences • festivals 	Casual Centre visitors (£8)	38,400	School visits (£5 per half-day)	36,000	Higher Education visits (£8)	3,200	Evening Class (£20)	18,000	Summer Coastal Camps (£20)	24,000	Coastal Trail Walkers (£8)	2,560	 		Smack crews (£35 per person)	4,200	 		Members fees (£25 x 25)	625	Friends' fees (£10 x 200)	2,000
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24	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	To be developed with partners in the statutory, public and private sectors.																						
Communications																									
25	Consultation	Describe existing results of consultations and planned consultation exercises.	Currently consultation is predominantly through e-mail and face-to-face meetings. The latter may be as a Board, an Extended Management Team, a Task-and-Finish Team, or one-to-one. Meetings are also held with other bodies as need arises.																						

26		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	<p>As a local voluntary organisation, securing agreement through consultation is critical. The Network is effective because the organisation is transparent about its intentions and decisions.</p> <p>The Company recognises that it is accountable to all stakeholders and where possible, communications are supported by personal contact.</p>
27	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>To-date, awareness-raising in the local community has been through presentations at meetings of other organisations or through the local Press.</p> <p>The Board has recently decided to invest in a web-site, social media, and a public relations event.</p>
CCT Logistics			

28	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.	<p>The CCT is a partnership of statutory, private and voluntary bodies led by a 'not-for-profit' Company which is itself run by volunteers.</p> <p>Whitstable Maritime Ltd has a Board (see 3a) and an Extended Management Team of up to 25 Members. Members have voting rights and have been invited to join because they offer relevant expertise and experience.</p> <p>The Board has been recently strengthened at the Company's first AGM. Increasingly Members are working in Task and Finish Teams which have substantial responsibilities. Each Team is led by a member of the Board so as to retain cohesion and accountability.</p> <p>This model of 'collaborative leadership' extends across the CCT where the Company will recognise and value the expertise of others who might not choose to become Members but still wish to contribute to the initiative.</p> <p>Currently there is a Network of approximately 60 people in the local community who are actively engaged.</p>
29	Support structure	Network of support built to enable CCT to deliver the economic plan	<p>Please see 3a and 3b.</p> <p>The Network continues to grow. However, the Network is only effective if it is managed so there is a balance to be maintained between growth and engagement.</p> <p>A 'Friend of Whitstable Maritime' benefits from membership and supports the initiative but has no voting rights. There is no artificial limit on the possible number of Friends.</p>

30	Costs	Running costs of CCT itself	Current annual running cost is £2,500. Overheads will increase with the acquisition of a Centre and the employment of staff.
31	Sustainability	Long term plan for team and how this will be managed.	There are at present too many variables to give a meaningful response to this question. Our intention is to remain a 'not-for-profit' Company with charity status.
32	Areas of Specific Interest	Provide areas of specific interest on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	We are an outward-facing organisation and recognise that we can learn from the experience of others, particularly regarding generic skills such as marketing and fund-raising. However, at present we have limited capacity to respond and our Unique Selling Point is that which is peculiar to the Swale and our foreshore.

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