Shipshape East Anglia (SEA) HUB

A Coastal Communities Fund Project

Evaluation Report

2014 - 2016

Project Summary

The Shipshape East Anglia Project (SEA) is a partnership project between the International Boatbuilding Training College, Lowestoft (IBTC) and National Historic Ships – UK (NHS-UK) set up to develop a regional hub which connects historic vessels, boat builders, trusts, enthusiasts, marine businesses, services and all those with an interest in ship conservation to encourage greater collaboration and effectiveness.

This is part of the national scheme funded by the Department of Local Government's Coastal Communities Fund which has been set up to invigorate the economies of coastal areas across the UK. The priorities of the fund are to create new jobs, improve employability, particularly for young people and support businesses in designated coastal areas. This is in response to some coastal communities experiencing considerable deprivation and low employment rates due to traditional industries such as ship building and the fishing industry declining and long term underinvestment.

The role of IBTC in providing nationally and internationally renowned training for the maritime sector is key in the delivery of this programme and the profile of the College is a springboard from which specific smaller projects have been planned to encourage younger people to join the sector and to support the local tourist and wider economy.

There are four specific projects as part of this programme: to restore an historic vessel and use it to establish a tourism business in the form of a Water Taxi as part of Lowestoft's marine economy; set up a specialist saw mill at IBTC as a new business; provide training courses for younger people and engage with the regional training and skills sector; initiate a regional HUB as part of NHS - UK's national framework of Shipshape Network HUBs bringing together the historic vessel sector and maritime businesses to use skills and expertise more effectively within the region.

The specific aims of the project are to:

- support IBTC in leading initiatives in the region acting as a link between the historic vessel sector and the wider maritime sector
- create new jobs for a Shipwright, a Shipwright's Assistant and deliver two apprenticeships employed specifically on the restoration and fit out of an historic vessel which is on the National Register of Historic Vessels
- create new jobs for a Skipper and three Skipper's Mates by running the restored historic vessel as a Water Taxi for use in the Oulton Broad/ Lowestoft water transport network as a tourism business and promote the boatbuilding heritage of the area.
- set up and run a Sawmill at IBTC to supply specialist timber to the maritime sector and to supply other woodworking businesses. As part of this, the project will create new jobs and training for a Sawyer and Sawyer’s assistant
- provide a skills mapping activity for the area identifying the needs of the historic vessel and wider marine sector within the regional area considered for HUB development.

Project Achievements and Legacies
What has been achieved?

- The project attracted £119,473 joint funding from the private sector towards improved training facilities at IBTC
- 8 FTE jobs, 1 PTE job, 3 contract jobs and 2 apprenticeships were created during the project. 5 employees are continuing working in the maritime sector, with the full-time Sawyer post being extended for six months
- 2 Apprenticeships have been completed and follow on jobs have been secured in the boatbuilding sector. Both apprentices were accredited with City and Guilds Level 3 Boat building certificates
- One employee has subsequently been recruited as an instructor at IBTC and offered a permanent position
- 2 work placements were delivered as part of the restoration of an historic vessel
- A 1954 original M/L historic vessel '*Terrier*' which is on the National Register of Historic Vessels was restored during the project and has been in use as Lowestoft Water Taxi
- Lowestoft Water Taxi has operated for two summer seasons and has been used by 3,800 passengers. In December 2016, IBTC was presented with a Tourism and Business award from Waveney District Council and Suffolk Chamber of Commerce for the water taxi operation
- A specialist Shipshape Sawmill has been set up to support marine businesses, craftspeople and other businesses such as furniture making in the East Anglian region. Over 70 businesses have been customers to date
- A SEA HUB development Conference was attended in December 2016 by 70 businesses and vessel owners to initiate future collaborations and work towards sustainability for the sector
- 9 short open courses were delivered at IBTC in Axe Hewing and RYA Diesel Engine Maintenance
- IBTC hosted a Cardboard Boatbuilding Competition in partnership with 4 Secondary schools in Lowestoft engaging with 40 pupils
- 3 Open Days were held to launch the Shipshape Sawmill, the Lowestoft Water Taxi, and the Flagship of the Year Award on *Excelsior*
- A 300mt² previously unused yard space along Lake Lothing is now back in use as the ShipShape Mill
- Repairs and improvements were made to the public right of way (footpath) which gives access to IBTC from the main road
- A skills mapping exercise and a detailed assessment of marine businesses in the region has been undertaken to update and broaden the membership base of the existing Shipshape Network in East Anglia

"There is sense in being part of a future business hub in the area rather than stand alone. We see great potential to continue as a centre of excellence in traditional wooden boatbuilding, promoting high quality craftsmanship while also providing skills for work in other kinds of boat design and maintenance such as GSR. We are expanding our courses into this area and attracting interest nationally and internationally which is good for the sector and this region."

Mike Tupper, Director of IBTC, Lowestoft

"The sawmill is gathering momentum now. There is a niche market to provide very high quality timber needed for specialist furniture, cabinet makers, wood turners and carvers in the area. I have recently been talking to the Norwich Woodturners Association. There has been great interest from this level of need - some people have travelled miles for a particular cut of laurel. '

Sam Porter - Sawyer, Shipshape Sawmill

"We have identified that there are virtually no marine services available at Lowestoft port for the medium to small ship owner and are promoting our slips and yard alongside other suppliers and services. In particular there is a market for servicing leisure craft here as well as showing traditional boatbuilding skills in action at IBTC and with our Excelsior Yard which is fascinating for visitors to see. We are keen to promote the historic character of Lowestoft which contributes to attracting inward investment."

John Wylson - Excelsior Trust

Introduction

Shipshape East Anglia Project (SEA) was a partnership project between the International Boatbuilding Training College, Lowestoft (IBTC) and National Historic Ships-UK (NHS-UK) which took place from 2014 to December 2016. It was majority funded by a grant from the Coastal Communities Fund of £624,950, with in kind funding from IBTC, and some financial support from Tilia Properties, landlords to the site of IBTC.

This evaluation report was commissioned by IBTC and NHS-UK to explore whether the project has met its original aims and record specific outcomes which can be of use in the future work of both organisations as well as the historic vessel sector. The report also serves to record any learning that has taken place during the multi-agency project for future planning of HUB development work across the UK.

Background

Lowestoft and its surrounding area was a significant fishing industry centre and a major port. Generations of people worked in ship or boatbuilding and fishing in this area but these are no longer major employers for the local population. In the region, Lowestoft has been identified as a coastal regeneration area, along with Great Yarmouth, where investment is targeted to support inward investment, port developments, social inclusion and education. The Local Enterprise Partnership has outlined an employment-led regeneration scheme which identifies key locations for inward investment and new industry for the region. In their *Strategy for European Investment*, the focus is on developing the offshore energy and renewable energy sector, digital technology businesses as well as some investment in retail. As one of three Enterprise Zones in the Norfolk and Suffolk counties, Lowestoft is generating further investment in the energy industry and engineering businesses.

