A Coastal Community Team Economic Plan
For Shoeburyness

Shoeburyness
Coastal Community Team
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Executive Summary

‘The Vision for Shoeburyness is that the area is promoted and recognised as a Coastal Park with a range of quality natural, cultural and heritage assets, with thriving local businesses and resilient local economy, excellent transport links and community facilities.

The Vision for Shoeburyness will ensure that the area contributes to the overall offer that the whole of the Borough of Southend has for visitors and residents.’

The Shoeburyness CCT was established in October 2015 under the Government’s national Coastal Community Teams initiative, and has identified a number of important projects, issues and initiatives that it will tackle as a team with a range of partners and stakeholders, over the next few months and years.

The Vision for Shoeburyness Coastal Park is supported by Seven Key Themes which are:

- Key Theme 1: Develop the Coastal Park Brand and Destination Management Plan
- Key Theme 2: Develop the heritage, cultural and environmental offer of Shoeburyness
- Key Theme 3: Enhancements to Green and Open Spaces
- Key Theme 4: Support local businesses initiatives
- Key Theme 5: Develop a strategic approach to Transport
- Key Theme 6: Engage in major infrastructure and planning challenges
- Key Theme 7: Shoeburyness CCT Governance, Strategy Management and Partnerships

The Shoeburyness CCT is represented by a number of local groups, strategic partners and businesses including Southend-on-Sea Borough Council, The Shoebury Society, Garrison Residents Association, Shoeburyness Residents Association, Shoeburyness Archives, Friends of Shoebury Common, MoD, QinetiQ, Uncle Tom’s Cabin Café, Hinguar Primary School, Hinguar Old school Group and the Shoeburyness and South Essex Royal Artillery Association.

A number of projects are set out in the Action Plan, each under one of seven Key Themes. This Action Plan will be updated on a regular basis by the CCT as projects develop and new opportunities arise. The initial priority is to take forward the proposed Shoeburyness Heritage Centre project following the successful Coastal Revival Fund bid overseen by the CCT.
1. What is the Shoeburyness Coastal Community Team?

The Team and its Purpose
The Coastal Community Team for Shoeburyness was established in September 2015 and all partners have collaborated to produce this initial draft economic plan. As is explored in more detail below, the CCT has been set up in response to the Government’s interest in coastal regeneration and the broader localism agenda. The CCT is not in place to challenge or replace other local groups, and it will collaborate closely as a partnership of representatives from across the economic, social and cultural spectrum with other partners locally – most importantly Southend-on-Sea Borough Council.

The purpose of the CCT is to identify opportunities and challenges that relate to Shoeburyness as a ‘Coastal Community’. As a collaborative body the CCT will not be able to directly deliver all of the projects identified in this document. It can act as an effective local partnership and an advocate for important projects however, and it will continue to develop its role locally working with all partners. The Shoeburyness CCT is well placed to promote the area’s assets and play a role in identifying initiatives and projects which celebrate cultural heritage, local distinctiveness and support the development of local business and economic resilience.

The Government Strategy for Coastal Regeneration
In 2015 the Government announced the ambition to help Coastal Community Teams get established across England. The purpose of these teams was to:

- Encourage greater local partnership working in coastal areas
- Support the development of local solutions to economic issues facing coastal communities
- Establish a network of teams across England who can work together and with Government to tackle issues facing coastal communities
- Encourage the sustainable use of heritage/cultural assets to provide both a focus for community activities and enhanced economic opportunities

It was anticipated that the priorities for Coastal Community Teams could include enhancing the accessibility of public areas, providing more community facilities, promoting the visitor economy, and creating links to support the growth and performance of the retail sector. However, the Coastal Teams are free to develop their own priorities based on an assessment and understanding of local need.

The Coastal Community Teams initiative builds on previous interest from Government in coastal regeneration, recognising the particular challenges that many coastal areas can face in terms of high unemployment, low skills levels and a need for investment in heritage and cultural assets. In 2013 Southend Borough Council secured £1.3m for a number of coastal regeneration schemes including the proposal for a new lagoon at Three Shells Beach in Southend. In 2010 the area
benefitted from around £7m Thames Gateway funding for the regeneration of the City Beach area of Southend. Southend Borough Council has therefore demonstrated, along with its partners, a clear commitment to supporting coastal regeneration in the Borough, and to securing funding for projects. The Shoeburyness CCT will play a key role in continuing this drive for regeneration along the Borough’s excellent coastline, with a clear intention to identify and secure sources of funding from a range of funders. The first Shoeburyness CCT success, in December 2015, was securing £39,000 for the Shoeburyness Heritage Centre project, a coastal heritage priority for all partners.

‘By bringing together local businesses, local leaders and volunteers, Coastal Community Teams can help tap into their local heritage and make the most of our stunning seaside assets to make a success of the tourist trade. The teams can also help ensure local people have the skills and opportunities so that they benefit from the new jobs and investment too.’ (Mark Francois MP – Minister for Coastal Communities, July 2015).

What is the Purpose of the Economic Plan?
The Economic Plan is intended to be a simple summary of the priorities for the area of Shoeburyness, focusing on the coastal area. What is contained in this Economic Plan has been informed entirely through the team meetings, focused project sessions and discussions and project meetings with partners (those involved with the CCT and others). This document will be constantly reviewed and updated.

Why Shoeburyness?
Shoeburyness is an important coastal area with a wealth of heritage relating to its past as a military ranges and garrison. The military build-up was because of its coastal location and relative remoteness (although still clearly accessible from London). Shoeburyness has beaches, wonderful coastal views, interesting built heritage at the Garrison and Gunners Park as well as other important buildings. The area is still home to the MoD and their contractor QinetiQ at the New Ranges. The relationship between the local community and the MoD/QinetiQ is an issue that the Government has expressed an interest in (when inviting Shoeburyness to bid for Coastal Community Team status).

What is the Coastal Community Team Area?
The area covered by the Shoeburyness Coastal Community Team include both Shoeburyness Ward and West Shoebury Ward (Southend Borough Council Wards). These are two most easterly Wards within the Borough and together have a population of 21,439 (2011 Census). This population figure is likely to have increased over the last few years due to development and the Garrison for example.

The Coastal Community Team for Shoeburyness has been established to identify and develop projects and to tackle key issues relating to the area as a coastal location. This means therefore that the majority of the focus will be on the areas to the south of both Wards (the coastal area). This includes areas such as Gunners Park and the Garrison, Shoebury Common and Beach, East Beach and the main retail areas of Shoebury High Street, West Road and Ness Road. Issues such as transport and wider connectivity west and north are
important and will impact on the wider area.

The area of Shoeburyness has a number of retail centres and range of distinct urban zones. The most significant feature is the Garrison, the development of which is nearing completion following its sale by the MoD to developers in 2000. There are three local retail centres, Shoebury High Street, West Road and Ness Road all within or close to the area of South Shoebury. Shoebury High Street links the Garrison to areas further north including Shoeburyness Station. West Road provides more local shops and services for the area known as Cambridge Town. Further North the area has a major ASDA supermarket attracting shoppers from across the Borough and the Rochford area. The rest of South Shoebury has a character that is similar to other areas of the borough in terms of form including Thorpe Bay with a simple grid pattern and some attractive residential streets.

The Garrison Development area was once known as the Old Ranges (see Section 4) and was occupied by the MoD until 1998. The last major unit left in 1976 and the Garrison HQ was closed and eventually sold for development in 2000. The area however is still home to the MoD and their contractors QinetiQ who occupy the areas further north including the New Ranges site (which is within the Shoeburyness Ward) and north into Foulness Island (part of Rochford District). These areas are still used as a ranges under a long-term agreement with the MoD, providing Test and Evaluation services for munitions. This activity requires there to be a number of local bye-laws for public protection so access to the New Ranges and further north is largely restricted. The historic use of the Old Ranges as a firing range means that the beach area around the Garrison (Old Ranges) is not open for public access with unexploded ordnance a threat to
public safety (this is explored in more detail later in this document). This stretch of the foreshore is also still retained as part of the active firing Range.

Key areas of Shoeburyness taken from Southend Borough Wide Character Study

Other Coastal Community Team Areas
There are two other Coastal Community Teams in the Southend Borough. One for Leigh-on-Sea and one for the Central Southend Seafront area. There are some shared priorities that will affect all of the teams and it is the intention for all three to collaborate to identify key issues and tackle coastal regeneration and encourage tourism for example.

Timescale for the Economic Plan
This document focuses on a range of projects and issues with varying timescales for action. Some of the projects can be taken forward immediately (from February 2016) while others will be developed over the next year and beyond. The CCT will continually update the economic plan for the area so it will not stand still as a snapshot of the situation in January 2016, rather a working document to guide progress.
2. The Opportunity – What Could Lead from the Economic Plan?

This is the first partnership driven study of Shoeburyness for many years, and as such represents an opportunity for local communities, businesses and public sector partners to collaborate to improve the economic and cultural vibrancy and diversity of the area. This economic plan cannot identify and tackle all of the issues that impact upon Shoeburyness as a wider and largely residential area. What the Coastal Community Team can do however is identify the opportunities that it can have a direct impact or influence on – those issues that impact on the culture and character of the place, the local offer for residents and visitors and indeed wider transport and infrastructure challenges. These issues are presented in more detail in Section 5 and further explored through individual projects.

Ultimately the Shoeburyness CCT is determined to make the most of funding opportunities and new partnerships to achieve regeneration in the area. Regeneration does not necessarily mean large scale development however. Opportunities for new development will be identified through statutory processes such as the proposed Area Action Plan for Shoeburyness to begin in the spring 2016 (this may be incorporated into the new Southend Local Plan and may not be called an Action Plan). The regeneration opportunities that the CCT are interested in pursuing at this stage relate to improving interpretation of the area’s many heritage assets, particularly those at Gunners Park, and working with transport partners to identify opportunities for improved promotion and signage. With investment in recent years in major developments such as the Garrison, there are opportunities to improve the local retail and hospitality sectors, encouraging more local spend along with increased visitor spend.

Increased Levels of Partnership Working
Partnership working at the local level is central to the concept of Coastal Community Teams. The Shoeburyness CCT is now well established and will continue to develop its identity as a group, and to engage proactively on the issues that are identified as being most important to the areas as a Coastal Community. Many of the key local organisations are part of the CCT such as well-established resident associations, as are the Local Authority and business representatives. Clarity on purpose and vision will be important if Government or public sector funding is to be secured in the future for priority projects.

The CCT also provides an excellent forum for stakeholders who have an interest and influence on the area to engage with a representative group. For example the CCT is engaging with the Train Operating Company C2C, and the proposed Destination Management Plan will identify further partnerships.

Future Funding Opportunities
Establishing the Coastal Community Team for Shoeburyness will support local partners to identify clear priorities and secure funding for projects. There is no guarantee of funding for any project, but the CCT will build on the initial Costal Revival Funding success for the Heritage

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Centre, initially focusing attention on securing funding to complete this important project (Southend Council is the accountable body for this). This economic plan, with the Vision and Key Themes will assist in presenting a clear and coherent case to major funders including Government, Coastal Communities Fund, Heritage Lottery Fund, Arts Council, Visit England and many other major funders (as well as smaller trusts and foundations who may be interested in specific projects and outcomes). Coordinating funding opportunities and priorities across Southend Borough with the Local Authority, other CCTs and community groups will also be important.

Often the purpose of public sector funding is to unlock economic potential locally and encourage private sector funding into the area. All of the projects identified through the Shoeburyness CCT are intended to improve the area for visitors and residents, and encourage a greater level of spend locally. The CCT will be an advocate for the local economy and will work to identify where public sector funding can contribute to securing private investment.
3. The Team

The Coastal Community Team for Shoeburyness is well established and has been meeting on a regular basis since October 2015. It has made significant progress in this time, identifying priorities and projects, and articulating a clear Vision and Themes. All of this has been built upon the excellent local knowledge and experience of the CCT partners.

The CCT will continue to develop over the next few months and beyond, and this may result in new partners joining the team. Currently the CCT is formed by representatives from the organisations set out below.

**Shoeburyness Residents Association**
Established in 1949, the SRA was set up to preserve and improve the quality of life for the people of Shoeburyness. The SRA is non-political and has been involved over the years with important local issues, campaigning for and against many projects and developments. A magazine is issued twice a year – the ‘Shoebury Resident’ and the SRA holds very well attended public meetings to hear talks and host discussions on a range of issues relevant to the area.

**Garrison Residents Association**
The GRA represents every resident of the Garrison Estate. The GRA is a proactive organisation set up to promote and protect the common rights and interests of its residents within the greater Shoeburyness area.

**Southend-on-Sea Borough Council**
Southend Council are the accountable body for Shoeburyness CCT with the area of Shoeburyness being within the Southend Borough Boundary. The Council is represented on the CCT both through Elected Members as well as executive officers.

**Shoeburyness Society**
The Shoebury Society holds information about the history of the wider Shoebury area and has been intimately involved with the Garrison and the preservation of its archives and artefacts since 1986. The Shoebury Society hosts events, publishes information and booklets on the history of Shoeburyness and comments on planning applications.

