

regeneris

ECONOMICS • RESEARCH • ANALYSIS

Dymchurch Coastal Community Team
Economic Plan

January 2016

A Report by Regeneris
Consulting



Folkestone
Hythe & Romney Marsh
Shepway District Council



Dymchurch Coastal Community Team – Economic Plan



January 2016

Regeneris Consulting Ltd
www.regeneris.co.uk

Contents Page

1.	Introduction	1
-----------	---------------------	----------

2.	Dymchurch Context and Baseline	2
	Geography	3
	History	3
	Community	4
	Economy	6

3.	Policy Context	13
-----------	-----------------------	-----------

4.	Related Initiatives	16
	Partnerships	16
	Business Support and Advice	16
	Funding	17

5.	Strengths, Weaknesses, Opportunities and Threats	22
	Strategy	23

6.	Vision	23
-----------	---------------	-----------

7.	Needs and Intentions	23
-----------	-----------------------------	-----------

8.	Strategy: Action Plan	26
	Theme 1: Increasing Recognition of Dymchurch	27
	Theme 2: Improving Visitor Experience	30
	Theme 3: Creating a More Vibrant Centre	33
	Theme 4: Making Better Use of Dymchurch's Assets	36
	Theme 5: Organisation and Engagement	39

9.	Management and Organisation of the Coastal Community Team	42
-----------	--	-----------

10.	Dymchurch CCT – Focus for Year One	46
------------	---	-----------

1. Introduction

- 1.1 The village of Dymchurch in Kent has been selected as one of the locations receiving support to develop a strategy to underpin future bids to the Coastal Community Fund (CCF) and other sources.
- 1.2 The Dymchurch Coastal Community Team (DCCT) with the support of Regeneris Consulting has developed this economic plan and action plan to provide a framework for the activities and actions for DCCT in the short and medium term.
- 1.3 The specific outcomes of the strategy are:
 - Improve the visitor offer of Dymchurch
 - Improve the appearance and perceptions of Dymchurch
 - Diversification of the local economy
 - Enhance local skills and employment opportunities
- 1.4 Underpinning these objectives is a number of themes which are explored in this strategy. For each theme there is a range of short to medium term actions and projects which will help achieve the overall objectives of the strategy.
- 1.5 As well as the relevant projects, possible funding streams have been identified, along with potential partner organisations that can help deliver the relevant elements of the strategy. To support the primary research, a desktop study has also been carried out.

Priorities for the first year

This plan includes a range of areas for intervention and projects for consideration. There will undoubtedly be new opportunities to which the Team needs to respond and it is highly unlikely that all of the projects will be delivered exactly as outlined here. There are however, a number of projects which are particularly important.

The following ten actions are those which are seen as particularly important for the first 12-18 months of the Coastal Community Team:

- Oversee the rebranding and marketing of Dymchurch, focussing on the village's beach and unique history. Improve signage and welcome as visitors enter the village
- Commission design and implement shopfront painting on Dymchurch High Street. Engage expert help to support the development of an interactive Heritage tour of the village and environs
- Establish cycle hire point
- Engage with local artists to develop plans for public art within the village
- Undertake full feasibility and costing of the renovation of Martello Tower 24 to enable a range of year round uses and work with Shepway DC to improve the appearance of Martello 25
- Ensure Dymchurch is well represented in the activities of the Romney Marsh Partnership and the Shepway Destination Management Plan
- Engage with Barratt Homes, the NDA, Magnox and others to ensure that they are aware of the strategy and encourage them to support actions within the plan
- Test new uses and complementary activities for the beach (including sports, sale of local food and drink and entertainment).

Plan Contents

1.6 The Dymchurch Economic Plan comprises the following chapters:

- Chapter 2 – Dymchurch Context and Baseline: A summary of the socio-economic characteristics.
- Chapter 3 – Policy Context: An overview of local, regional and national policy that is relevant to Dymchurch and the strategy.
- Chapter 4 – Related Initiatives: An overview of any existing initiatives that are related or may complement the strategy and suggested interventions.
- Chapter 5 – SWOT: A summary of the identified strengths, weaknesses, opportunities and threats in which the strategy has been based upon.
- Chapter 6 – Vision: The overall long-term vision for Dymchurch and what the strategy and related interventions aim to achieve.
- Chapter 7 – Needs and Intentions: An overview of the needs of the local community and the intentions of the strategy and how it responds to these needs.
- Chapter 8 – Strategy and Action Plan: A list of suggested projects and initial actions which will help the DCCT achieve the long term vision.
- Chapter 9 – Management & Organisation of the CCT: Details of how the CCT will deliver the plan, based on funding, resources, partnership collaboration and consultation with the local and wider community.
- Chapter 10 – Focus for Year One – A list of short term projects which will help in getting the strategy off the ground and help sustain momentum in the first year.