Tourism is included in the focus for both the LEP, Suffolk County Council and local Waveney District Council by capitalising on Lowestoft's beach area, maritime heritage and proximity to the Broads. The town currently has a small tourism economy offering seasonal and short term employment opportunities. This has potential to grow if there is greater exploitation of the area's significant heritage and placemaking as well as linking into the rising increase in food and drink tourism economy across the wider Norfolk and Suffolk areas. The maritime sector in the Suffolk region is still strong for small to medium sized businesses supplying boat building and maintenance services, and associated supplies to the wider boat sector for industrial and leisure use. NHS-UK, in supporting this project, had identified the need to demonstrate that while maritime businesses are still operating in the area they are at a different scale, as a significant collection of SMEs servicing new sectors in leisure and tourism, education and the energy sector. This project would also identify the sector need for maritime heritage skills and establish how to make a significant case to place a new vision for maritime skills and services in the wider regeneration and re-skilling of the local population.

The SEA Project centred around IBTC Lowestoft which is recognised as a significant asset in the region. It provides training courses and job opportunities through specialist crafts skills used in boatbuilding and maintenance. The college's role in providing nationally and internationally

renowned training for the maritime sector is key in the delivery of this programme and the profile of the college is a springboard from which specific smaller projects have been planned to encourage younger people to join the sector and to support the local tourist and wider economy.

This is a partnership project designed to harness traditional skills in the sector relating to boatbuilding and provide training opportunities for younger people to learn the associated skills which form part of the high quality training on offer at IBTC. The project set out to create specific training using a historic vessel and create jobs centred on the re-use of the vessel and other services to the marine businesses in the area.

The specific aims of the project are to

- support IBTC in leading initiatives in the region which link the historic vessel sector and the wider maritime sector more closely together
- create new jobs for a Shipwright, a Shipwright's Assistant and deliver two apprenticeships employed specifically on the restoration and fit out of an historic vessel which is on the National Register of Historic Vessels
- create new jobs for a Skipper and three Skipper's Mates by running the restored historic vessel as a Water Taxi for use in the Oulton Broad / Lowestoft water transport network as a tourism business and to promote the boatbuilding heritage of the area.
- set up and run a Sawmill at IBTC to supply specialist timber to the maritime sector and to supply other woodworking businesses. As part of this, the project will create new jobs and training for a Sawyer and Sawyer's assistant
- provide a skills mapping activity for the area identifying what the needs are in the historic vessel and wider marine sector within the regional area considered for HUB development

IBTC was the lead organisation to execute the project with support from the central organisation at NHS-UK and other businesses along Lake Lothing including the Excelsior Trust. This was a partnership project looking to harness the collection of marine businesses, heritage vessels and learning providers in the area through networking, events and new training. This included Suffolk County Council Economic Development and Waveney District Council.

This report follows the chronology of the two year project which is divided into Year 1 and Year 2. In Year 1, the setting up of the project, management and monitoring is explored as well as the issues in restoring the vessel, running the first year of a Water Taxi and setting up the Shipshape Saw Mill. In Year 2, the report explores the second season of the Water Taxi as well as learning from changes in Year 1 and recording how the project developed and its outcomes up to December 2016.

The outcomes and findings record what was achieved and the impact of the project. Conclusions from the CCF project identifies what aspects of the project can be taken forward and summarise what future plans there are already to extend the project into 2017.

The Evaluation Process

The evaluation was carried out as a summative evaluation at the end of the two year project. The process consisted of:

- desk based research which reviewed project planning documents, some project records, marketing information available and information supplied by project partners and stakeholders
- onsite visits to IBTC for discussions and interviews with project partners, project team and stakeholders
- telephone interviews with stakeholders
- follow up telephone calls and emails for specific information.

Evaluation interviews were carried out with the following:

Mike and Lyn Tupper, current Directors of IBTC

Eric Kentley, Interim Project Manager, National Historic Ships - UK December 2014 - December 2015

David Savill, HUB coordinator - SEA Project June 2014 - October 2016

Jamie Stevens, Industry Liaison Officer - SEA Project July 2014 - October 2016

Sam Porter - Shipshape Sawmill Sawyer - current

Shawn Almeida, Skipper's Mate, Lowestoft Water Taxi August - October 2015 and April - October 2016

Mike Dowdall, Economic Development Officer, Suffolk County Council

Henry Harston, Broads Boatbuilders, ex student at IBTC, stakeholder

John Wylson, Chair, Excelsior Trust

The evaluation used the planned outcomes in the Shipshape East Anglia Business Plan as a benchmark to assess success and also to identify any unplanned outcomes.

Project Management Structure & SEA Steering Group

The project began in April 2014 when the Coastal Communities Fund approved the Shipshape East Anglia Business Plan and a grant of £624,950 was awarded. The project management structure as set out in the bid saw the Director of IBTC leading the scheme at a higher level, with daily operations overseen by a dedicated SEA Project Co-ordinator, supported by an Industry Liaison Officer. These posts would report to the IBTC Director and a SEA Steering Group, comprised of representatives from IBTC, NHS-UK, the local and district Council and the Excelsior Sailing Trust. This steering group had been set up during the development phase of the scheme.

However, at the same time that the successful award was announced, the previous Directors of IBTC, Nat and Gill Wilson were also involved in a successful application to the Heritage Lottery Fund for a project at Boathouse 4, Portsmouth Historic Dockyard and were in the process of setting up a similar IBTC college there. Midway into 2015, the SEA project staff was made aware that IBTC Lowestoft was working towards closing as a college and business which led to a considerable halt during the project while the situation was clarified.

At the same time, there was a changeover of management staff at NHS-UK when Hannah Cunliffe, Policy and Project Manager took maternity leave. Hannah was closely involved in the application to CCF and identified the aspirations of the project in the region. Her role was filled by an interim Project Manager, Eric Kentley until her return at the end of 2015. Another Steering Group member Glyn Williams was unable to carry on his advisory and leadership role in the group due to severe illness.

New owners, Mike and Lyn Tupper bought the business and college in 2015, officially taking over in July 2015. Elements of the SEA project which were on hold were able to continue during 2016 once they had taken over ownership and could fully support the project.

These changes in management and support staff did impact on the successful delivery of the project, particularly with regards to timescale and delays caused by uncertainties over project governance which resulted in the need to ask for a project extension. Once Hannah Cunliffe returned from maternity leave, efforts were made to re-instate the steering group and to re-develop the role of NHS-UK in the project.

SEA Project - Project Delivery Year 1 - June 2014 - November 2015

Did the project deliver job creation and skills development?