**Shoeburyness Archives**
The Archives are currently in the keepership of Major Tony Hill and are hosted on the New Ranges site. The collections were started in 1979 after the MoD left the Old Ranges site. The collections hold important information on both the Old and New Ranges including photographs, Drawings and Maps, Documents, Books and Records of military activity, as well as a wide range of artefacts.

**Friends of Shoebury Common**
Friends of Shoebury Common (FoSC) are committed to protecting the beauty, character, and uniqueness of Shoebury Common and the immediate catchment area. FoSB have been heavily involved with campaigns relating to proposed sea wall changes at Shoebury Common South, as well as strongly opposing proposed development of land adjacent to Gunners Park. The group is also campaigning to see more investment at Shoebury Common to improve the area as a facility for residents and visitors, this follows a recent application led by the group for Village Green status at Shoebury Common North.
Hinguar Primary School
Hinguar Primary School in Shoeburyness dates back to 1862 when a school room was set up on the site of the current Church Hall of St. Peter’s Church Hall on Hinguar Street. In 1866 it moved to a purpose built school building again on Hinguar Street. In 2012 a new school was built as part of a development agreement on the Garrison (Church Street) and the old building was sold for development. The primary school now serves the growing population at the Garrison and Headteacher and staff play an active role in the local community. The new building is also well used for local meetings and events.

Essex Wildlife Trust
EWT is Essex’s leading conservation charity with more than 34,000 members across the county, managing and protecting over 8,200 acres of land on 87 nature reserves, 2 nature parks. EWT also manages 10 visitor centres. The aim of the Trust is to protect wildlife for future and for the people of Essex. The Trust have a contract with Southend Council to manage key areas of Gunners Park and have a full-time Warden who oversees a large group of volunteers.

Shoeburyness and South Essex Royal Artillery Association
The Association was established in 1929 with many members having served at both the New and Old Ranges when the Regiment was based in the area. The Association hold regular meetings locally and host regular events.

Uncle Tom’s Cabin (Café)
Located at Shoebury Common South and close to the beach huts and Shoebury Common Beach, Uncle Tom’s cabin is a popular local café which has been key feature of the offer locally for many years.

Hinguar Old School Group
Currently an informal group with a growing membership of ex-Hinguar pupils all of whom attended the primary school before its move to the new site on the Garrison. The Group have over 350 members, have an active social media presence and will host events locally.

QinetiQ
QinetiQ operates the Ranges site at Shoeburyness on behalf of the Ministry of Defence (MoD) under a long term partnering agreement. QinetiQ provide defence test and evaluation and training support services from New Ranges and Foulness Island.

Ministry of Defence (MoD)
The MoD are a major landowner in the area including the New Ranges and Foulness Island. Although the MoD do not directly operate the ranges (this is done through QinetiQ), they retain a small staff presence on the site and are responsible for overseeing local byelaws.
4. A Brief History of Shoeburyness

This section is not intended to provide a comprehensive history or story of Shoeburyness as a place. Rather this section will highlight some interesting facts about the area which is useful when understanding the Vision that is presented in the next section, as well as setting context for projects, many of which directly stem from, or are inspired by the past.

Ancient History
Shoeburyness has had strategic importance since prehistoric times being located on raised land at the mouth of the Thames Estuary. There is clear evidence of Iron Age settlement still clearly visible in the landscape at the Garrison with ramparts that may have formed a semi-circle, open to the sea, which offered protection to the settlers. There is clear evidence of human activity within them, including traces of houses, post holes and ditches.

The Romans were also present in Shoeburyess with a fortified settlement which was attacked by the British in AD50, but which is thought to have survived into the 4th century. Its exact position is unknown but a Roman building may have existed in close proximity to the former Officer’s Mess building on the Garrison.

In the 6th century Saxon invaders re-established a settlement at Shoeburyness which later became a base for Danes who were seeking to challenge the Saxon Kingdom. It is likely that the Danes used the Iron Age ramparts as a fortification.

Throughout the medieval and post-medieval periods Shoeburyness was an isolated rural area with very few inhabitants.

Shoeburyness’ Military Past
During the 1840s Royal Artillery ranges near Woolwich became increasingly difficult to use owing to their proximity to the heavily used shipping route along the Thames. Shoeburyness was chosen for a new testing and practice Station. It offered an isolated site, extensive land and foreshore for firing, easy access by river from Woolwich and a coastal location for the transport of heavy artillery. Following five years of temporary summer use, development as a permanent Station started in 1854 in response to the Crimean War. The War led to a rapid expansion in testing and practice firing for the army and navy. With the adoption of rifled guns and the commissioning of armoured ships, the race was on to develop more powerful guns as well as more effective coastal defences and armour.

The Crimean War also highlighted the need for a dedicated School of Gunnery for the Royal Artillery to standardise training with the new weaponry. The new School was established at Shoebury in 1859, in a greatly enlarged area of 200 acres, extending to Ness Road.

Taken in 1883 at the Old Ranges, 1700pr 80 ton Rifled Muzzle Loading gun made in 1876.
The inherent danger of the Station’s work was shown when an accidental explosion in 1885 killed seven personnel. Public subscription in memory of those killed paid for a new Married Soldier’s Hospital, Campfield Road (now a public house). A memorial is also on the site of the explosion. Improvement of weaponry led once more to the need for longer and more isolated firing ranges. From 1889 experimentation and testing began to be transferred to the New Ranges, north of East Beach, and the Garrison increasingly specialised in training. The Garrison’s development had a profound impact on Shoebury, transforming it from a scattered rural community into a Garrison town. Development around the East Gate in the High Street was small scale until the arrival of the railway in 1884.

Visible from the Garrison are other military features of this period: the Cold War Defence Boom at East Beach, which replaced the 1939-40 timber boom; the wreck of a section of Mulberry Harbour off Thorpe Bay, built for the D-Day landings in France; World War II Forts in the mouth of the Estuary to the east. Post-war, the Garrison continued to house residential artillery units until 1976 when the Garrison HQ was disbanded.

‘Cambridge Town’ around the West Gate created slum conditions with unmade roads, no sewers and no piped water. Shoebury Urban District Council was set up in 1895, in part to improve conditions. Intensive activity during the World Wars was separated by inter-war decline and the final separation of experimentation and testing from the Garrison. It also saw a reduction in the Garrison’s size with Campfield Road and part of Chapel Road becoming public roads.

Development of the Garrison
The Garrison Development has been the major change in the area over the last 20 years, bringing back to life the previously neglected area of the Old Ranges which includes most of the important listed buildings in Shoeburyness (and indeed in Southend Borough). The Garrison is now a residential area combining the historic buildings with new housing developments creating a whole new community.

Winston Churchill visiting the New Ranges on the 13th June 1941
5. The Vision for Shoeburyness Coastal Community Team

The following section sets out the context behind the CCT’s Vision for Shoeburyness and demonstrates that the concept of the Coastal Park is building upon strong foundations in terms of relevant strategies over the last few years.

The Vision

The Vision for Shoeburyness is that the area is promoted and recognised as a Coastal Park with a range of quality natural, cultural and heritage assets, with thriving local businesses and resilient local economy, excellent transport links and community facilities.

The Vision for Shoeburyness will ensure that the area contributes to the overall offer that the whole of the Borough of Southend has for visitors and residents.

Why Develop a Vision for Shoeburyness?

The Vision will help the CCT focus on its main priorities while also clearly articulating to all stakeholders and partners what the aim of the CCT is short and longer-term. The Vision helps set the scene for all of the projects, ensuring that together they make sense and that they are all contributing to the overall strategy. The Vision can be adapted, changed and updated over time as progress is made and new challenges emerge.

Why a Coastal Park?

There are options that the CCT will consider for the Coastal Park ‘brand’ including ‘Shoeburyness Coastal Park’, ‘Historic Shoeburyness and Coastal Park’, and ‘Shoeburyness Historic Coastal Park’. The most important thing about the current Vision for Shoeburyness from the Coastal Community Team is that it seeks to build on the area’s assets, is responsive to its history and heritage, and reflects the current opportunities for projects.

CCT partners also recognise that the heritage, cultural and environmental quality of Shoeburyness is not well appreciated. The Vision is not too ambitious, and indeed simply seeks to expand on many earlier studies and pieces of work that have identified Shoeburyness as offering a Country Park experience (or recognising that it has the potential to). These include:

- **Southend Regeneration Framework 2007-2021** which referenced a ‘country park’ concept and considered how to support the development of an ‘exemplar village centre’ (see below Section 6 Policy Context)

- **South Essex Greengrid**
  The South Essex Greengrid Strategy was published by Thames Gateway South Essex Partnership in 2006 to inform future green and open space, natural habitat and sustainable links across the Thames Gateway South Essex regeneration area. It was funded by the Government and set the context for significant investment in green infrastructure projects up to 2010. Shoeburyness is clearly recognised as a priority area with Gunners Park highlighted as a ‘strategic destination’ with excellent view across the estuary.
Urban Habitats and Three Rivers Trail
Urban Habitats was an EU Interreg IVA project taken forward in a partnership between Southend Borough Council, RSPB, Flemish Land Agency (VLM in Belgium) and the Water Board for Schieland and Krimpenerwaard (the Netherlands). The project was focused on access to often underutilised green and open spaces on the fringe of large urban areas. For the Borough of Southend this focused on the potential links that could be made to encourage greater north/south walking and cycling, particularly from the east of the Borough and Shoeburyness in particular. The Urban Habitats Strategy was published in December 2011 and clearly recognised Shoeburyness as an important destination with a wealth of green space and a strong coastal identity.
and offer. Part of the strategy looks at how to improve links between Shoeburyness and the villages and open spaces to the north towards the River Roach, Great Wakering and Barling. The image below is an excerpt from the strategy and highlights improvements that could be made to connections, a concept that could be important for promoting Shoeburyness as a destination.

From the Urban Habitats Strategy 2011 showing the potential for improvements to links between Shoeburyness and areas to the north toward the River Roach.

As a clear outcome from the Urban Habitats strategy, Southend Council developed the Three Rivers Trail concept to promote the links for walking and cycling in particular between the Thames (focused on Shoeburyness), the Roach and the Crouch.

**Country Park Assets**
It is also important when developing the brand that Shoeburyness has attractive conservation areas, includes a Site of Special Scientific Interest (SSSI), is close to a RAMSAR site (Foulness) and has scheduled ancient monuments. There is much to explore and discover in the area all of which is relatively unknown even locally.
The Vision and Destination Management

The Vision for Shoeburyness will support a Destination Management Approach that the CCT is keen to develop over the next few months, ensuring that each new project and initiative that is taken forward and delivered contributes fully to the Coastal Park concept.

The Government recently published their Five Point Plan for Tourism in the UK which sets some very useful context for local approaches to destination management, project development and promotion. In the strategy they state that it was estimated in 2013 that ‘that almost 1 in 10 jobs in the UK were in tourism-related industries and jobs in the sector were growing at almost double the rate of other industries’. The Government will continue to fund strategic leads such as Visit England, and it is clear from the guidance on Coastal Community Teams that coastal areas have more to offer to visitors than is currently recognised. Tourism is a growth area and Shoeburyness can benefit from this growth if the offer is developed and promoted. This requires a coherent approach to destination management and of course projects to be funded and delivered.

Southend Borough Council have been very proactive over the last few years in promoting what the Borough has to offer to visitors, with a core aim to not only encourage more visitors but also to encourage a greater spend per visit as well. Areas such as Shoeburyness can contribute to this strategy, not least by making it clear that there are many other parts of Southend Borough to visit other than the Central Southend and Seafront area, and that they are accessible easily by all forms of transport. Local distinctiveness is of course an issue when it comes to generating interest in an area for visits, and Shoeburyness has the opportunity to build on its many assets to achieve this.

Shoeburyness clearly has a unique offer in the context of the Borough of Southend, and developing this will not compete with other areas such as Central Southend and Leigh-on-Sea; rather it will support the diversification of the offer which will in turn generate more visits, and longer-visits
as people recognise the value of staying overnight in the area, taking advantage of the growth of hotels across the Borough over the last few years.

The development of the Coastal Park Vision does not have to be focused totally on an external visitor market however. We know from the resident survey of Shoeburyness that people are keen to find out more about the history and heritage of the area that they live in, and that they have strong views on the future of the Heritage Centre. Improving facilities, interpretation and signage for example should also benefit local residents and of course businesses.

**England Coast Path**

The Government announced in 2015 the intention to fund the completion of the entire England Coast Path Network. Essex has one of other longest coastlines in the UK and is therefore a key area for the lead organisation Natural England.

The England Coast Path (ECP) in Essex (including Southend) will be implemented by Natural England in a staged process with different stretches starting to be implemented in each of the next 3 years.

The coast has been split into ten stretches, with implementation on six of these commencing this year, one in 2016 and the final three in 2017. The final anticipated date for full implementation throughout Essex is 2020. There will be significant liaison with Local Authorities and other stakeholders in the planning and eventual implementation of the path. The stretch of path that affects Shoeburyness and the areas to the north and south will begin in 2017-18. Although this is early days for the project in this area, it is important to recognise that part of the Vision for the Coast Path is to maximise economic benefits to coastal areas, and this is relevant to the Vision for Shoeburyness CCT.