2. Dymchurch Context and Baseline

Geography

- 2.1 Dymchurch is a coastal village in the district of Shepway, located in the south east of Kent. Situated in the sparsely populated area of Romney Marsh, the nearest large towns are Hythe (around 5 miles away), Folkestone (around 9 miles distance) and Ashford (around 12 miles distance).
- 2.2 The village occupies a narrow strip on the coastline around 3.5 miles long, alongside the beach located along the full length of the village. The majority of services, leisure facilities, historical and tourist attractions are concentrated in the village centre to the south, as well as the widest and most popular part of the beach.

Figure 2.1 Shepway



Source: Regeneris Consulting 2015

Figure 2.2 Dymchurch Local Centre



Source: Regeneris Consulting; Ordnance Survey, 2015

Implications

Given the size of the village, partners must be realistic in its ambition and interventions should be of an appropriate scale. To overcome geographical limitations, interventions should capitalise on the opportunity of connecting with nearby towns to promote a joint offer. The coastline offers a natural link to other coastal towns, although it is important to consider areas further inland in Dymchurch to promote a more equal geographical spread. Furthermore, the existing concentration of uses in the village centre should be built upon to maximise the cumulative effect.

History

- 2.3 Dymchurch has a strong heritage offer resulting from an extensive history. Key points of interest include:
- Construction of the sea wall in 1288 to replace a former shingle barrier protecting the village.
 - Role in administering justice for Romney Marsh from 1252. A wooden structure, originally used as the courts of justice, was destroyed by a storm and rebuilt in 1575. The new building, appropriately named 'New Hall', is still in good condition today.

- Renowned for high rates of smuggling during the 18th and 19th centuries, owing to the area's remote location and proximity to the French coast.
- Provided security from invasion during Napoleon and World Wars through the construction of small defensive forts built across the coastline named 'Martello Towers'. Close proximity to the French coastline gave particular importance to its role in Napoleonic wars.

2.4 In more recent times Dymchurch has served as a seaside resort, catering largely for caravan holidays and day trips. The popularity of the resort declined from the 1960s, alongside other seaside towns in Britain, driving many of the issues apparent today.

Implications

The rich history of Dymchurch contributes towards a strong heritage offer which should be better explored in the future of the village (and its offer). Although the nostalgic value of the seaside resort attracts previous generations of visitors back, focus should be placed on the heritage offer which appeals to a wider audience and has greater unrealised potential. Thus the heritage offer should be more greatly emphasised whilst modernising the village to meet the requirements of tourists today.

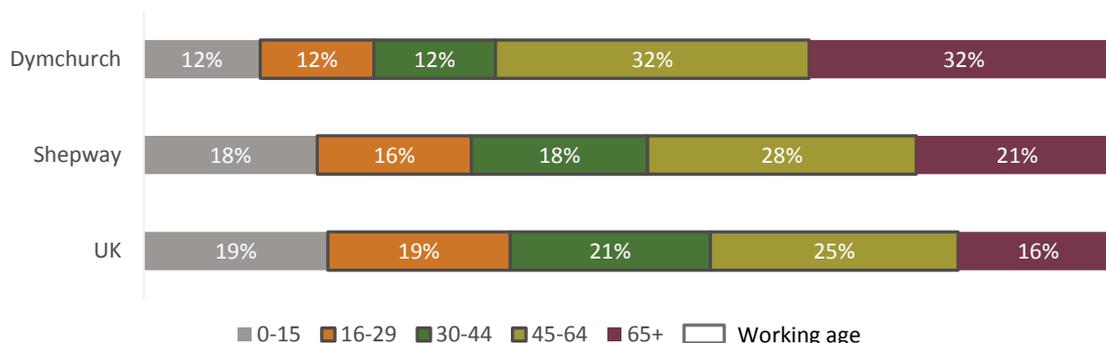
Community

Demographics

- 2.5 According to Census figures, Dymchurch has a small population of approximately 3,700 although stakeholders have suggested this number could be higher as the census does not capture residents at semi-permanent holiday parks. The Dymchurch Parish plan calculates that the increase of holiday visitors staying overnight amounts to three times the normal population (i.e. over 12,000)¹. Holiday visitors are likely to stay in semi-permanent holiday parks as there is little accommodation provided elsewhere. However, given that a number of parks are open 50 weeks a year, these are likely to be taken by people using them on a more permanent basis. As a result, there is little accommodation available for holiday makers visiting for a short period of time.
- 2.6 Dymchurch has double the proportion of residents aged 65+ than the UK average, accounting for 32% of the population. This reduces the amount of working age residents to 56% of the population, which is lower than the Shepway (62%) and UK average (65%). This impacts upon economic activity and ultimately the capacity and adaptability of the local economy.