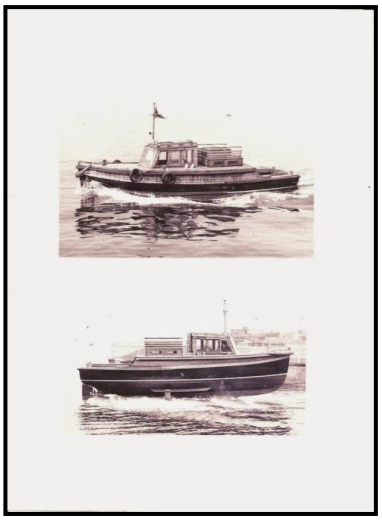
In June 2014, a project manager, David Savill, was appointed followed by a part-time Industry Liaison Officer for the project and both were based at the offices of IBTC. In July, Petra Pocasse was appointed as the Shipwright to lead the vessel restoration project. During the summer a full-time Shipwright's assistant and two full-time apprentices were also recruited.

Petra Pocasse supervised the restoration and directed work for the assistant and apprentices. During the project, both apprentices undertook a City and Guilds 2463 Level 3 training supervised by both Petra and a training instructor at the college. Modules were taken in Shaping Timber, Ply and MDF, Jig and Mould-making, Deck Laying, Glass and Plastics, Lofting, Fixing Hull and Deck Fittings, Rigging, Painting and Varnishing and GRP Boat repairs. All of these were undertaken at the college and used the '*Terrier*' to complete.

Lowestoft Water Taxi Restoration

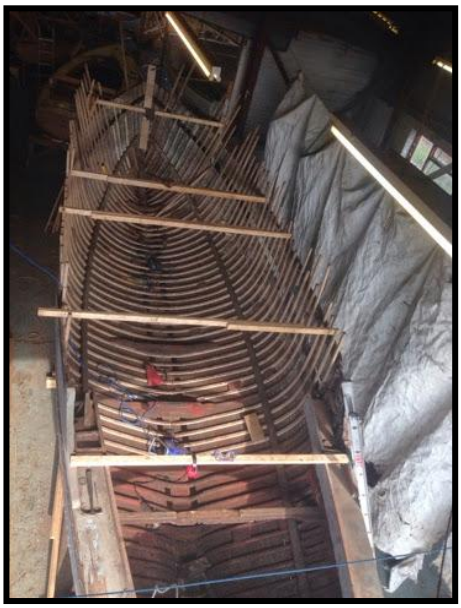
The vessel for restoration was selected by Nat Wilson, the former Director of IBTC. The boat is a M/L 1954 '*Terrier'* used in Glasgow and the Clyde as a Motor Launch (M/L). She was built with a Helmsman's cabin, amidships and a semi open area aft for passengers. She came to the college a couple of years prior to the project from Clyde Marine Services LTD where she was worked regularly.

She is a full displacement vessel and would have originally had a single motor capable of cruising speeds around 5.5 knots (6.6mph) which made her very efficient and an ideal candidate for a hybrid conversion and use for a regular water taxi. She was in need of conservation and restoration and was used as a real- life project at the college



The '*Terrier*' before entering IBTC boatshed

The restoration started in July 2014 and took just over eight months to complete. The following page illustrates the transformation and work carried out. The restoration was recorded and shown through a blog as part of the Shipshape East Anglia website and on Facebook - SEA project.



TERRIER

Lowestoft Water Taxi, Launch and Year 1

As part of the planning process for the project, research was carried out on eight similar services that were operating in different parts of the country to see how they were set up, to help decide pricing and also to plan the season's work.

The boat was restored and finished in February 2015. To transform the boat into use as a water taxi the HUB Coordinator was required to arrange the relevant moorings, pontoon use and licences before the official launch on 6th June 2015. The service employed a full-time Skipper, a Relief Skipper and two part-time Skipper's mates on a rota to run the boat Monday to Saturday between Lowestoft Harbour and Oulton Broad. The tickets were £3.50 per single journey and operated in 2015 between August and 5th November.

The Water Taxi information was given on a designated website which also explained the history of the boat and the restoration process at IBTC through a blog. Publicity leaflets were produced and there was good coverage in the local press (Lowestoft Journal and Eastern Daily Press) and on a range of websites www.bbc.co.uk/suffolk, www.thesuffolkcoats.co.uk, www.discoverlowestoft.co.uk, www.the-norfolk-broads.co.uk . A Facebook page was also created to promote the service and give daily notices about weather conditions and running times.

'We had over 60 people attend the launch event including our MP Peter Aldous and the leaders of the district council, which was a great success. We were able to offer trips in and around Lake Lothing and tours of The Boat Building and Training College. The response from guests was very positive and we are confident that the service will be a great success'.

Jamie Stevens, Industry Liaison Officer

Shipshape Sawmill, Launch and Year 1

Sam Porter was recruited in October 2014 as the full-time Sawyer and he undertook setting up the Sawmill in the disused yard at the front of IBTC. This 300mt² yard had been used for storage of items and this continued for a short while despite trying to set up the mill. Poor communication about the Shipshape Network and the SEA project led to a lack of understanding about the use of the yard initially and until the metal racking and frame was set up the yard continued to be used for occasional storage. As part of the Shipshape East Anglia Business Plan, IBTC had committed to supplying a trailer and vehicle as well as a mobile saw to enable wood to be cut and transported from forestry suppliers back to the mill or to cut timber for customers on their site. Training was later undertaken in using the sawmill, forklift use, chainsaw use and how to use and drive with a trailer. A full-time Sawyer Assistant was recruited and also undertook this training.

There were initial issues with the quality of equipment, in particular the mobile mill which proved too difficult to transport effectively. IBTC had initially offered £20,000 worth of timber for the mill which did not arrive until early in 2016 after negotiation with the new Directors. This meant that the mill had little or no stock and the Sawyer and his assistant were sourcing wood during their first year of operations.

First Year Operations

By mid 2015 the racking and tent were bought and erected and a paved area was created. Sam organised his own visits to other Sawmills to discuss pricing deals and also see how other sawmills were set up although they were on a larger scale.

Timber supplies were expensive which led to smaller quantities on offer from the mill. Customers were identified as boat builders around Essex, Suffolk and Yorkshire. In the first year most custom was from local crafts people, furniture makers, kitchen makers, building contractors who were sourcing cladding and supporting tree felling and timber merchants.

Short courses and Master Classes, Year 1

During the first year of the project, unfortunately it was not possible to hold the short courses or master classes originally planned, as the full focus of the project team was on restoring the vessel, launching the Water Taxi and setting up the Sawmill.

SEA Project - Project Delivery Year 2 - December 2015 - December 2016

Lowestoft Water Taxi, Year 2

Following boat maintenance during the winter, the Water Taxi began a new season on the 25th March 2016 and continued until the 2nd October 2016. The service operated well during the second year learning from the first year and all of the crew continued into the 2016 season.