As plans emerge the CCT will seek to engage with Natural England and other partners to ensure that local views are represented. It is also worth noting that a significant element of the path for the Shoeburyness area includes areas owned by the MoD (and operated by QinetiQ). The map below shows the various section in Essex, with the brown areas showing what is to be taken forward in 2017-18.
Key Themes to Support the CCT Vision for Shoeburyness

Through discussion and consultation the CCT has developed a number of Key Themes through which they will identify future actions, projects and issues in order to develop the concept of the Coastal Park over the next few months and years.

The first six are focused on specific areas or issues, with the seventh being focused on how the CCT proceeds in terms of Governance, strategy development and developing important partnerships. The CCT is not a static group and will develop and evolve to make the most of opportunities and to be fully inclusive of representatives of the local community and business sectors.

Key Theme 1: Develop the Coastal Park Brand and Destination Management Plan

This is all about the CCT building on the concept of the Coastal Park, recognising that there is potentially much to be gained from a coordinated approach working through a Destination Management Plan for the area. This is an activity that benefits from management, partnerships and coordination and the CCT has the representatives from the community and partner organisations to make a success of this. Partnership working with Southend Council will be important and the proposed approach ensures that all new projects and concepts can support the overall Vision for the CCT.

Key Theme 2: Develop the heritage and cultural offer and interpretation

Shoeburyness has a unique offer which relates to its past, but there is very little appreciation or interpretation of its history and heritage. Clearly the proposal for a new Heritage Centre will go some way to addressing this, but that project can be seen as something of a catalyst to develop a more coherent approach to promoting the area in support of the overall CCT Vision. There are a number of very important listed buildings at Gunners Park which would benefit from improved interpretation, or potentially alternative uses which help to preserve them for future generations. There is a wealth of military and natural heritage which will attract visitors all year round, and this could benefit local businesses.

Key Theme 3: Enhancements to Green and Open Spaces

Shoeburyness is home to a wide variety of green and open spaces, some coastal, some in more residential areas. Gunners Park is continuing to develop as a destination for residents and visitors as the wider development of the Garrison nears completion, and the proposed Heritage Centre and interpretation of the area will contribute further. Other green spaces, including Shoebury Common North, would benefit from some level of improvement for residents and for visitors, and the CCT can play a key role in identifying challenges and opportunities across all green and open spaces, and working with partners to secure funding where possible.

Key Theme 4: Support local businesses initiatives

The CCT is clear that it wants to support local businesses and that delivery of projects and taking forward the Destination Management Plan are all important to this. The CCT will develop business representation on the team and work initially to develop business groups in the area as there has been limited activity over the last few years. The area has the opportunity to develop a niche retail offer with a number of smaller retailers as well as the improving hospitality sector. More
Key Theme 5: Develop a strategic approach to Transport
Shoeburyness is at the beginning of a number of transport lines – train, car and bicycle. This makes the approach to transport planning and strategy across the Borough very important for the economic success of the area, as well as for residents. Issues such as parking, working collaboratively with the train operating company C2C on issues such as promotion and signage, as well as supporting cycle links to the area are all key issues for the CCT and relate to achieving the Vision.

Key Theme 6: Resolve infrastructure and planning challenges
There are many unresolved large-scale issues that will impact on Shoeburyness now and into the future. These include sea defences, MoD owned foreshore at the Garrison, as well as proposed residential development on land adjacent to Gunners Park which is being opposed by three resident associations locally due to their concerns over flooding and infrastructure. It is clear that the CCT needs to develop a coherent view on all of these and any others of a similar scale that emerge. In terms of future infrastructure issues, the proposed Area Action Plan for Shoeburyness will be an opportunity for all partners to engage through a statutory planning process.

Key Theme 7: Shoeburyness CCT Governance, Strategy Management and Partnerships
This Theme is more about how the CCT develops and manages itself over the next few months and years to ensure that it can continue to develop the economic plan and priorities set out within this document. Currently the CCT is an informal and voluntary group that has worked well to get agreement on a vision, priorities and projects. The next step from February 2016 onwards is to develop a more formal structure, seek further funding for costs associated with running and administering the CCT, and support / develop projects.
6. Policy Context

The Shoeburyness Coastal Community Team Economic Plan sits within a policy context that is relevant to projects and issues identified as important by the CCT. In this section we identify a few of the policies and strategies that relate to the current Vision for the CCT.

The CCT is not a formal or a statutory body. The Government’s Coastal Community Team initiative was intended to support improved partnership working at a local level, and this has been achieved at this early stage in Shoeburyness. This Plan does not replace or override any existing strategy for the area. What it does offer however, is an indication of where the CCT can make a difference and contribute to supporting existing strategies.

Southend Economic Development and Tourism Strategy
This is the core strategy document for Southend Borough Council focusing on priorities for local economic development and supporting the tourism offer and economy. The document does not actually reference Shoeburyness specifically but there is a clear recognition of the need to continue to improve the tourism offer. This is expressed under the ‘enabling objective’ O10:
‘To attract a new and wide range of visitors to Southend marketing and promotions is vital. Ongoing work to improve Southend’s image and attract more overnight visitors and more tourism expenditure is still a high priority.’

The Regeneration Framework 2007-2021
It is worth considering that the previous focus on Shoeburyness from a strategic perspective was with the publication of the Regeneration Framework by the Urban Regeneration Company for Southend – Renaissance Southend, and its subsequent adoption as policy by Southend Borough Council in 2007. The situation has changed considerably since 2010 with the Urban Regeneration Company no longer in existence, and the Masterplan for Shoeburyness has not yet been taken forward. This means that this CCT Economic Plan is the first coordinated strategy for the area for many years. From 2016 there are plans for an Area Action Plan which will inform future growth and regeneration across Shoeburyness, and the Coastal Community Team will be a key partner in this process.

The Regeneration Framework looked at Shoeburyness as one of the main local centres that were important to regenerate if the wider Borough was to become a ‘great place to live, do business and visit!’

‘A Masterplan for Shoeburyness will provide a platform for all partners to fully understand what the possibilities are for the area, particularly as it has become clear that the Ministry of Defence site at New Ranges will no longer be coming forward for employment related development in the foreseeable future. The ambition to create a distinctive, characterful settlement, as appealing in the east of the Borough as Leigh has become in the west, is achievable. Shoeburyness has the seafront, Gunners Park, quality new and established housing, as well as employment space and a train station.’
The Regeneration Framework set out the importance of improving the ‘village centre’ that could be ‘re-established’ along a ‘key north-south link connecting the railway station area to the Garrison and the Coastal Park.’ This of course is very similar to current proposals for the Coastal Park which could play a role in bringing new life to Shoebury High Street in particular, as well as West Road. Other aspirations for Shoeburyness included:

- Establishing the mechanisms through which the village provides over time an adequate spread of quality local shops and cafes to meet local and some visitor needs
- Analysis of further sites with potential for job creation outside of the industrial estates
- The implementation of a public realm scheme to reinforce the principal access corridors, link the principal open spaces and development areas and bind the railway station, village centre and Garrison
- The improvement of recreation facilities at the seaside to form pocket destinations for the key east-west links and to reinforce the open space and recreational role of the coastal park
- Design work for new visitor centre at Gunners Park

Overall the Regeneration Framework, while recognising it is no longer a core strategic strategy document for the Local Authority, does recognise the opportunities for the area which are broadly in line with the CCT today. It is worth noting that the Regeneration Framework was subject to significant public consultation and based on considerable research.

Local Development Scheme – Area Action Plan for Shoeburyness

The Southend Borough Council Local Development Scheme (LDS) sets out the full plans for taking forward each strand of planning policy over the next few years. The Council has an adopted Core Strategy that sets all of the context for other strategy documents, but there are plans for a full Core Strategy Review starting in spring 2016. At the same time the Council is proposing to begin the consultation process on the Shoeburyness Area Action Plan (SAAP) with a target for submission of the document for consultation in late 2016. The SAAP will set the context for development and regeneration in Shoeburyness at least up to 2021. This is clearly an opportunity for the CCT to engage with the Council as a stakeholder group and to ensure that the priorities set out in this CCT plan are presented. This is reflected as an issue in Section 12.

‘This document will contain the policy framework, site allocations and proposals to deliver economic, social and environmental regeneration of Shoeburyness. It will be accompanied by an updated Policies Map.’ From the Local Development Scheme Review 2014 – Southend Borough Council

Southend-on-Sea Infrastructure Delivery Plan 2014

This document sets the context for future investment needs linked to future development in the Borough, this includes issues such as health, education, flooding and transport investment. Within the document a number of priorities are identified for future investment. There are a number of references to Shoeburyness, in particular recognising it is an area of the Borough likely to see development over the next few years (as set out in the current
In relation to the CCT’s transport priority the document states:

Under 6.8 Southend-on-Sea’s Transport Priorities:
‘Ensure provision of sustainable transport services to support the regeneration of Shoeburyness and other new developments in the Borough.’

South Essex Growth Partnership
The Growth Partnership (formerly Thames Gateway South Essex Partnership) is the federated board for South Essex within South East Local Enterprise Partnership (SELEP). Over the last few months it has been updating its strategy and each of the South Essex Local Authorities has input into this and put forward potential project priorities. For Southend this includes a clear reference to Shoeburyness....

15. Shoebury Area Action Plan. A marker to secure support for projects and interventions identified through the action plan

What this means is that the work to be undertaken on the Shoeburyness Area Action Plan (see above) is important not just as a planning strategy but also for identifying investment priorities and projects in the area over the next few years. The South Essex Growth Partnership priorities are constantly being reviewed as opportunities emerge through the Local Enterprise Partnership for example.

South East Local Enterprise Partnership
The South East Local Enterprise Partnership (SELEP) is the largest in England and covers the areas of Essex, Kent and East Sussex (this includes all Unitary Authority areas in this geographical area including Southend-on-Sea). This area includes a considerable coastline and many coastal towns and villages. SELEP has a dedicated Coastal Communities Group that advises on coastal regeneration issues across the area. The SELEP Strategic Economic Plan recognises the importance of support for regeneration in coastal areas, and the importance of the coast for the tourism industry in the South East.

‘The SE LEP recognises that its coastal communities are a defining feature of South East England and require bespoke, co-ordinated programmes of investment to enable them to generate the returns available from the enterprise and employment, culture and heritage that their location provides.’ (2.49 – SELEP Strategic Economic Plan)

‘Many of our coastal towns have benefited in recent years from regeneration and placeshaping programmes that have started a process of restoring coastal towns to provide attractive and vibrant places to live, work and visit. These have included significant investments in the coast’s cultural offer, but further intervention is required if the SE LEP is to unlock key sites for development and to bring empty or under-performing assets back into economic use.’ (2.51 – SELEP Strategic Economic Plan)

‘SE LEP recognises that our coastal communities are a defining feature of the South East LEP, and require bespoke, coordinated programmes of investment to enable them to generate the returns on opportunities for enterprise and employment, culture and visitor enjoyment that their location, environment and heritage provide.’ (2.90 – SELEP Strategic Economic Plan)

The above excerpts from the Strategic Economic Plan make it clear that the Coastal Community Team programme for England fits well with the South East
strategy, and that the priorities emerging from the Shoeburyness CCT are very much in line with SELEP strategy for its coastal area. There are a number of Coastal Community Teams getting established in the SELEP area and this creates opportunity for promoting investment, identifying common priorities and issues, and inputting into future strategy relating to coastal regeneration. The Shoeburyness CCT will seek to play a key role in this process.

RSA Heritage Index
In 2014 the RSA published their Heritage Index which set out to explore, in partnership with the Heritage Lottery Fund, which areas of the UK were well provided for in terms of heritage and, most importantly, which areas were succeeding in terms of resident engagement with that heritage. For Southend they found that although there is a wealth of heritage, including of course significant natural heritage and open space, that the area was performing poorly when it came to the local population accessing and engaging with this wealth.

This is important as the heritage offer for the area clearly includes areas such as Gunners Park and East Beach, and much of the focus for the CCT is to improve the promotion of the area as well as develop projects (such as the Heritage Centre) which will support residents and visitors enjoyment and engagement with the heritage.

‘In Southend, as well as its unique pier the town is part of the story of the Thames ecological renaissance: it has natural assets as important as those present in National Parks yet low levels of participation. It is also part of the Thames Gateway – one of the fastest developing parts of the country with new housing and a growing population. So there is potential for growth.

To capitalise on the opportunity for Southend, councils and communities should work together across district boundaries and promote and support access to heritage – including targeting new residents and visitors arriving through the growing airport at Southend.’
7. Economic Trends and Ward Overview

This section provides a brief overview of the local economy and some information on the Wards that cover the Shoeburyness CCT area – Shoeburyness and West Shoebury.

Ward Profiles

Below is some basic information on the two wards Shoebury West and Shoeburyness.