The taxi continued to receive good press coverage and use supported by social media responses and positive feedback from passengers. Here is a selection of responses from Trip Advisor:

'What a wonderful alternative to battling the bridges and the trains to get to and from Lowestoft and Oulton Broad. The Skippers are wonderful and very helpful and informative. I highly recommend this to anyone and everyone. Make sure we all use it and keep it going.'

'We found it interesting seeing Lake Lothing from the water and the old hulks that are dotted along the route to Oulton Broad. Will be doing it again.'

'The journey watching the change from Docks to Broads is lovely and with some nice old wrecks along the way.'

'Very reliable and friendly on board crew. It is good to see that the boat has been restored and is currently running. There are many sights along the river that I never knew were available.'

Over the two seasons, the Water Taxi carried 3,800 passengers (a maximum of 12 passengers per trip). The income totalled £17,400 which covered some of the staff costs. Learning from the business, it was seen as a positive service to have for tourists, day visitors and people visiting the beach from the Broads. It did not work successfully as a Water Taxi or a commuter service for local people as a viable form of transport to get to and from work. There was significant interest in having an historic vessel and its story as a tour boat to take people from the Harbour to Oulton Broad as a guided tour or a pleasure tour as part of a day trip.

During the evaluation, feedback from one of the Water Taxi mates showed how the job had led to other opportunities for him.

'I have a background in the Merchant Navy and had an interest in returning to the shipping field. I saw this job as a way to get back to sea and it has helped me progress.
Working on a much smaller boat was interesting! It was a short time to get used to it and it helped to gain an insight in working as a skipper and navigating skills for a small vessel.

What was also very good was working in that environment, as a resident living here for twenty years or more, I learnt about a different side to the area and Lowestoft and so did many of the passengers. We had a lot of local people who enjoyed sharing their memories of working on boats in the area, fishing or sharing knowledge about sites and landmarks.

I am now working for a tugboat company and learning about barges - I would be interested in working on the Water Taxi again if it was to continue.'

Shawn Almeida - Lowestoft Water Taxi Mate

Lowestoft Water Taxi was recognised locally by Waveney District Council as a winner in the Local Tourism and Heritage Award scheme. The award was presented to Mike and Lyn Tupper during the Shipshape East Anglia HUB conference on 15th December 2016 by Jules Shorrock of the Suffolk Chamber of Commerce.

The judges' comments from the award show that the new business has contributed to the tourism offer around the area and is recognised as contributing to local economic development:

'*Officially launched in June 2015, the Water Taxi has provided an alternative and unique mode of transport between Lowestoft and Oulton Broad. It is a different and interesting way to see the town from the water as well as providing access to a number of tourist attractions at either end of the pick up/drop off points including the seafront, shops and leisure facilities at Oulton Broad. The whole project has shown a commitment to supporting the town's economic growth and Waveney District Council are pleased to select them as their winner of the Local Tourism Award.*'

The criteria for the Local Tourism Award recognises
'excellence in these specific areas as well as looking for evidence of promoting Lowestoft and/or Waveney as a tourist destination that in turn drives economic growth:

- A unique visitor experience
- Leisure/cultural facilities for locals and tourists
- High quality accommodation
- Service of delicious food or a unique dining experience
- Recognise innovative ways of attracting new visitors through the use of technology and social media
- Evidence of customer feedback

This is local recognition for a new business which has run successfully for two years continuing to employ 4 people during this time.

In sustaining or moving the water taxi business forward there are key issues that need to be taken into account when deciding how to progress.

- The level of income made is not sufficient to cover the cost of staff and maintenance at the moment despite the successful promotion of the service and coverage in the region.
- The restoration of the boat was not to a detailed specification which has led to the need for some substantial remedial work and maintenance in order to make the boat resilient enough for future use.
- While the Water Taxi has proved popular, there are other established boat tour businesses in the area which need to be taken into account when developing a future use of the boat.
- The Water Taxi attracted visitors, in particular day visitors rather than local people. The level of satisfaction was high and passengers have recorded that they are seeing an otherwise inaccessible view of the dock area and the Broads.
- There is a role for the boat as part of a Maritime Heritage Tour scheme linking other maritime businesses and attractions and offers for day visitors.
- IBTC, having supported the restoration of the historic boat, is not in a position to operate a boat tour business and so alternative ownership of the business has to be explored.

Shipshape Sawmill, Year 2

There was a significant delay in the supply of timber to the Sawmill which led to the mill being underused during 2015 and part of 2016. The business started to take shape from summer 2016 with Sam building a network of customers. The sawmill was open during the week and one day at the weekend. Sam and his assistant were working 4.5 days a week.

In terms of business training, Sam has been receiving training and has been attending small business network events. He has been supported by IBTC to visit working sawmills in the Birmingham area and learn from them. He also networked at London Boat Show. With support from IBTC, Sam's post is being continued for six months following the end of the project. Since opening the Sawmill, there have been nearly 70 customers and the mill has made £14,394.59.

Here are examples of the range and location of customers using the Sawmill:
Neil Page, Yorkshire who bought pieces of Oak to make a frame for a mirror for his house
Gerald Adams, Norfolk who bought a slab of Lime for wood carving
John Dorrans, Suffolk working as a boat builder uses larch from the mill as a repeat customer
John Hunt, Suffolk timber cutting service
Bam Nuttal, Suffolk resawing some supplied timber
Ettienne Cauley, Kent supplied Ash for a bespoke Kitchen

This demonstrates the emphasis on quality and bespoke wood working services to those who focus on high quality workmanship. This is a niche market for the mill as opposed to providing large quantities of timber as other mills do in the area. To sustain the mill in the future, IBTC will work with the Sawyer to look at other sources of income such as training opportunities using the mill.

'The sawmill is gathering momentum now. There is a niche market to provide very high quality timber needed for specialist furniture, cabinet makers, wood turners and carvers in the area. I have recently been talking to the Norwich Woodturners Association and have an order to supply in January 2017 - there are 200 members in the group. There has been great interest from this level of need - some people have travelled miles for a particular cut of laurel. '
Sam Porter, Sawyer, Shipshape Mill

Marketing and Communications

The project team invested time and money in creating promotional material for the Water Taxi and Sawmill which was successful and there was good press cover age for both.

New signage was produced for both new businesses and websites were created for each one.

These were stand alone sites which were useful in raising awareness. However, there was a disconnect between the project in terms of IBTC and NHS-UK's website strategies. The existing Shipshape Hub web pages created by NHS-UK were intended to host the Shipshape East Anglia Hub, and websites for the two businesses.

This led to confusion and inconsistent branding of the HUB network and added to the poor communication about the Network in the region.

Following the end of the project, work has had to be carried out to close down the individual websites and link them with IBTC as originally planned and to incorporate the new website details about the SEA HUB onto the existing webpages hosted by NHS-UK.

In the last six months of the project, further promotional literature was also designed in the form of an A5 flier describing the Shipshape Network & Hubs and a longer A4 promotional pamphlet explaining the hub concept which will act as a tool to attract funding, sponsorship and interest from other regional areas.

Short Courses and Masterclasses, Year 2

The project team focussed on exploring the HUB and training courses for local people during Year 2 running four sessions of the RYA Diesel Engine course and a masterclass on Axe Hewing. Attendance was not as high as expected despite promotion on social media but an income of £882 was made.

During the course of the project up to mid 2016, there was less input than expected in networking with local businesses, learning providers and employment agencies to showcase the courses on offer and stimulate interest. The change in ownership at IBTC impacted on the lack of direction and network contacts which might have been more forthcoming in order to generate interest and to communicate the aims of the SEA Project fully and comprehensively.

Capital Improvements

The Business Plan had included some capital works at IBTC to upgrade the site and workshops at the college and improve the pathways at the rear of the site. At the start of the project, Tilia Properties, landlords of the site, agreed through match funding to support improvements which were carried out in partnership with the college but separate from the CCF project.

The pathway around the site was improved to increase access to the site. Original plans included creating an opportunity for engagement with schools to create public art along the pathway improving the safety and aesthetics of this area for visitors.

During the project, following improvements made to the path, it was discovered that there will be building along the site, new housing which will undo the work.

The budget planned for community engagement with schools was re-directed to set up a schools project - a Cardboard Boatbuilding Competition organised in October 2016.

Community Event - Cardboard Boatbuilding Competition

The project team organised this event from an initial idea by one of the students at IBTC, Ben Williams, a Design and Technology secondary school teacher.

During his course at IBTC, he saw the work of the SEA project and the potential to engage with secondary school teachers and pupils using a STEM approach and the Design and Technology curriculum for Years 7, 8 and 9. He approached local teachers initially who were keen to link with the college and take part in a 'real-life project'. Ben devised the competition based on who could best design a cardboard boat and use it on the river. He created the design, rules and structure of the teaching plan, liaising with the teachers and the Oulton Broad Watersports Centre. The SEA project manager arranged the event, risk assessment and publicity.

The event was aimed at Year 7, 8 and 9 groups and 40 children took part in the final event. There was a high level of local press coverage and the event was successful for the school and IBTC. A film of the event is available on YouTube.

Interest has been shown for a Saturday school at IBTC where young people learn woodwork skills and take part in a larger project for skills development. There is a strong STEM network in Norfolk and Suffolk and this is a good event to bring schools and business together.

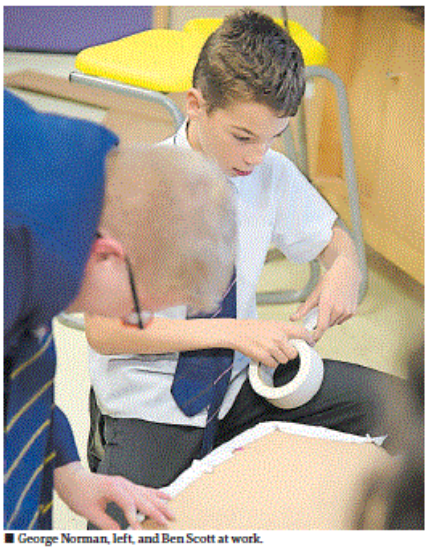
'This event was a great opportunity to put STEM learning into practise and to build leadership and teamwork skills in an enjoyable way, to do something different and create unique and individual designs. The students were really enthusiastic throughout the whole of this project, and their enthusiasm and excellent teamwork really paid off.

As an Academy we were very grateful to have been offered this fantastic opportunity from the International Boatbuilding College, and look forward to hopefully being able to participate again next year.'

Ormiston Denes Academy

EDUCATION

■ Year-nine students at Pakefield High School building a cardboard boat to sail on Oulton Broad for a competition. From left, Sonny Walmsley,13; George Norman,13; Harry Cooper, 13; Cameron Belden, 14; Finn Nudd, 13; and Ben Scott, 13. Pictures: DENISE BRADLEY



■ George Norman, left, and Ben Scott at work.

Cardboard boat building gets pupils thinking

Boats made out of cardboard took to the water as a part of a schools challenge.

Students at high schools in Lowestoft put their boat building skills into practice as they made the boats for a racing contest at Oulton Broad.

Working with Ship Shape East Anglia, the International Boatbuilding Training College (IBTC) – based at Sea Lake Road, in Oulton Broad – had encouraged schools to enter the first ever IBTC cardboard boat schools challenge.

IBTC student Ben Williams, a keen kayaker, tasked the children to build a cardboard boat without covering the hull in any plastic, although tape on seams was allowed and the cardboard could be painted or varnished. They then had to sail it on Oulton Broad, with a crew of at least one person and a maximum of three people powering it.

Students from East Point Academy, Ormiston Denes Academy and Pakefield High School in Lowestoft were given some boat building tips by visiting IBTC representatives prior to the event.

Last Wednesday (October 5), after many hours of designing and perfecting their cardboard creations, the schools took their craft to the Oulton Broad Water Sports Centre to see who was the fastest and who could stay afloat the longest.

Various prizes were awarded, with the winning boat from Cliff Park Ormiston Academy in Gorleston. Pakefield High School won the technical design award and also the Titanic award, with the most creative boats awarded to Ormiston Denes – for their Dragon Boat and Amy's Vessel.

Neil Dennis, science teacher at Pakefield High School, said: "IBTC approached the school and offered our students a fantastic opportunity to learn about boat building.

"I was very pleasantly surprised with how the boats fared."

IBTC owner Mike Tupper said: "I was really impressed by the imaginative designs and technical skills of the pupils and hopefully this can become an annual event."

Julie Mayo, transition and co-curriculum projects manager at Ormiston Denes Academy, added: "This event was a great opportunity to put STEM learning into practice."

■ Have you got a story? Tell The Journal by calling 01502 525820 or email lowestoft.journal@archant.co.uk

■ Finn Nudd, left, and Sonny Walmsley work on a smaller boat.

■ Ben Scott, left, and Harry Cooper at work.

■ The IBTC cardboard boat schools challenge at Oulton Broad. Above, Ben Williams of IBTC leads two of the boats to the buoy that marked the turning point of the course. Picture: DAVID COLLINS

IBTC and Business Support - Skills Mapping

The HUB Coordinator and Industry Liaison Officer were responsible for making connections with local businesses by exploring how IBTC could support apprenticeships, pre-apprenticeship training, careers forums and collaborate with businesses to fund training sessions for employees. This networking also included promoting courses and opportunities to students and local young people not in employment or training by raising awareness of the project to job centres, training schemes and other colleges.

During the project some contacts were made with Job Centre Plus and the team attended Suffolk County Council Small Business Network meeting. During the evaluation, both David Savill and Jamie Stevens cited that there was no interest shown in opportunities at IBTC and due to poor communication, there was a misunderstanding about IBTC hosting courses and workshops for local people as part of SEA project.