Shoeburyness Ward
- The population of Shoeburyness Ward in 2011 was 11,159, representing a 11.9% increase from 2001 to 2011.
- The highest growth rate in this time occurred in the 30 to 44 age category, the same as for Southend Borough.
- A slightly lower percentage of residents were recorded as retired (13.9%) compared with 14.1% for Southend as a whole.

West Shoebury Ward
- The population of West Shoebury Ward in 2011 was 10,280 representing a 2.6% increase from 2011.
- The highest growth rate occurred in the 45-59 age category.
- A slightly larger percentage (15.6%) of West Shoebury Ward residents were recorded as retired compared to 14.1% in Southend as a whole.

Business Profile of the CCT area

The main economic impact that the projects and Vision set out by the Shoeburyness CCT are likely to have are on the main retail areas of Shoebury High Street, West Road and potential Ness Road.

West Road and Ness Road Retail Areas

Although close in proximity, West Road and Ness Road are two distinct shopping areas serving the local population of the area. Both areas have a strong independent trader offer, West Road currently has a higher vacancy rate than Ness Road. The two areas offer a mix of retail, cafes, takeaways and pubs as well as a good number of services.

West Road and Ness Road Retail Areas

Although close in proximity, West Road and Ness Road are two distinct shopping areas serving the local population of the area. Both areas have a strong independent trader offer, West Road currently has a higher vacancy rate than Ness Road. The two areas offer a mix of retail, cafes, takeaways and pubs as well as good number of services.

The local shopping area of Ness Road.

Shoeburyness High Street

The High Street is much closer to the Garrison and Shoeburyness Station than West Road and Ness Road, and is also in closer proximity to the popular East Beach. A mix of convenience and comparison retail with a range of other uses including services, a pub and food outlets (café and takeaways).

Brief overview of Industrial Areas

Shoeburyness is home to two industrial estates that occupy a large amount of land to the north and south of the railway line, and provide good employment for the local and wider population. It is unlikely that the CCT will engage significantly with larger businesses and business districts including the industrial estates.
Vanguard Way Industrial Estate
Vanguard Way is a medium sized industrial estate with 79 units of various sizes. Accessibility from the major road network is relatively poor and to reach the estate by road requires travelling through predominantly residential areas. Direct access to the estate can only be gained from one point. The access was improved a few years ago through the installation of a large roundabout. The estate contains a large Gasometer and related land to the west and is bounded on all sides by either residential development or local roads. It is adjacent railway lines and sidings to the south beyond which lies the Towerfield Road Industrial Estate.

Towerfield Industrial Estate
Towerfield Road is a medium sized industrial estate with a total number of 44 units of various sizes. Accessibility from the major road network is relatively poor and requires travelling through predominantly residential areas. Direct access to the estate from both the north and south is acceptable although there are no dedicated traffic lights and no roundabouts. The estate is bounded on all sides by either residential development or local roads and it is adjacent railway lines and sidings to the north. A mixture of post-war and modern units, almost all of the stock on the estate falls within the B1(c) “light industrial” land Use Class (93%). There are also small numbers of B2 “general industry” and Sui Generis units.

QinetiQ in Shoeburyness – Major Employer
QinetiQ are a major employer in the Shoeburyness area with 283 direct employees and a large number of contractors employed temporarily (65 in total) on major contracts including sea wall work and power network upgrades. This figure of 348 in total correct at January 2016, but the employment figure fluctuate regularly.

Evolve in Shoeburyness
Evolve telecom is leading independent provider of managed telecommunications services and has office locations across the UK. The head office is based in Shoeburyness on the Garrison and employs over 100 people including many from the local area. Executive Director
Mark Gordon states that ‘the local area is an ideal location for our business. We have very good connections into London, a beautiful surrounding environment and coast line. We also have convenient amenities such as local shops, restaurants and even an airport. Our employees benefit from a custom designed working environment. Our offices are open plan, benefitting from plenty of natural light and great views of the surrounding area.’
8. Transport and Shoeburyness CCT

Given Shoeburyness’ location at the beginning of a number of lines – rail, road and cycle – the issue of transport to support the Vision and priority projects is important for the CCT. The development of the Coastal Park concept will be further enhanced through the Destination Management Plan. This plan will focus on engaging with transport partners including Southend Council, the train operating company C2C and Sustainable Motion CIC (social enterprise promoting cycling). The offer of Shoeburyness as a coastal destination with a broad offer should appeal as much to residents of Southend (including Shoeburyness) as it does to visitors from London and beyond. Encouraging greater use of the train and cycling in particular which both link up local coastal destinations very well, is a priority, and this is as much about recognising the potential for cross-borough travel and promotion as it is about infrastructure investment.

Annually the Borough of Southend has approximately 6m visitors a year, with many of them heading to central areas, as well as locations such as Old Leigh. Although there has not been a study of visitor numbers to Shoeburyness, there is likely to be significant scope for more visitors to come to the area, and not only during the summer months.

The Transport theme supports the other key areas of work which are focused on securing investment in the existing heritage assets (primarily at Gunners Park) which include a new Heritage and Visitor Centre, improving green spaces and supporting local business. The following sections set out the current issues relating to all forms of transport.

Car Parking Strategy
The CCT recognises that a Shoeburyness has a number of car parks that are intended for use by visitors to the area. The primary car parking areas are:
- Shoeburyness East Beach (Council run pay car park)
- Shoeburyness Station Car park (NCP run with 38 spaces)
- Shoebury Common North and South (Council run pay car park)
- Gunners Park (free to use car park for those visiting the Park)
- Car park at the Heritage Centre (small car park for future visitors to the Heritage Centre accessed via narrow roads within residential area)

The car park offer for Shoeburyness is good and does play a role in supporting the local economy through encouraging visitors to the area. The intention is not to encourage an overall increase in the number of car journeys to the Borough, rather to encourage new visitors to Shoeburyness (i.e. people who are already coming to visit the area but may not have considered Shoeburyness as a destination / part-destination). This is particularly relevant as visitors have increasing options to spend longer in Southend (more overnight stays).

A key issue raised and discussed by the CCT is to ensure that there is a clear strategy for
promoting the car parks in Shoeburyness, particularly during the summer months. Currently there is good promotion online and through signage of Southend Central area car parks (recognising that these are the primary destinations for many visitors from outside the Borough). There may be scope to encourage more parking at Shoeburyness to encourage more visitors to the east of the Borough, particularly if the Southend Central car parks are under pressure at peak times. Whatever the future solution is, the CCT is keen to engage with the Council in particular to see a coherent strategy that recognises the importance of good promotion of the car parking spaces that are available at Shoeburyness to the area’s economy and offer to visitors (particularly as the Destination Management Plan develops).

The recent Village Green application for Shoebury Common (submitted by the Friends of Shoebury Common) makes reference to parking in relation to the north side of the space where there is currently a public car park, and a green separated by a hedge. Friends of Shoebury Common are keen to see improved promotion of this parking facility during the summer months in particular. This is an example of where all partners could potentially make better use of existing facilities.

An important issue when considering a parking strategy for Shoeburyness is that it is important for residents that increased car based visits do not impact negatively on residential areas. For example the Garrison area has un-adopted roads which are (or will be shortly) the responsibility of the Shoebury Garrison Management Company Ltd. It will be important to guide visitors by car away from un-adopted roads and ensure that visitors do not park in these areas. This can be addressed through a coordinated approach to parking in Shoeburyness.

Southend Borough Council is currently seeking a new contractor for parking services. This will provide an opportunity to work with the new provider and develop a coherent approach to parking that includes a clear approach to Shoeburyness. The Council is keen to look at how Shoeburyness is currently signposted as a parking destination and whether the current situation could be improved/ altered (i.e. reflect on promotion, signs etc. that Shoeburyness has viable parking locations for visitors). There are issues relating to how the Shoeburyness car parks are promoted on the Council website (including the links to Parkopedia for example). The CCT recognises that there may be some challenges to updating digital systems for parking in the area as this may require investment in loop vehicle detectors for example which are not currently installed in all Shoeburyness car parks.

**Trains**

Train journeys to Shoeburyness could be a very important part of increasing visitor numbers to the area throughout the year. This is clearly a sustainable option as it does not increase demand for parking, reduces traffic journeys, and would also encourage visitors to walk through local retail areas on their way to East Beach, Gunners Park and other areas thereby potentially benefitting local traders. There is interest from C2C (train operating company) in liaising with the CCT on a range of issues. Shoeburyness Station is the terminus of the mainline C2C link to London Fenchurch Street, connecting
travellers to and from London in around 1 hour.

The issues that could be addressed with C2C, in partnership with Southend Council and the CCT are:

- Developing a strategy to better promote Shoeburyness as a visitor destination by train. Currently C2C is perceived (and managed) very much as a commuter line in to London. Although this is the primary function during the week, in the summer months the line plays a vital role in supporting visits to the Borough. The C2C line could also be promoted as an ‘urban metro’ linking up the Borough’s main visitor destinations by train (Benfleet through to Shoeburyness taking in Leigh and Central Southend for example). This would benefit Shoeburyness through from more local visits by train

- Signage from Shoeburyness station to visitor areas and open spaces. Improved signage, alongside increased promotion and awareness of what Shoeburyness has to offer to visitors, would support increased train visits to the area. This could be supported digitally as well through promoting a ‘heritage trail’ for visitors on foot for example. This could be developed through the Destination Management Plan.

- The CCT will collaborate with C2C to build up a good picture of the current trips on the train to Shoeburyness, and use this as a baseline to map future trends. As the Destination Management Plan develops, looking at visits by train as a key indicator of future success will be important, as well as looking at potential benefits from this for local traders

- The excellent IdeasinMotion (www.ideasinmotionsouthend.co.uk) which promotes sustainable transport journeys into and through Southend could be better utilised to support visitors to Shoeburyness (by train and bicycle in particular)

A Linked Seafront Offer
As well as promoting Shoeburyness as a visitor destination, the area is likely to benefit if a coordinated strategy was developed to support travel connections between the various seafront destinations. The seafront offer in Shoeburyness extends from Shoebury Common through to East Beach (with access currently restricted to the area around Gunners Park). It is clear that it is possible to promote Southend as having a linked seafront offer and that it is possible for visitors to come into Central Southend (by car, train, bike) and visit Shoeburyness as part of their experience without having to drive and find parking. This could include:

- Improved cycle promotion to visitors and the development of cycle hire schemes located at key areas including Leigh, Chalkwell, Central Southend and Shoeburyness.

- Alternative transport options from key visitor destinations including a seafront bus, or potentially land train (this concept has been raised and is being considered by Southend Council)
- Clear promotion of Shoeburyness at key visitor destinations in Central Southend including the Pier (with information about the offer in Shoeburyness)
- Urban Metro – as set out above visitors could use the train to visit more than one seafront destination in a visit (i.e. Bell Wharf Beach and East Beach)

**Cycling Infrastructure and Promotion**
The CCT recognises that improved seafront routes for cycling across the whole Borough could potentially increase visits to Shoeburyness. The cycle connections from Eastern Esplanade (from Central Southend) to Gunners Park are well established and defined, although the section from the Coastguards station into Shoeburyness is narrow and would benefit from widening.

The benefits that could come from being able to promote the entire seafront route (including the Cinder Path from Chalkwell to Leigh and along the seafront through Chalkwell to the Pier) are significant and would could very much put Shoeburyness on the map for this kind of sustainable tourism offer. Cycle connections could also be made to Hadleigh Country Park and the 2012 Legacy site of the Olympic Mountain Bike venue. Key issues for the CCT include:
- Improvements to the Cinder Path project to be supported by the CCT as ultimately benefitting Shoeburyness as a cycle destination
- The proposed new Cycle Hub at Southend Central Station could be an important location for promoting cycling to Shoeburyness and bike hire. The Cycle Hub will be supported by the CCT
- As with visitors by foot from Shoeburyness station, a digital promotional tool that could include a heritage trail with links to the proposed new Heritage Centre, may benefit the area as a visitor destination by bicycle

The current round of Local Sustainable Transport Funding (LSTF) that has funded the work on cycle promotion (including Ideas in Motion), infrastructure and the Comfy Saddle/Recycle Centre is coming to an end. However there is likely to be legacy funding for projects that expand on the good work undertaken in urban areas to date, so it is important that the CCT is clear about how it wants to promote cycling to Shoeburyness to inform a future legacy bid to LSTF.

The Cinder Path project (Chalkwell to Bell Wharf) is currently ongoing with improvements to the route likely to include increasing the width to 4m and resurfacing. This will involve moving the rail fence back along most of the route therefore creating greater width. Although this is potentially only the beginning of a much larger project (dependent upon future coastal defence improvement funding and implementation), this will provide the opportunity for all partners to promote all areas of Southend to visitors on bike, something that is not currently possible. This could benefit Shoeburyness and the emerging Coastal offer that will be developed further by the CCT.
9. Local Assets

The area’s natural assets and the CCT Vision relate to the wealth of green and open space, as well as the coastal and heritage offer of the area for residents and visitors. This section briefly considers the main assets that are relevant to Shoeburyness as a coastal destination.