This led to missed opportunities to work actively in the community with regional and local organisations who work with young people and small businesses. There were chances to host sessions at the college and work collaboratively to raise awareness of the project which were overlooked. There was little or no activity in this area during Year 1 and part way into Year 2. This is largely due to:

- the project team having no introduction to the work of NHS-UK, the strategic aims of Shipshape HUB, background to the historic vessel sector and direction given by IBTC on recruitment. This would have given a different perspective to the project team and increased motivation to follow leads in an already existing network
- communication at IBTC about the aims of the SEA project and CCF fund which would foster a greater understanding about what the project team were working towards and would encourage college staff to share expertise and contacts
- the skills and experience of the HUB Coordinator did not include knowledge of the heritage or marine sector which limited their perspective on who to contact and networks to work with
- there was a lack of networking skills in the project team to draw on local contacts, initiating partnerships and seeing opportunities between IBTC and local industry
- there was no leadership or direction provided by IBTC in the form of monitoring day-to-day progress and in arranging Steering Group meetings to formally agree progress.

An external consultant was responsible for carrying out a skills mapping exercise to research the region and build on the idea of a regional HUB of maritime heritage organisations. The Skills Assessment work had three aims:

- to investigate the appetite for a Shipshape East Anglia HUB Network and identify its needs
- to scope and assess the existing skills and areas for training, specialist skills and growth areas
- to identify a hub template model which could be replicated in other Shipshape regions around the UK

Fieldwork was carried out from January - March 2016 with marine organisations and businesses across East Anglia. The challenge as seen by the consultant was the lack of need for a Network from existing companies - not all present members of the HUB. Informal networks of support had existed and worked well to date and participants in the consultations did not see a need for a wider network. The main needs of those interviewed were for repairs and maintenance skills and there was little distinction made between 'traditional' and modern day techniques to provide quality workmanship.

There was a concern that particular knowledge and skills identified through informal networks would not be available in the future and the mapping exercise missed an opportunity to record these statistically. The exercise was expected to provide current employment statistics highlighting areas of work carried out locally and what the demand was for specific work. There was also the need to collect data about skills and training requirements. Feedback from small businesses reported that there was little funding to send employees to train and a lack of understanding of apprenticeships.
This was not reflected in the report - this identifies an opportunity for groups of businesses to share training and share sector information.

Contact was made with Great Yarmouth College exploring apprenticeships but no contact was made with other learning providers or apprentice takers.

This information would have been more useful if it was produced before the start of the project or in the early stages to inform any business support programmes. The project partners also felt the final report had limited value as a tool for expanding the HUB going forwards and was not as far-reaching as had been hoped when the work was commissioned. In the final months of the project, a further skills mapping exercise was put in place with another external consultant, this time focussing on expanding the existing database of contacts in the East Anglian region of the Shipshape Network. This was more successful and resulted in some helpful feedback, plus a series of updates to be carried out to the regional skills directory.

Project Revenue Budget

Planned Project Costs	Planned spend £	Actual Spend £ (Sep '16)	CCF grant funded	Other income	Remaining Grant
Job Creation					
Hub Co-ordinator	67,666	69,228	69,228	0	
Industry Liaison post	36,000	34, 620	34, 620	0	
Sawyer	63,006	64,234	64,234	0	
Sawyer Assistant	25,630	30,705	30,705	0	
2 x apprentices	27,138	31,488	31,488	0	
Shipwright	33,833	33,588	33,588	0	
2nd Shipwright	16,922	12,077	12,077	0	
Taxi Crew	60,670	46,750	26,831	0	
Fees: Skills Consultant Construction works project management	 21,000 5,600	 21,000 Deleted from project budget	 21,000 0	 0 0	
Recruitment costs	1,050	966	966	0	
Staff Training	800	440	440	0	
Project Training: Masterclasses, short courses, workshops, Pre-work courses	 5,000 3,840 4,000 10,000	 3,283 3,323 4,87 0	 5,000 3,840 4,000 10,000	 0 0 0 0	
Travel and accommodation: Project Staff Skills consultant Visiting lecturers	 3,000 2,000 2,000	 1,445 1,511 0	 3,000 2,000 0	 0 0 0	
Monitoring and evaluation Evaluation Consultant Evaluation training Monitoring expenses	33,000	3,000	33,000	0	
Legal fees	1,750	1637	1637	0	
Forum and member events	1,300	0	1,300	0	
Enterprise running costs					
Sawmill	20,100	22,667	22,667	0	
Water taxi	9,000	8909	8909	0	
Wood costs	20,000	20,000	0	20,000	
Promotion: Web design, print	15,061	9,758	15,061	0	
Footpath clearance and outreach	**7,000**	**435**	**7,000**	**0**	
Inflation	2,487	2,847	2,847	0	
TOTAL	**498,853**	**424,378**	**445,768**	**20,000**	**21,390**

Project Capital Budget

Area	Planned spend £	Actual Spend £ (Sep '16)	CCF Grant	Other income	Remaining Grant
Footpath works+	5,930	4,520	4,520	0	
Refurbishment works of IBTC^	179,473	0	0	179,43	
Water taxi restoration materials	69,490	66,326	66,326	0	
Shipwrights tools	6,550	4,587	4,587	0	
Safety equipment	5,000	1,700	1,700	0	
Sawmill equipment	9,000	9,000	0	9000	
Survey Fees	800	590	590	0	
Vehicles	4,000	4,000	0	4,000	
IT and Office equipment	4,000	1,943	1,943	0	
Contingency	9,177	0	0	0	
Total Capital	**293,420**	**92,666**	**79,726**	**192,473**	**-12,940**
Overheads	**46,266**	**47,174**	**46,266**	**0**	**-908**
SUMMARY	**Planned spend £**	**Actual Spend £**	**CCF grant spent £**	**Other income**	**Underspend**
Revenue	**498,853**	**424,378**	**445,768**	**20,000**	**21,390**
Capital	**293,420**	**92,666**	**79,726**	**192,473**	**-12,940**
Total	**792,273**	**517,044**	**525,494**	**199,473**	**8,450**
Overheads	**46,266**	**47,174**	**46,266**	**0**	**-908**
Overall Total	**838,539**	**564,218**	**571,760**	**199,473**	**7542**

Impact of the Change of Ownership

There has been a significant impact from the changes at the college during the first year and into the second year of the project. There are a range of outcomes that the project has achieved and the SEA project team have worked to continue the Shipshape East Anglia Business Plan during what was a disruptive and unclear period in the host organisation which was also the lead partner in the project. It is important to note the lead up to the change of ownership was significant in the project not being able to deliver all of its objectives.