Open Space
Shoeburyness is home to a number of important open spaces which include some areas of nature reserve and Sites of Special Scientific Interest (SSSI).

Gunners Park
The Gunners Park nature reserve incorporates the Shoebury Old Ranges Site of Special Scientific Interest (SSSI) and the Coastguard Station Grounds which is a local wildlife site. 25 hectares in total the area is popular with residents and visitors, and is home to the proposed new Heritage Centre as well as many other history military structures.

Shoebury Common
Shoebury Common north and south (separated by the main seafront road running east to west) is an important local green space used for informal recreation. Close to residential areas as well as the beach, both the north and south are important spaces for interesting flora and grassland.

Shoebury Park
An important local park for residents and visitors, hosts a range of facilities including sports (tennis, football, bowls), a fishing lake, ornamental gardens and a children’s play area.

Friars Park
The most northerly of the public parks important for residents of Shoeburyness, Friars Park is an attractive location for informal recreation which is also home to two fishing lakes.

Beaches at Shoeburyness
The publicly accessible beaches at Shoeburyness are an important part of the whole Borough’s offer for residents and visitors. They provide a different experience from some of the busier beaches further west.
East Beach
As the name suggests this is the furthest east of all of the Borough’s beaches and is popular with families and for picnics with a large area of green space as well as the foreshore. As with Shoebury Common Beach, East Beach is popular with sport enthusiasts including kite and wind surfers.

East Beach is also home to the boats of the Shoebury Waterman’s Association. The Association have over 100 members with 35 boats located at the eastern end of the Beach, adjacent to the New Ranges site (MoD).

Shoebury Common Beach
Close to Shoebury Common South and the many beach huts in the area, Shoebury Common beach is a popular destination for sports enthusiasts including kite surfers and jet skis. Also popular with families as an alternative to the busier Central Southend seafront offer.

The Garrison Conservation Area
The Conservation Area has two distinct sections. It is centred on the Garrison’s barracks and associated accommodation. It also includes part of the High Street which provides a suitable Victorian setting for the entrance to the Garrison. Its history and archaeology give it national significance. It also has considerable architectural interest including a unique horseshoe barrack design and a range of buildings typical of Victorian military architecture. The Garrison is now private residential with many unadopted private roads.

The Barracks
The character of the Barracks with the Garrison is very special. Its architecture and layout remain largely as originally designed. Well spread out buildings, wide tree lined roads, open spaces and sea views give a feeling of space. Many mature trees within the area enhance the setting of the buildings and positively contribute to the Conservation Area's character. Most of the buildings date from the mid- to late-nineteenth century.
The High Street
The High Street fronting the Garrison entrance was developed during the second half of the nineteenth century in response to the Garrison and the extension of the railway to Shoebury. The broad High Street was developed piecemeal with no overall design control. Originally a mix of houses and shops, it shows a variety of Victorian designs. Despite conversion of some of the shops to housing, buildings retain much of their Victorian character. Features of particular importance are the original timber sliding sash windows, slate roofs, parapet and cornice detailing and original shopfronts.

Major Events at Shoeburyness
Shoeburyness is also home to a number of large events that are important to the area, adding interest and vibrancy locally at different times of the year. These include the annual Firework Display at East Beach (Big Beach Bang) organised by the Southend Roundtable, attracting 1000s to the area.

There is also the annual Ganesh Festival organised by the Jalaram Seva Trust who are based in Hounslow. 1000s of Hindus come to East Beach, from all over the UK, to celebrate to celebrate the birthday of the God Ganesh.

Every Saturday morning the popular Parkrun takes place at Gunners Park with over 200 taking part. The organisers of Parkrun have collaborated with the CCT to undertake a survey relating to Gunners Park and proposed Heritage Centre (see Consultation Section).
10. Broader Infrastructure Issues and Challenges

In order to better understand the challenges and opportunities that the CCT faces as projects and strategy progress, it is important to recognise that Shoeburyness is an area that is home to a number of different uses, and that this can sometimes create challenges for residents and/or businesses.

Shoeburyness is also an area under some pressure from development with associated challenges for local infrastructure including transport, health services and flood defences. Although there is no current Area Action Plan for Shoeburyness (see above Section 6), existing outline permissions relating to a major site adjacent to the Garrison and Gunners Park have naturally caused some concern amongst local populations, not least because the site is currently greenfield and was once part of Gunners Park.

Further to this, plans to improve the sea defences at Shoebury Common have also caused concern with some residents and businesses due to the proposed scale which would potentially change the nature of the area and restrict the view of, and access to, the beach and beach huts.

As with many of these major infrastructure, planning and transport challenges, not everyone has the same view. Not everyone is against the proposed sea defences at Shoebury Common. However the Friends of Shoebury Common group has made some good progress in identifying opportunities that can stem from improved management, maintenance and landscaping of Shoebury Common North, and much of this work has come out through a recent Village Green application and, to an extent, opposition to proposed improvements to the sea wall at Shoebury Common South.

Shoeburyness as an Active and Historic Military Firing Range

A large area of Shoeburyness known as the New Ranges, and the areas to the north including Foulness Island, are still owned by the MoD and operated as a Firing Range by QinetiQ. This is done through a Long Term Partnering Agreement between the MoD and QinetiQ who provide Test and Evaluation, and training support services which help to ensure the safety and effectiveness of munitions required by all of the UK Armed Services.

New Ranges has been operational as a firing range and technology centre for many years (since 1889). For many years before this the site of the current Garrison Development (known as the Old Ranges) was used for munitions testing. The result of this is that the area of the coast around the Garrison development, and particularly the foreshore and further out into the estuary, has many potential hazards associated with this historic use – unexploded ordnance for example. There was extensive clearing of some areas of sands in preparation for the ‘Third London Airport’ in 1972-74, but many areas have not been cleared. The park and the development areas have been cleared of potential hazards of this kind, but no such work has yet taken place on the foreshore which would reduce the apparent risk to the public should the area be open to public access (which it is not currently).

The MoD and QinetiQ are clear in their communications that the restricted area of
coastline and foreshore are the private property of the MoD.

‘Members of the public are not permitted access to these beaches for health and safety reasons. These prohibited areas are signposted to warn of the inherent danger that trespassers are exposed to and the potential hazards associated with the historic use of the area. Members of the public are not permitted access to this stretch of the beach at any time, for any reason or purpose.’ (Quote from QinetiQ website).

Image of the barrier to the restricted coastline referenced above.

The area known as East Beach (to the north/east of the Garrison) is open to public access throughout the year. This is public beach managed by Southend Borough Council under license from the MoD. It is a very popular area for watersports, particularly Kitesurfing. Members of the public are generally permitted to occupy the beach, foreshore and the sea area directly in front of the beach within the licensed area. There are some restrictions for watercraft or persons beyond the Inner Sea Area (demarcated by an orange buoy line). At times QinetiQ will enforce the closure of East Beach for reasons of health and safety associated with live firing activity.

East Beach has a different history in relation to the firing ranges than other areas further south and north. It is believed that East Beach was never used as a location from which to fire munitions, or indeed to load and unload munitions and large guns (deliveries would regularly take place from Woolwich Arsenal in the 19th and early 20th century). Therefore it is considered that East Beach poses far less of a risk for individuals. The likelihood of ordnance being present in the same way at East Beach as it is around the Barge Pier area (for example) is less (although East Beach was requisitioned during WW2 for light weapons firing). The tidal nature of the area, and storms which cause significant disturbance to the mudflats and beaches, can cause ordnance to be washed up on East Beach (as it can be on any beach in the Southend area.) This was indeed the case in the summer of 2014 when East Beach was closed by Southend Borough Council. http://www.bbc.co.uk/news/uk-england-essex-27253960

It is clear, and this has come forward strongly in all of the CCT meetings, that there are groups and individuals who consider the current restrictions to the coastline at the Garrison to be unnecessary given that the restrictions on access are regularly flouted by walkers (including with dogs) and indeed families, particularly during the summer months. When the MoD left the Old Ranges and sold the whole of the site to developers the military police also departed which creates challenges for the MoD and QinetiQ in terms of enforcing the byelaws. To date there have been no accidents or casualties from any illegal access of the foreshore areas, however this cannot be seen to justify any relaxation of the access restrictions.
This is a challenging issue for the CCT and the best current strategy is to maintain a productive relationship with the MoD and QinetiQ at a time when all current byelaws are being considered and potentially revised by the MoD (this is a national strategy not only relevant to Shoeburyness). This review of the byelaws may not be undertaken until 2018 at the earliest. There is currently no agreement on the potential cost of any clean-up of the beaches that are restricted to public access at present, although it is likely to be prohibitive to any action taking place over the next few years. The MoD are clear at present that the clearance of the closed areas is impractical for the foreseeable future. It is possible that this issue may emerge as a priority for all partners over the next few years, and increased pressure to address the issue may emerge with new developments in the area.

**Shoebury Common and Sea Defences**

Southend Council and its partners including the Environment Agency recognise that improvements need to be made to the sea defences at Shoebury Common South. This is not something that is generally disputed by residents and other stakeholders. A scheme that was put forward by the Council in 2014 was eventually postponed by the new administration that took control of the Council in 2014. The Shoebury Common scheme is still being considered by Southend Council and new proposal will emerge during 2016. The CCT will be an important stakeholder for any future consultation and proposals that emerge.

**Proposed Residential Development on Land Adjacent to Gunners Park**

The proposed development on land adjacent to Gunners Park has been identified as a site for B1 (light industrial / offices) for many years in the outline planning policies for the wider Garrison Development. Over the last few years the situation has changed as the site was sold on to another developer who has put forward proposals for a largely residential scheme. Following rejection of the scheme by Southend Council due to flood and transport concerns, the developer has appealed the decision, the timetable for which is yet to be set. Recently the developer has submitted a second similar but slightly amended proposal which has yet to be decided upon by Southend Council.

It has to be recognised that this is a challenging issue for the CCT in that there is likely to be an impact on Gunners Park from a major new development of this kind, as well as other infrastructure impacts on roads for example. There are other issues such as an increase in the number of domestic pets may have a negative impact on the nature reserve and SSSI. Individual organisations represented on the CCT are making representations relating to the appeal by the developers (clearly they are not in favour). It is difficult for the CCT to have a clear joint view on this until the result of the appeal is known. Should appeal be successful the CCT can engage with all partners including the developer and the Council on ensuring excellent provision of green space within the development for example.
11. Consultation Summary
The Shoeburyness CCT has wide representation from groups representing residents and particular interests in the area, and therefore the CCT is confident at this stage that the Vision and Key Themes that have emerged through meetings over the last few months represent the ‘art of the possible’, with a focus on realistic projects and ambitions for the coastal area and local economy.

Some good consultation has been undertaken with some of the findings set out below. However it is important that the CCT continues to engage with residents now that the Economic Plan clearly sets out for the first time the Vision and Key Themes, as well as the projects that the CCT will focus on with its partners.

Consultation to date has supported the Heritage Centre project with significant feedback from residents and the Parkrun group who regularly use Gunners Park and therefore have an informed view on the facilities available.

More work will also take place to collaborate with local business (see Key Theme 4 – Support Local Business Initiatives), and there will be a number of opportunities for businesses to engage with the CCT and comment on the Vision, Themes and projects, as well as identifying what kind of initiatives would work best in the Shoeburyness area.

Resident Consultation
The CCT undertook a digital survey of residents over a period of three months, promoting the opportunity through resident groups contacts and other partners organisations. This was a general survey asking a number of simple questions relevant to the proposed work and focus of the CCT. In total there were 240 respondents to the survey (although not all 240 answered each of the questions).

Question 5 – Where do residents shop locally?
This question was asked to ascertain the level of shopping at local centres. Clearly there was not an expectation that all shopping would take place at local centres rather than supermarkets (the main supermarket being ASDA in Shoeburyness). The results are interesting however as respondents could choose as many options as they wanted (for example they may shop locally for bread but also do their main shop at ASDA). Therefore it is revealing that of the 121 that answered the question the highest number of respondents for an option other than ASDA was 50 for West Road, followed by 45 for Shoebury High Street. This suggests therefore that well over half the respondents to this questions never go to any local shops at all. This indicates that there is far more capacity for local spend through residents, and that the CCT aspiration for more local business initiatives to support local business (which outside the industrial sectors is mainly retail), is appropriate. There are very few local business or trader groups active in the area.
Question 6 – What do residents think of the retail offer locally?
Of the 120 residents who answered this question, only 3 chose the ‘Excellent’ option, with 28 choosing ‘Good’. This is not really a surprise but does demonstrate scope for improvement. Shoeburyness has competition from other areas of the Borough for retail, and the area does not have major retail outlets (other than ASDA).

Question 7 – Use of local pubs and restaurants
Other than retail Shoeburyness is home to a relatively small number of pubs and a small number of restaurants. These are located within close proximity to residents areas. The
answers to this question demonstrate that there is significant potential for growth (assuming there is growing demand in the future through increased visits and local spend). Significant investment has been seen in the Shoeburyness Hotel over the last few years with a clear ambition to appeal to residents of the Garrison development as well as higher spending visitors to the area.

**Question 8 – Use of other local facilities**
The most popular responses to this question, perhaps unsurprisingly were the options for East Beach (104 out of the 120 that answered), and Parks & Open Spaces (104). This identifies that the open spaces and beaches have a big appeal for residents as well as for visitors.

**Question 11 – Is the History & Heritage of Shoeburyness important or of interest to you?**

This was question to gauge the potential level of interest amongst residents in local history, much of which is generally unknown and undiscovered by residents and visitors. The answers to this question are indeed encouraging for projects under the Heritage and
Cultural theme including the proposed Heritage Centre which would be a resource for the local community as well as visitors. Of the 120 who answered this question 82 answered ‘Yes Very Important’. This response is even more interesting when put alongside Question 12 (see below).

Question 12 – Would residents like to find out more about the history and heritage of Shoeburyness?
As with Question 11, the response to this question is very encouraging for local interest in the area’s history and heritage, particularly at Gunners Park. 105 of the 119 who answered the question chose ‘Yes’.

Responses to Question 12 – “Would you like to find out more about the history and heritage of Shoeburyness (as a military centre for example), or about this historic buildings at Gunners Park?”
Question 13 – What would residents like to see in the proposed new Heritage Centre?
There was a broad range of responses to this question which had 120 respondents in total. The most popular was ‘Heritage Interpretation / Displays’ with 108 followed by ‘Refreshments / Café’ with 105. The response to this question does demonstrate the level of expectation relating to this project and the potential demand on space for a mix of complementary uses.

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Refreshments / Café</td>
<td>91%</td>
</tr>
<tr>
<td>Historic Interpretation...</td>
<td>87%</td>
</tr>
<tr>
<td>Community Use</td>
<td>83%</td>
</tr>
<tr>
<td>Education Use</td>
<td>77%</td>
</tr>
<tr>
<td>Space for Events /...</td>
<td>67%</td>
</tr>
<tr>
<td>Space for Artists</td>
<td>57%</td>
</tr>
<tr>
<td>Small Functions /...</td>
<td>53%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>2%</td>
</tr>
</tbody>
</table>

Question 16 – Would residents recommend Shoeburyness as a Visitor Destination?
While it cannot be known exactly why residents chose their answers to this question, it does gauge the level of local enthusiasm for the offer locally. The response to this question is broadly positive but does demonstrate that there is work to do.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>88%</td>
</tr>
<tr>
<td>No</td>
<td>10%</td>
</tr>
<tr>
<td>Maybe</td>
<td>2%</td>
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</table>
Parkrun Consultation
This was a digital survey undertaken in partnership with the organisers of the Shoeburyness Parkrun, specifically to better understand their impressions of Gunners Park and their interest in the proposed new Heritage Centre. In total there were 157 responses with the majority of those taking part in Parkrun on a weekly basis, and having taken part for over a year. It was known from CCT liaison with Parkrun that those who take part are keen to see new facilities in the local area and that there has been significant interest in the proposed new Heritage Centre at Gunners Park. The majority also visited the Shoeburyness area when not taking part in Parkrun.

Question 5 – What facilities do they use before and after Parkrun?

The ‘Other’ answer that was the most popular with respondents to this question included many references to the Harvester Pub to the north of Gunners Park, as well as making use of local toilet facilities.

Question 6 – What should the proposed Heritage Centre in Gunners Park offer?
This was an open question where respondents to the survey could answer as they wished. The main words and phrases are ‘Café and Toilets’, ‘Heritage’, ‘History’, ‘Activities’ and ‘Wildlife’. These top phrases demonstrate a keen interest in the Heritage Centre offering basic facilities such as a café and toilet for public use, but also in the opportunity to engage in activities and events relating to the history and heritage of the area and the Park in terms of its environmental offer.

Future Consultations
Now that the CCT has a Vision and Key Themes set out in this document, this provides a great basis for further consultation with the following groups:
- Residents: The feedback presented above is the beginning. Further consolation can take place on the Vision and Themes as well as key projects. This will happen from March onwards and help to develop projects and other emerging priorities.

- Businesses: The ongoing liaison with business groups will take place throughout February and March and beyond. It will important to get their feedback on the Vision and Themes as well as engage them in some projects.

- Visitors: Best taken forward from March through to October 2016 to capture the broad range of visitors that come to Shoeburyness in the spring and summer months. Consultation may also take place at other strategic locations across the Borough of Southend to gauge broader visitor interest in Shoeburyness as a potential destination.
12. Projects and Key Issues

In this section we set out the main projects that have emerged to date through Shoeburyness CCT process, with an analysis of the strengths and potential benefits of each project and how they relate to the overall Vision and objectives for the CCT. This section is entitled ‘Project and Key Issues’ not everything contained within this section and the Action Plan will be a standard project (i.e. a capital build that requires funding or a promotional campaign for example). Some are issues that the CCT intends to address or engage with as a group which will have an impact on the Shoeburyness Coastal area.

All of the project referenced below have been identified and addressed by the CCT as a group through the meetings so far. All of the projects are set out under one of the seven Key Themes:

- Key Theme 1: Develop the Coastal Park Brand and Destination Management Plan
- Key Theme 2: Develop the heritage, cultural and environmental offer of Shoeburyness
- Key Theme 3: Enhancements to Green and Open Spaces
- Key Theme 4: Support local businesses initiatives
- Key Theme 5: Develop a strategic approach to Transport
- Key Theme 6: Engage in major infrastructure and planning challenges
- Key Theme 7: Shoeburyness CCT Governance, Strategy Management and Partnerships

All of projects are explored with more detail in the Action Plan.

Projects Under Key Theme 1: Develop the Coastal Park Brand and Destination Management Plan

1A – Develop a Destination Management Approach for the CCT

The overall Vision for the Shoeburyness CCT is an excellent place to start in terms of identifying actions, projects and issues. Visit England have guidance available for all groups and organisations who are interested in developing a Destination Management Plan. This is a specific task for the CCT which will be taken forward with all partners involved throughout. Through the process it will become clearer how the CCT can engage with strategic transport partners on signage for example, and the plan can evolve as projects are developed and delivered. The Destination Management Plan will be published by the CCT on its website in the late summer 2016. The CCT will also seek funding to support this process which would be enhanced if expert advice was available and funding for any materials and special promotions.

Projects Under Key Theme 2: Develop the heritage, cultural and environmental offer of Shoeburyness

2A - Shoeburyness Heritage Centre

Securing funding through the Government’s Coastal Revival Fund was an excellent early success for the CCT and has provided funding to undertake an options appraisal, business plan and internal design for the building. This will identify how much funding is required to complete the project and what the appropriate mix of uses will be to ensure future financial sustainability. There are many organisations interested in this project, all
of them involved with the CCT as active partners. There are also many views on how the project should progress and potential demands upon the space. The project has to be run in the future on a sustainable financial basis, and this is likely to be through a not-for-profit organisation (existing or not yet established) who will oversee a business plan that focuses on community and visitor outputs. The Heritage Centre will have space for display and interpretation on the history and heritage of Shoeburyness (with a major focus on the military history). Much of this could be drawn from the Shoeburyness Archives which are likely to move from their current home to the Heritage Centre. It is also likely that the Heritage Centre will offer a café facility which will service the wider Gunners Park area.

The Developers of the wider Garrison site have completed a refurbishment of this Grade II listed building, including the important Victorian Ironwork which is clearly visible from the outside. The funding required is for the internal fit out as currently this is largely bare as agreed through the revised s106 agreement between the Council and the developer. Until the fit out is completed it cannot be used by any groups or organisations. A car park has been put in to the East of the building however which will support the running of the building.

2B – Shoeburyness Archives
Currently located in a small building on the New Ranges (hosted by the MoD and QinetiQ), the collection is currently overseen and in the keepership of Major Tony Hill who served at both the Old and New Ranges before retirement. The collection was started in 1979 after the MoD left the Old Ranges site and has grown significantly since. The collection is made up of photographs, drawing and maps, and documents, record and books, all relating to the Old Ranges and the New Ranges. There are also many artefacts including military equipment and ammunition (no longer live or dangerous). There is also information relating to the wider Shoeburyness area given the impact of the military presence in the area.

The Archives have for many years been linked to the Heritage Centre project, and it was always planned that when the Heritage Centre was complete that the Archives would move in. This will be explored in more detail in the business planning, options appraisal and internal design work currently taking place funded through the Coastal Revival Fund.

Alongside the work relating to the Heritage Centre the Archives may well be able to access funding to support documentation, digitisation, as well as...
preservation/refurbishment of artefacts for example. Further research is needed to fill in some gaps in knowledge and display materials will need to be produced if the Archive is to provide the basis for the proposed heritage displays at the Heritage Centre.

2C – Heavy Quick Firing Battery
The Heavy Quick Firing Battery is very much a feature of the Gunners Park and coastal landscape. It was built in 1899 as a practice facility for firing large guns from a cliff. The structure is almost completely solid with only a small internal space (something that people find surprising given the size of the building). Currently in the ownership of the developer of the Garrison site, the building will be handed to Southend Borough Council as the new owners as part of the s106 development agreement. The building will then be leased to Essex Wildlife Trust as part of the wider management agreement for Gunners Park.

The building can be an attractive proposition for anti-social behaviour and vandalism with people sometimes climbing on the roof which poses real danger given the height. Encouraging more appropriate interaction with the building will be a challenge for Essex Wildlife Trust, and if funding can be secured in the future to support more productive uses, or at the very least ensure the safety of the public and visitors to the park, this will benefit the area. Some CCT partners have proposed a viewing platform given the excellent views to be had from the vantage point across the Thames Estuary. Certainly greater interpretation of the building and its past should be included in a wider interpretation strategy.

2D – Barge Pier
This is another important feature of Gunners Park and one that has been identified by the CCT as a potential project to explore for future use. The pier was built in 1910 and was where heavy guns and equipment were unloaded having been brought down the Thames from Woolwich on barges. There was previously a railway line running to the pier connected to the New Ranges site.

Barge Pier is located in the area of restricted public access on land owned by the MoD (although the sea wall will belong to Southend Council). This creates difficulties for public access and for any refurbishment and maintenance work which is likely to be required. The CCT will seek to work with partners to identify whether there is a future for Barge Pier as a public asset, with the cost likely to be a key restriction.

Taken in 1888 - 1800pr 110 ton Breech Loading gun arriving at ‘Gog's Berth’ which is next to Barge Pier.
2E – Interpretation Strategy for Gunners Park

There are many military architectural assets located within Gunners Park, and some of them will be the focus of potential projects looking at sympathetic uses (such as the Heritage Centre) and potentially Heavy Quick Firing Battery. What remains a priority for the CCT and all partners however is to develop a comprehensive strategy for interpreting the fascinating history of this part of Shoeburyness. The park includes an Iron Age raised bank known as a ‘rampart’ demonstrating that this was defended over 1000 years ago, as well as the wealth of military history.

This is a project that could be linked to the Heritage Centre, and could form part of the same bid for funding. The CCT will look at funding opportunities along with Southend Council and Essex Wildlife Trust. Funding could support development, design and implementation, and could result in an innovative digital platform as well as any new signs and written information. This is a vital element in developing the offer of the area for visitors and for residents.

2F – Garrison Church (Church of St. Peter & St. Paul)

The Garrison Church of St Peter & St Paul is an important and unique part of the history of Shoeburyness, Southend and the wider area. The property was originally constructed in the gothic revival style in 1866 as a chapel and school for the children of the British School of Gunnery. However, until recent times the Church has only ever been used for divine worship.

The Church is of significant architectural merit, being in a prominent position to the north of the Garrison. Internally the building has a wealth of carved wood panels, well preserved stained glass windows of direct relevance to the Garrison (the full story of each window is known), an ornate carved pulpit, and a number of important memorial plaques. The Church is identified as for community use in the development agreement relating to the Garrison. The building was purchased by Southend Education Trust (SET) in 2011 for use as an administrative base and training centre for education professionals. SET occupied the building until May 2013 when it became clear that significant investment was required for the building to be viable for commercial or community use.

SET have considered seeking external funding for alternative uses for this Grade II listed building that can also incorporate community use. The CCT is collaborating with SET to identify the best way forward to ensure that investment can be secured, and that the building has a productive future life which supports community (and potentially visitor) outcomes.

2G – Manor House (Suttons), Suttons Road

The Manor House, located within the New Ranges site owned by the MoD, is a Grade II* listed building and is possibly one of Shoeburyness’ most important heritage assets. The New Ranges is inaccessible to anyone without a pass to get onto the site, and this makes any plans for future restoration and/or preservation very difficult. Built in 1681 the building is on the ‘Historic England At Risk Register’ due to its poor state of repair. Any project, whichever organisation was leading, would require collaboration with MoD and QinetiQ.
Projects Under Key Theme 3: Enhancements to Green and Open Spaces

3A – Shoebury Common North
There are two sides to Shoebury Common, split down the middle by the main seafront route to Shoeburyness from Southend (the A13). The South side runs along the seawall with access to the beach and is home to significant green space and the many beach huts which are a feature of the area. The North side of the Common is an important public space but currently underutilised. Recently the subject of a Village Green application by the Friends of Shoebury Common, there do appear to be some opportunities to encourage greater recreation use by residents, and also greater use of the available car parking on the site by visitors to the area.