The lead up to and change of ownership has impacted significantly on all elements of the project. This is largely due to lack of communication about the likely changes to the onsite college team, the SEA project team, to NHS-UK and CCF grants team. In particular, the following factors impacted on the delivery of the project during Year 1 and part of Year 2.

- The level of senior management support and leadership required for this size of project and presented in the Shipshape East Anglia Business Plan was drastically reduced during Year 1 and the first half of Year 2. The sharing of expertise and networks was very much reduced during the start up and first year of the project. No Steering Groups met during Year 1 or subsequently until September 2016 after the new owners were made aware of the project by NHS- UK staff.
- Once the lead partner was aware of the impact of their situation in 2014, and the likely impact on this externally government funded project, they had opportunity to refer the changes to two bodies - their partner NHS-UK team in Greenwich and also the CCF grants team.
  There was also a lack of support at a national level by the NHS-UK team in Greenwich during Year 1 and part of Year 2 primarily due to the Policy and Project Manager taking maternity leave and resulting lack of capacity
- The nature, aims and responsibility of the project were not included in the handover from previous ownership to the new Directors of IBTC. Their knowledge of the project and the role as lead partner became evident in early 2016 and once renewed support of the project by NHS-UK was undertaken by the Policy and Project Manager.

This inevitably led to

- The delivery of short courses and masterclasses by IBTC for young people in the region being significantly reduced and the full programme being unable to be developed.
- The planned collaborative work and building of a SEA Hub development in East Anglia being unexplored which has led to missed opportunities to offer pre-apprenticeship sessions, careers events and engagement with young people looking for work which did not take place.

'Unfortunately, despite the hopes in the business plan, IBTC during the bulk of the project were hosting the project not leading it. Parts of the project were severely delayed and the project team felt that they were working in a less than supportive environment. Given that the project was funded to promote IBTC at the heart of a HUB development, the staff were not supported to deliver this for the college but were seen as competition due to poor communication and changes in the focus of the senior management once the project began and while they were developing other projects in IBTC Portsmouth."
Eric Kentley, Interim Programme Manager, NHS-UK

What has been learnt from the SEA Project?

There has been valuable learning evidenced through the interviews undertaken during the evaluation and through reviewing the project documentation. This is mainly in three areas:

- **Project Management and Multi-agency working**

This project highlights the need for clear lines of authority and leadership in multi-agency projects like this with public sector funding. There are greater opportunities to collaborate on external funded projects within the sector and expectations of what projects will deliver needs to be stated at the outset. In this case, the original Directors of IBTC shared a conflict of interest with another large publicly funded project in another part of the country which meant that their original commitment of leadership to this one changed alongside other changes within the IBTC organisation and subsequent issues on delivery.

This learning about grant funded projects is useful within the HUB and sector and is an area where expertise can be shared by those experienced in attracting external grants and project work. The expectation that grant funding will help sustain the core functions of a trust, business or organisation will not be fulfilled and leads to sustainability issues.

External funding for improving resilience within heritage organisations is becoming available in the museum sector and the voluntary sector to improve business planning and making organisations investment ready.

The project team who were recruited were being asked to generate interest in a specific sector without enough background information and guidance about the strategic aims at a national and regional level. There are often assumptions in a project where informal relationships between organisations have existed that team members have prior specialist knowledge and in this case provision was not given in terms of background to the significance of the project to the historic vessel sector, the regional economy, the priorities of the CCF and the role of NHS-UK. In addition, the restoration of the vessel and setting up a sawmill require expertise outside of the realm of the project team and there was greater support needed to ensure that quality standards were kept through the project.

- **Information Gathering at the Start**

The Skills Mapping report would have had greater significance if it was carried out before or at the beginning of the project to inform the training course elements and to follow up on specific needs of researched organisations.

Early consultation was carried out at a pilot SEA Hub launch event in 2013 about the need for a regional hub which NHS-UK responded to in creating online resources to identify and share skills within each HUB region. During the project, there was a need to clarify what the regional hub role is and what functions the HUB can provide which would be useful as part of the Skills Mapping report.

- **Profile Raising Outside of the Sector**

There is interest in the development of a regional hub of member organisations which supports

- Internal networking sharing expertise, skills, resources and opportunities to collaborate
- A collective approach to look outwards for sustainability by promoting the sector and working with marine businesses, learning providers and other commercial organisations

The project has demonstrated partnerships between the historic vessel sector/traditional skills and training sector with other organisations e.g. tourism agencies, economic development bodies, secondary education providers. The role of the college has been promoted alongside the historic vessel sector to other sectors in the region as contributors to the visitor economy and in delivering employment and skills development towards economic growth. The learning from this is how important it is for the sector to communicate externally about its work as well as looking internally to work more effectively.

The Local Area Action Plan for Lowestoft and the surrounding area shows how the historic character of Lowestoft is being included in future developments. This project, particularly through the Water Taxi and HUB partnerships show that the sector has the potential to contribute significantly to historic place-making which is emphasised through the National Planning Policy Framework for new developments. By consolidating traditional skills used in boatbuilding with marine services and heritage vessels, the HUB has the potential to promote heritage-led regeneration for small businesses in this locality as well as providing a destination for the visitor economy. This reduces the isolation felt by SMEs and individual vessel owners and increases opportunities for future sustainability and investment.

"In 2014, Suffolk's visitor economy grew by 4.3% and Norfolk's by 10.8%. Tourism is the second fastest growing sector in the UK, exceeded only by food and drink."
Visit East Anglia

Shipshape HUB Conference - December 2016

From October 2016, the HUB Coordinator took up a new position and IBTC, working closely with NHS-UK, appointed an interim Coordinator to manage the remaining months of the scheme and the evaluation process. The successful candidate had previously worked for NHS-UK on a sector wide Shipshape Network training project and approached this project with substantial strategic knowledge about the sector and the aims of the project.

Towards the end of the project, the interim HUB Coordinator delivered a regional Shipshape Conference to disseminate the work of the project and its outcomes while also exploring what the sector needs from a HUB in East Anglia and how the HUB model could be replicated in other regions around the UK.

This event held in Oulton Broad, brought together vessel owners, museums, marine businesses, boat builders and boatyards, sector leaders, marine services and external organisations from the skills and economic development sectors. The conference included a tour of the Lake Lothing area to visit Excelsior Trust and IBTC. Over 70 people attended to see case studies of development work, partnerships and engagement within the sector. On Day 2, there was an opportunity for delegates to contribute to shaping a regional hub by identifying what they can offer the sector through collaboration and what they need from a regional HUB.

IBTC identified a need for greater connection between sustaining traditional skills balanced with incorporating heritage and traditions into new uses for vessels and transferring skills to work across different sectors. There was a call for a more businesslike approach to sustaining the sector through looking outward and seeking business investment to cover core costs.

Sea Change Sailing Trust sought a bank of data or sector knowledge that can be drawn on to support their fundraising work.