3B – Friars Park
Not strictly a coastal location (although obviously close to the coastal area), this is an important green space for residents and visitors and supports the whole offer and Vision for the CCT. The main issue at present is to resolve the issue of fishing in the lakes. The Council require a fishing club to facilitate the use of the lakes for fishing. The CCT recognise that this would support the overall open space appeal of Shoeburyness.

3C – Gunners Park Bio Blitz and Biodiversity Awareness Raising
Essex Wildlife Trust have a contract with Southend Borough Council to manage much of Gunners Park, with a task to balance the important biodiversity and ecology while also recognising that the space is popular with residents and visitors for walking (including dog walking). EWT have a Ranger on site who works with a large number of volunteers to maintain the park and it is clear that the area is as valuable for biodiversity as many of EWT other nature reserve areas in Essex. A drive to improve public awareness is needed, and one way of doing this is to run a Bio Blitz which provides the basis for further biodiversity awareness raising and public engagement. A Bio Blitz is where a large number of experienced volunteers and EWT staff do a comprehensive survey of the area over a defined period. External funding is required for this to take place, and the results would support the Heritage Centre project in terms of the opportunities there will be to engage residents and visitors.

Projects Under Key Theme 4: Support local businesses initiatives
There are three main strands of work that the CCT will undertake over the next few months to engage the business community and identify opportunities for new initiatives as well as to develop the Destination Management Plan and Coastal Park identity of the area. All strands interrelate:
4A – Compile a contact list for businesses interested in engaging with the CCT
This is a task to be undertaken simply to ensure that the CCT is aware of business issues and opportunities as it develops projects and initiatives over the next year and beyond. Many of the projects are intended to develop the offer for residents and visitors locally, and there are also transport issues that would benefit from business views. Some businesses may wish to join the CCT (see 4C below).

4B – Liaise with core retail and hospitality sectors to develop the Coastal Park offer
Now that the CCT has reached the stage where it has a Vision and some Key Themes and projects, it is important to engage with businesses locally on how they view the emerging Coastal Park Vision and what it could mean for business opportunities locally. This will be through consultation and some open sessions with businesses.

4C – Establish a Business partnership Group to liaise with the CCT
This project clearly relates to the above two, but there is a need following consultation to secure regular input from the business community locally into the work and priorities for the CCT and other partner organisations and stakeholders. The priorities will continue to adapt and reflect new opportunities as they emerge, and having regular liaison with a core business group will be important. This project could also develop into support for a new traders group for the core retail areas including Shoeburyness High Street and West Road for example. It is known that the West Road Traders Group no longer exists but that there may be an appetite to reform this or an extended version. Other longer-term options include considering more formal groups such as a Business Improvement District, but this would have to be supported and led by local businesses.

Key Theme 5: Develop a strategic approach to Transport

5A – Parking and Signage Strategy
As reflected in the Section 8 – Transport and Shoeburyness CCT, there is an opportunity for the CCT to work with Southend Council (who are represented on the CCT of course) to develop a coherent approach to parking in Shoeburyness, recognising the importance of the car parks in particular to the local economy.

5B – Parking at the Garrison
Recognising that the Garrison can be an appealing place to visit with access to East Beach and Gunners Park, this can put pressure on the local streets through parking as there are currently few restrictions. This is a situation that will have to be managed carefully as projects come forward and there are increased visits to the area from Shoeburyness residents as well as from outside of the area. This is connected to project 5A, but it is also important for the CCT to back alternative and sustainable forms of transport into and through the area. The Shoebury Garrison Management Company Ltd will begin to develop local initiatives to limit parking in the residential areas (particularly those un-adopted highways), and the CCT should engage with this process.

5C – Cinder Path (Cycle Route)
This project is not within the Shoeburyness CCT area (it is actually in the CCT area for Leigh-on-Sea), but interest in it demonstrates how interconnected the many seafront locations are by bicycle, and that the situation would be enhanced significantly if Southend Council are able to
progress this important stretch of cycle route that is currently not suitable for cycling (part of the National Cycle Network 16). Shoeburyness would benefit through partners, including the CCT, being able to promote the area to visitors travelling by bicycle all the way from Leigh (and further beyond with the connections to Hadleigh Country Park for example).

5D – Cycle Hub at Southend Central
As with the Cinder Path this project is not in the Shoeburyness CCT area, but the concept of a Cycle Hub at the Southend Central train station would provide excellent opportunities to promote Shoeburyness as a destination by bicycle. The main partners for the CCT to engage with on this projects are Sustainable Motion CIC and Southend Council, and potentially C2C the train operating company serving both Shoeburyness and Southend Central.

5E – Promotion of the Train for trips to Shoeburyness
This project reflects the importance of the CCT engaging with C2C on promoting Shoeburyness as a destination in the future, and this is something that will be considered in the Destination Management Plan. The CCT is already engaging with C2C and issues will include considering future signage from the station to encourage trips from the station to the main areas of East Beach and Gunners Park, as well as broader development of the Coastal Park Vision.

Key Theme 6: Engage in major infrastructure and planning challenges

6A – Area Action Plan for Shoeburyness
This is less a project than an opportunity for Shoeburyness CCT to engage in the formal planning process that will begin in spring 2016, building on the work that has been undertaken to date by the CCT in producing this document. With changes in the planning system this process may not be called an Area Action Plan, rather an area based study incorporated into the new Southend Local Plan.

6B – Development Site Adjacent to Gunners Park
This is referenced above in Section 10 – Broader Infrastructure Issues and Challenges. Again it is less of a project currently and more recognition that the CCT have discussed this and recognised it as a major issue for the area.

6C – Address the issue of future access to the Garrison Beach
Again this is included in Section 10 above. The inclusion here is recognition that there is interest from the CCT in keeping this issue on the agenda, albeit in full recognition that it may be difficult to resolve it in the short-term.
13. Action Plan

There are many challenges and opportunities for Shoeburyness CCT in taking forward its priorities from February 2016 onwards. The full Action Plan is set out in Appendix A, and this includes information on individual projects, next steps and any other relevant issues including funding.

The Action Plan will be the main working document for the Shoeburyness CCT over the next few months, and will be updated on a regular basis as a record of achievement against the Key Objectives, as well as documenting ongoing challenges and issues.

The Action Plan sets out all priority projects that have been identified by the CCT as contributing to each of the Objectives and the overall Vision. There are many existing and potential partners listed that are not part of the CCT, thus demonstrating the continued need to develop strong partnerships around priority projects.

This is a working document with some information still to be decided, such as which organisation or individual from the CCT will lead each project. Much of this will be addressed when the Governance structure of the CCT is progressed over the next two months.

See Appendix A for the Action Plan.
14. Future Governance and Next Steps for the Coastal Community Team

The production of this Economic Plan is very much the beginning of the process for the Shoeburyness CCT. The team has achieved a common agenda which has resulted in a Vision and Key Themes which will support further engagement with residents, businesses and visitors over the next few months.

**Future Governance**

Over the last few months the CCT has chosen to focus on developing the priorities that are represented in this document, as well as developing the CCT as a strong partnership. This means that the CCT is currently operating on an informal basis. Between February and March 2016 the CCT will put in place a more formal structure with a Chairperson and Vice-Chair, as well as a full Terms of Reference. This will ensure that the process of collaboration can continue and projects can be taken forward with partners.

The CCT will look to secure funding from a range of sources to support its ongoing work and this may require it to establish itself as an registered organisation (CIC or charity for example). However the CCT has an excellent relationship with the Accountable Body Southend Borough Council who have good representation on the CCT through both elected Members and executive. The CCT will therefore work collaboratively with Southend Council initially to identify sources of funding for administrative support. The Shoeburyness CCT will look at what other CCTs are doing in this respect.

The CCT consider that is will be necessary to secure around £10,000 to support administrative work over between April and September 2016 which will be a crucial time for developing projects, undertaking consultation and continuing to focus on long-term Governance and strategy.

The CCT will engage with a range of partners as a priority over the next two months (February to March 2016), and this includes the South East LEP on coastal regeneration (likely to be in partners with Southend Council and other CCTs), C2C on transport, and of course Southend Council on the Destination Management and other issues such as cycling. Further consultation is also a priority, not least with a need to consult more widely with visitors to the area in the spring and summer months.

Another priority for February and March 2016 is to support the Heritage Centre project following the successful bid for Coastal Revival Funding, working with Southend Council to identify further funding to complete the project and get this important building open to the public.
Appendix A - Shoeburyness CCT Action Plan

All of the following projects and issues have been identified by the CCT as being important to the overall Vision of working toward Shoeburyness as a Coastal Park Destination that benefit residents, visitors and local businesses. The table below provides added information on the plan to take each project forward through the CCT with information on partnerships required, next steps, current funding and future funding required and who will lead from the CCT (if relevant) as well as highlighting any risks.

There are a number of Key Themes that fall out of the overall CCT Vision which are:
- Key Theme 1: Develop the Coastal Park Brand and Destination Management Plan
- Key Theme 2: Develop the heritage, cultural and environmental offer of Shoeburyness
- Key Theme 3: Enhancements to Green and Open Spaces
- Key Theme 4: Support local businesses initiatives
- Key Theme 5: Develop a strategic approach to Transport
- Key Theme 6: Engage in major infrastructure and planning challenges
- Key Theme 7: Shoeburyness CCT Governance, Strategy Management and Partnerships