A key outcome from Day 2 of this conference was the interest from other regions in acting as potential Shipshape hubs following the model established by the SEA project in Lowestoft. A follow-up meeting was arranged by NHS-UK with IBTC Portsmouth in Boathouse 4 as the Solent hub, Chatham Historic Dockyard as a possible hub for the Thames Estuary and discussions were held with the Scottish Fisheries Museum over the concept of a Scottish hub.

Final Project Developments

With the appointment of the new interim Hub Co-ordinator in October 2016 a review of the project was undertaken identifying what had been achieved to date and the project spend, with plans made to address some of the delays and missed opportunities that had been highlighted.

This led to the new Hub Co-ordinator developing a better understanding of the context of the project at IBTC and Lowestoft as well as networking with wider regional organisations. A significant amount of work was undertaken, collating project records to clarify the underspend and how best to use it to meet the needs and deliver the aims of CCF as quickly as could be arranged going forward before the end of the funding period.

This also led to exploring the local needs of the area taking a cohesive approach to developing a hub and ascertaining the level of need. A significant amount of work went into creating the HUB conference for East Anglia based in Lowestoft and led by the project and IBTC. 70 delegates spent two days in the town exploring the area and used best practice examples though speakers to consolidate achievements of the project. The second part of the conference was used to create real steps forward towards a HUB to consult members on their needs and the role of the HUB. The feedback from this was extremely helpful – providing networking opportunities, questioning taking a business approach to supporting the sector and identifying key steps to build on.

The HUB co-ordinator proactively took a holistic view of the role of NHS-UK in the region, taking the successful elements of the work completed and assessing how best to sustain what works well for the future.

This also involved negotiating with IBTC about the best learning opportunities available which match the needs of local people, the assets of the college and the aims of the CCF project.

Project Extension into 2017

This level of work and harnessing of opportunity led to successful negotiations with CCF to use the underspend to develop areas of the project which had not yet been developed and which were not exploited as fully as they might have been.

There is now clear communication between the HUB Co-ordinator, directors and staff of IBTC and NHS-UK. The HUB Co-ordinator set in place transparent aims for the project and communicated effectively to create a meaningful and successful end to the project. He also included the important element of quality assessment so that the restoration of the vessel is undertaken to a level which can sustain its future.

The four new developments going forward beyond December 2016 overseen by the directors of IBTC and the HUB co-ordinator are:

- Setting up 12 month bursaries for 2 young people aged 18 -25 drawn from the local community
- Setting up a £10,000 grant scheme delivering short course training for owners of craft on the National Register of Historic Vessels or members of the Shipshape Network skills directory
- Continuing the Shipshape Sawmill for a further 6 months towards making itself self sustainable
- Repair and further restoration of "*Terrier*" vessel for future use
- Progressing a Shipshape East Anglia HUB according to the feedback of members from the HUB conference and within the capacity of NHS-UK making greater connections between marine organisations and improving advocacy outside of the sector.

Conclusions and Sector Learning

During the project, IBTC has maintained its profile as an international, national and regional maritime skills provider. The organisation has seen a change of ownership during the life of the project which significantly impacted on delivery in Year 1 and limited the role the college played in leading a regional network and HUB. During this period, a considerable lack of leadership led to poor project management skills which in turn limited the ambitions of the project and caused delays in achieving the funded objectives and missed opportunities. The learning from this showed how important it is in a multi agency project to have a strong leadership committed throughout and designated lines of authority from each partner should changes occur.

During the second year of the project under the management of new owners Mike and Lyn Tupper, the college as an employer was able to continue and deliver its commitments. The planned outcomes from the project have come to fruition and greater alignment of the aims of the project and the needs of the local sector has taken place. In acknowledgement of the changes in the project, CCF has agreed to further extend the project to realise the training opportunities to local people, support the new Shipshape Mill to self-sustain, maintain the historic vessel and explore its use as part of a wider Maritime Heritage Tour Network and progress the work of the Shipshape East Anglia HUB.

The project has raised awareness of historic maritime skills through operating the Lowestoft Water Taxi for visitors to the area and local residents. It has supplied a much needed service in the local transport infrastructure and demonstrated an interest in using historic vessels for tourism potential. The taxi has opened up access to the shoreline and provided informal tours describing the maritime achievements to a new audience. This has been well received evidenced through its use, from Trip Advisor feedback, a local tourism and heritage award from Waveney District Council and from support from other heritage and boat tour providers. The vessel has also promoted the work of IBTC and is a reminder of the maritime heritage of Lowestoft to visitors. There is a future role in providing maritime heritage tours between Oulton Broad and Lowestoft which celebrates Lowestoft's past, the significance of traditional craft skills and uses these to improve the image of the town and area to visitors and residents.

The SEA project has enabled new job creation and skills for work to take place including apprenticeships in City and Guilds Boatbuilding Level 3 encouraging younger people to work in the historic vessel and maritime sector. The new jobs created by the project were all filled and has led to:

- Upskilling young people in high quality woodworking techniques which are being used in the boat building sector,
- Sustaining a new business service in the Sawmill to promote and capitalise on a growing interest in traditional craftsmanship and bespoke production in woodwork,
- Re-introducing people to working boats as a job and experiencing the use of boats for tourism and heritage sector

The project has highlighted how IBTC can be the link between the maritime heritage sector and current marine businesses and suppliers in the region promoting excellence in traditional wooden boatbuilding, carpentry and providing training in modern boat building and maintenance.

Connections made with local schools and open days have promoted the role of IBTC to the local economy as a centre of excellence providing services to regional and national businesses and attracting international and UK students to the area. The Cardboard Boatbuilding Competition was hugely popular and demand is there to run a larger event or series of events to introduce young people to the skills, engineering and learning involved in boatbuilding. This event has multiple benefits to the local area which IBTC needs credit for - it is promoting technical, engineering and marine skills to a young audience; making links to the role of Lowestoft in the fishing and marine industry of the UK; showcasing the national and international profile given to Lowestoft by the college's work, networks and activities. There has been support and recognition from Waveney District Council, Suffolk County Council and Suffolk Chamber of Commerce during the project for this work and the work of the Lowestoft Water Taxi. There is more recognition needed and connection made to the contribution that IBTC has in raising the image of the area, upskilling local people and promoting skilled craftsmanship as an international centre of excellence located in Lowestoft.

The outcomes of the project have started to promote the Lake Lothing area of Lowestoft as a potential Shipshape HUB. The HUB conference has demonstrated a need for a more effective internal network sharing knowledge about the sector and specific expertise. However, it also highlighted that the organisations as members of the HUB want to see a regional mechanism which champions how the sector contributes to the historic character of the region and the economy in order to influence regional agencies and policy makers. The Shipshape HUB conference has energised the sector to actively collaborate and the project has initiated discussions about where best to focus effort and future funding opportunities for the East Anglia historic vessel sector.

APPENDICES