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<tr>
<th>Project Reference</th>
<th>Project Title</th>
<th>Brief Description</th>
<th>Partners</th>
<th>Next Steps</th>
<th>Current Funding Status</th>
<th>CCT Lead</th>
<th>Main Risks</th>
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<tbody>
<tr>
<td>1A</td>
<td>Develop a Destination Management Plan through the CCT</td>
<td>The overall Vision for the CCT is to develop a coherent strategy for promoting Shoeburyness as a unique Coastal Park area</td>
<td>Southend Borough Council C2C South East LEP Visit England</td>
<td>To develop the current Vision for Shoeburyness to identify the important partnerships and funding opportunities (March – July 2016)</td>
<td>No current funding in place</td>
<td>TBC</td>
<td>Will require Heritage Centre to be developed as a new centre/attraction</td>
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<tr>
<td>Liaise with Southend Borough Council to develop a coherent approach to Destination Management and promotion (March – July 2016)</td>
<td>Consider funding opportunities through Visit England to support the process.</td>
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<td>Seek to identify the full potential scope of education interest in Shoeburyness as an outdoor learning and local history destination</td>
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<td>Undertaken consultation with visitors to Shoeburyness during the late Spring and early Summer to identify opportunities and challenges</td>
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<td>2A</td>
<td>Shoeburyness Heritage Centre</td>
<td>A new Heritage Centre located at Gunners Park to provide new visitor, resident and education facilities, interpretation of the history of Shoeburyness.</td>
<td>Southend Borough Council Essex Wildlife Trust Shoebury Society Shoebury Archives Royal Artillery Association Hingwar Old School Group</td>
<td>Complete business planning and internal design by the end of March 2016 Undertake consultation on design work through CCT February and March 2016 Bid for further funding to complete the project – April 2016</td>
<td>Recently secured £39,000 for business plan and internal design. Require approx. £150,000 to £300,000 to complete the internal fit out, interpretation, storage and other necessary facilities. Potential sources of grants include HLF, Big Lottery, Landfill Trust</td>
<td>Southend Council, Essex Wildlife Trust and Cultural Engine initially</td>
<td>Currently no one organisation in line to manage the building in the future The Heritage Centre cannot generate enough revenue to cover its operational costs and therefore requires subsidy.</td>
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<td>2B</td>
<td>Shoeburyness Archives</td>
<td>The Archives are a comprehensive collection of documents and artefacts relating to the military occupation of the New Ranges from the 1830s onwards</td>
<td>Shoebury Archives Shoebury Society</td>
<td>Complete the business plan for the Heritage Centre, identifying in the process (February / March 2016) Form a Shoeburyness Archives Committee to oversee future strategy and ensure long-term protection and good governance (March 2016)</td>
<td>Coastal Revival Funding will consider in brief how the Archives can contribute to the new Heritage Centre Funding will be required for preservation, digitisation, archiving and storage, logistics (moving the archive) and to support new volunteers. Could include funding bids as part of Heritage Centre.</td>
<td>Shoeburyness Archives Southend Borough Council MoD</td>
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<td>2C</td>
<td>Heavy Quick Firing Battery</td>
<td>Identify a use for this iconic military structure which is located at an excellent coastal vantage point – the current view is that it would make an excellent viewing platform</td>
<td>Southend Council Essex Wildlife Trust Shoebury Society</td>
<td>CCT to work with Essex Wildlife and Southend Council to ensure the building is safe and not vandalised (March 2016 onwards)</td>
<td>TBC. Could be part of a wider bid for coastal heritage from HLF, Coastal Community Funding for example</td>
<td>Essex Wildlife Trust Southend Council Shoebury Society</td>
<td>Lack of services to the site</td>
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<td>2D</td>
<td>Barge Pier</td>
<td>Previously an unloading pier built in 1910. The Pier is in ownership of the Council but is within the MoD restricted area of Garrison Beach meaning that currently there is no public access and no plans for such.</td>
<td>Southend Council MoD Shoebury Society</td>
<td>Following the completion of the s106 with the develop of the Garrison and the ownership of Barge Pier by the Council, the CCT to establish whether there is any future for the Pier for public access or special use (for special events etc.)</td>
<td>No funding at this stage.</td>
<td>TBC</td>
<td>High cost of maintenance of new features and managing access</td>
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<p>| 2E | Interpretation Strategy for Gunners Park including all military heritage buildings | There is a need to develop a broad strategy, linking in with the Heritage Centre, that supports interpretation of the historic assets at Gunners Park, including education, contributing to the Coastal Park concept. | Southend Borough Council Essex Wildlife Trust Shoebury Society Hingauer Primary School Royal Artillery Association | Complete the business plan for the Heritage Centre, identifying in the process the benefits of a wider interpretation strategy for Gunners Park. Consider a digital approach to interpretation of park available for residents and visitors through an app – there are many similar concepts. | There is no funding in place at present. Future costs TBC. Collaborate with Essex Wildlife Trust to identify funding opportunities. | Shoebury Society Southend Council Essex Wildlife Trust Shoebury Archives |
| 2F   | Garrison Church | There is a need to find a sustainable solution for this important local heritage building. The owners – Southend Education Trust – will work collaboratively with the CCT to find a way of running the building for the benefit of the community. | SET has to consider its approach as an Educational Charity and what this means for the Garrison Church. This will be decided through the Trustees by the end of February 2016. Open up new engagement with local groups through the CCT to consider options for future use that will not impact negatively on the local area while still recognising the importance of the building generating revenue. | First round bid for HLF Heritage Enterprise knocked-back in December 2015. SET must consider whether to continue with the HLF strategy or to change focus to look at alternative funding and business planning strategies. |</p>
<table>
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<tr>
<th>2G</th>
<th>Manor House, Suttons Road</th>
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<tr>
<td>Grade II* Listed building from 1681 is currently vacant and is within the New Ranges area which is not accessible to the public. One of the most important historic buildings in the Borough it is on the Historic England At Risk Register. The project would seek funding to restore/preserve the building for future generations and potentially secure limited public access and interpretation.</td>
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<td>MoD QinetiQ Shoebury Archives Royal Artillery Association Southend Council Shoebury Society</td>
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<tr>
<td>CCT to continue dialogue with MoD and QinetiQ to establish potential way forward to invest in preservation/restoration (February 2016 onwards) Consider what joint actions could be put in place to get the building off the Historic England At Risk Register.</td>
<td>No funding currently in place. TBC</td>
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<td>Extremely limited access to the public restricts options for funding and for partnerships with relevant organisations 3-year break clause in any long-leases with the MoD make funding and work difficult</td>
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<td>Project Title</td>
<td>Brief Description</td>
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<td>3A Shoebury Common North</td>
<td>Make improvements to this important green space to encourage greater community use throughout the year</td>
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<td>3B</td>
<td>Friars Park</td>
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<tr>
<td>3C</td>
<td>Gunners Park Bio Blitz and Biodiversity Awareness Raising</td>
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<td>Project Title</td>
<td>Brief Description</td>
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<tr>
<td>4A</td>
<td>Compile a contact list for businesses interested in the work of the CCT</td>
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<td>4B</td>
<td>Liaise with core retail and hospitality sectors to develop offer in relation to Coastal Park</td>
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<tr>
<td>No.</td>
<td>Establishing Business Partnership Group to liaise with CCT</td>
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<td>Key Theme 5 – Develop a Strategic Approach to Transport</td>
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<tr>
<td><strong>Project Title</strong></td>
<td><strong>Brief Description</strong></td>
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| 5A | Parking and Signage Strategy | Southend Council are currently procuring new parking services. There is the opportunity for the CCT to liaise with the Council to put together a coherent parking and signage strategy (for cars) to promote the spaces available to park throughout the year, with the aim of supporting local business | Southend Council procure new parking services contractor (February / March 2016)  
Liaise with the Council Transport Team to develop a shared understanding of priorities and actions (March, April 2016). Follow this up where possible with specific actions on signage, digital strategy etc. (May 2016 onwards)  
Digital strategy car parks in Shoeburyness (for example ensure that Parkopedia is up to date with information on Shoeburyness and that the Council website makes links effectively (April 2016 onwards) | TBC | TBC | Cost of implementation |
<table>
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<tr>
<th>SB</th>
<th>Parking at the Garrison</th>
<th>The Garrison is an attractive area adjacent to Gunners Park for visitors. There are currently no enforced parking restrictions on non-adopted highways. There is a need for the CCT to work with the new management company for the Garrison to ensure that parking is encouraged in formal parking areas</th>
<th>Garrison Residents Association</th>
<th>The Shoebury Garrison Management Company Ltd (SGMCL) to appoint new Directors SGMCL to develop strategy for limiting parking on non-adopted highways and engage with partners</th>
<th>No funding required at this stage.</th>
<th>GRA</th>
<th>Risk of slow progress in terms of developing wider parking strategy.</th>
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<tr>
<td>SC</td>
<td>Cinder Path</td>
<td>Although this is a project well outside of the Shoeburyness CCT area – between Old Leigh and Chalkwell Station - the proposed work on the Cinder Path to enable cycling along the entire length of the seafront would benefit Shoeburyness as a sustainable tourism destination</td>
<td>Southend Council Network Rail Leigh Coastal Community Team</td>
<td>Negotiations ongoing between the Council and Network Rail CCT to engage where necessary to support the scheme focusing on benefits to Shoeburyness</td>
<td>Capital Funding in place to deliver first stage (i.e. push back fence and make 4m path)</td>
<td>TBC</td>
<td>Only risk to Shoeburyness is non delivery of the project.</td>
</tr>
<tr>
<td>5D</td>
<td>Cycle Hub at Southend Central Station</td>
<td>This is a project that is outside of the Shoeburyness CCT area (to be located at Southend Central Station) - there is an opportunity to promote Shoeburyness to a wide audience as a cycling destination in partnership with the Sustainable Motion CIC and Southend Council</td>
<td>Southend Council Sustainable Motion CIC Cultural Engine</td>
<td>The project will begin on site by April 2016 Engage with Sustainable Motion CIC to develop a comprehensive approach to promoting Shoeburyness as a location for cycling — referencing new projects that are likely to take place</td>
<td>Capital funding in place thorough LSTF</td>
<td>TBC</td>
<td>No real risks for Shoeburyness other than possible non-delivery of the new Hub.</td>
</tr>
<tr>
<td>5E</td>
<td>Promotion of the Train for trips to Shoeburyness and improved signage from Shoeburyness Station</td>
<td>To date there has been very little promotion of the train line through the Borough as an ‘urban metro’ – rather seen as a commuter line. Promoting and incentivising travel through the Borough to reduce pressure on roads and encourage greater exploration of the whole Borough – including Shoeburyness Coastal Park</td>
<td>Southend Council C2C</td>
<td>Develop a relationship with Stakeholder Manager (February 2016) Work up plans to do some initial promotion of Shoeburyness and its developing offer in relevant publications (March / April 2016)</td>
<td>No funding required at this stage.</td>
<td>TBC</td>
<td>May be too early at this stage to fully engage C2C on promoting Shoeburyness May need to have a clear delivery plan for the Heritage Centre and Destination Management Plan prior to promotional campaign.</td>
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### Key Theme 6 – Engage in infrastructure and planning challenges

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<th>Project Title</th>
<th>Brief Description</th>
<th>Partners</th>
<th>Next Steps</th>
<th>Current Funding Status</th>
<th>CCT Lead</th>
<th>Main Risks</th>
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<tr>
<td>6A</td>
<td>Area Action Plan for Shoeburyness</td>
<td>There is commitment from Southend Council (in the Local Development Plan) to undertake an AAP for Shoeburyness beginning in the Spring 2016. This will require significant consultation with residents and businesses and is an excellent opportunity for the CCT to inform and contribute to local planning strategies, regeneration and place making – recognising the important issue of creating a resilient local economy that benefits from good local spend and a higher profile for visitors.</td>
<td>Southend Council, Shoeburyness Residents Association, Garrison Residents Association, Shoebury Society</td>
<td>Engage with Southend Council to ensure that CCT recognised as key stakeholder group (March 2016 onwards)</td>
<td>No funding required</td>
<td>TBC</td>
</tr>
<tr>
<td>6B</td>
<td>Development of Site adjacent to Gunners Park</td>
<td>This is land that was previously leased by Southend Council from the MoD which has been identified as future development land for B1. There is a current application for significant housing (172 homes) – currently gone for appeal. Many local residents are concerned about the impact on the area (roads, flooding etc.).</td>
<td>Southend Council, Garrison Residents Association, Shoeburyness Residents Association, Friends of Shoebury Common, Essex Wildlife Trust</td>
<td>Appeal decision to be made over the next few months. Should the appeal be successful the CCT could seek to engage with key players to discuss green space creation etc.</td>
<td>No funding required at present</td>
<td>TBC</td>
</tr>
<tr>
<td>6C</td>
<td>Address the ongoing issue of future access to the Garrison Beach</td>
<td>Feasibly on the cost is probably the best option for the CCT at this stage so that all partners can see the scale of the challenge.</td>
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<td>Southend Council MoD QinetiQ Shoeburyness Residents Association Garrison Residents Association</td>
<td>The CCT to seek engagement with MoD, QinetiQ and Southend Council to better understand the likely costs and challenges of opening up the Garrison Beach in the future (April 2016)</td>
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<td>No funding required at this stage Funding may be required for future studies but unlikely to come from grant sources</td>
<td>Very difficult issue to resolve in the short-term with costs likely to be significant</td>
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<td>Project Title</td>
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<td>Chairperson for the CCT</td>
<td>The CCT will work towards appointing a chairperson for the CCT who will be formal representative (not the only representative) in developing partnerships, taking projects forward and securing funding. Should also be some guiding principles for running the CCT as well as Terms of Reference</td>
<td>All CCT members</td>
<td>Appoint a Chairperson (January 2016)</td>
<td>No funding required at this stage</td>
<td>TBC – interim Chairperson</td>
<td>Unable to agree on Chairperson in the short-term.</td>
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<td>Develop Terms of Reference for the CCT (February 2016)</td>
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<td>No one wants to be the Chairperson.</td>
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<td>Work towards formal constitution and establishing an organisation capable of taking the work forward and overseeing funding applications and partnership development locally (March 2016 onwards)</td>
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<td>This would not be a disaster for the group as Cultural Engine will still work behind the scenes to develop projects, funding and strategy.</td>
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<tr>
<td>Secure Funding for Developing the CCT</td>
<td>Other CCTs are securing funding from their Local Authorities, or contributions from the LEP.</td>
<td>Cultural Engine All CCT members</td>
<td>Establish an interim arrangement from February to March with temporary Chairperson to chair future meetings of the CCT Cultural Engine to work with the CCT and Southend Borough Council to consider short and longer-term funding arrangements for the CCT</td>
<td>Cultural Engine to continue offering support on developing projects and strategy to the Coastal Community Team until the end of March 2015 Funding may come from a range of sources but the CCT may need to formalise as an organisation / group to secure funding.</td>
<td>The new Chair</td>
<td>Challenging in current financial climate No current commitment from local, regional or national partners to fund CCT</td>
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<td>LEP partnership</td>
<td>Seek the partner with other CCTs in the SELEP area making the case that working with CCTs will be one of the best ways of tackling coastal regeneration.</td>
<td>Southend Council SELEP</td>
<td>After January consider meeting with other CCT representatives across the SELEP area. (Sheppy, Whitstable, Jaywick, Maldon, River Crouch,</td>
<td>No funding required at this stage</td>
<td>South East LEP is a large organisation and it may be difficult for CCTs to engage directly – important therefore to collaborate</td>
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Appendix B – Shoeburyness Coastal Community Team Key Information and Contacts

Single Point of Contact for the Shoeburyness CCT
Until a chairperson has been appointed and the Governance structure formally established by the end of March 2016 the contact in relation to this Economic Plan is:
Giles Tofield
The Cultural Engine CIC
The Beecroft Art Gallery Building
Southend-on-Sea
SS2 6EX
Telephone: 01702465656
Mobile: 07765 242241
Email: giles@culturalengine.org.uk

Accountable Body Contact
The Accountable Body for the Shoeburyness CCT is Southend-on-Sea Borough Council
Contact Person: Nick Harris (Head of Service – Culture)
Email: nickharrris@southend.gov.uk
Telephone: 01702 215619

Areas of Specific Interest for the CCT
The CCT would be very interested in the following working national CCT groups:
- Tourism and Marketing (in particular managing and developing a brand through Destination Management)
- Heritage (especially military heritage)
- Transport