¹ Dymchurch Parish Plan Steering Committee; A Summary of the Dymchurch Parish, 2006

Figure 2.3 Age Structure

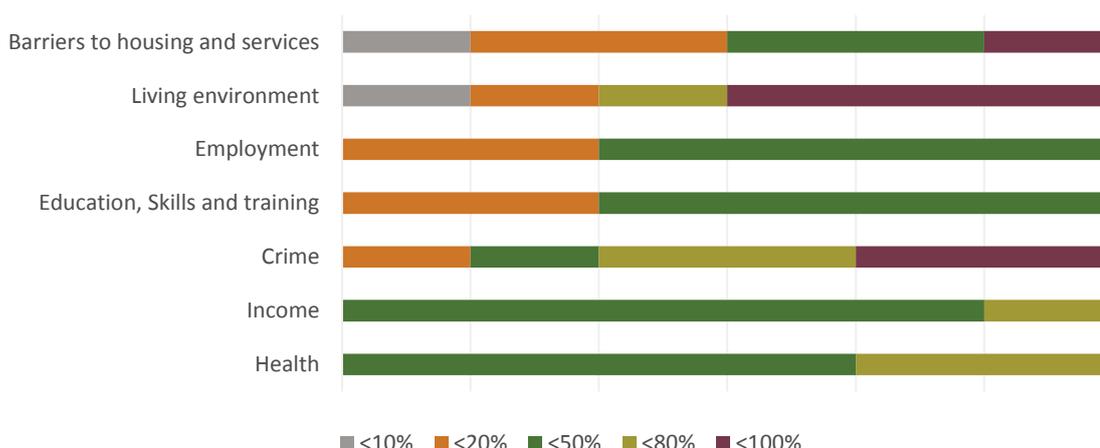


Source: Census, 2011

Deprivation

- 2.7 Deprivation is measured using lower super output areas (LSOAs) which are small geographies contained within the area. Each area is ranked as a percentage in relation to all LSOAs across the UK (<10% = most deprived). The figure below groups the score for each of the six LSOAs in Dymchurch across the seven main indices of deprivation.
- 2.8 The most pronounced weakness is the barriers to housing and services, with 3/6 areas in the most 20% deprived, and 1 area in the 10% most deprived. This index comprises sub-domains including geographical barriers to services, where 3/6 areas are in the top 10% deprived and 5/6 areas are in the top 20% deprived. This indicates access to services is an issue, reflective of the sparse settlement pattern in Romney Marsh and distance to major towns and cities.
- 2.9 There are pockets of employment and skills deprivation, reflecting the relatively low level of qualification attainment explored in the following section, although these are not as severe as other coastal towns in Kent (Dover, Folkestone and Margate).

Figure 2.4 Indices of multiple deprivation: % most deprived



Source: DCLG, English Indices of Deprivation, 2015

Community groups

- 2.10 For a village of its size Dymchurch has a good offering of active community groups for leisure, social and neighbourhood security.
- 2.11 Current active groups include:
- Dymchurch Heritage Group
 - Dymchurch Royal British Legion
 - RBL Dymchurch Women's Section
 - Dymchurch and District Twinning Association
 - Meeting point at the Dymchurch Methodist church
 - Dymchurch Active Retirement Association
 - Dymchurch Lunch Club
 - Newchurch, Dymchurch and Burmarsh Heating Oil Club
 - Dymchurch Local Eye.
- 2.12 The only noticeable gap is groups linked to business representation and development.

Implications

Interventions need to capitalise on opportunities to capture greater spending in the summer but also compensate for the decline during the winter. Focus should be placed on marketing Dymchurch throughout the year, focusing on the needs of the accessible local population.

Although overall deprivation is low, the individual weakness in barriers to housing and services (a result of the sparse population of Romney Marsh) should be addressed as part of the wider effort to better connect Dymchurch to surrounding towns and areas and to ensure attempts are made not to focus solely on areas immediately next to the coast.

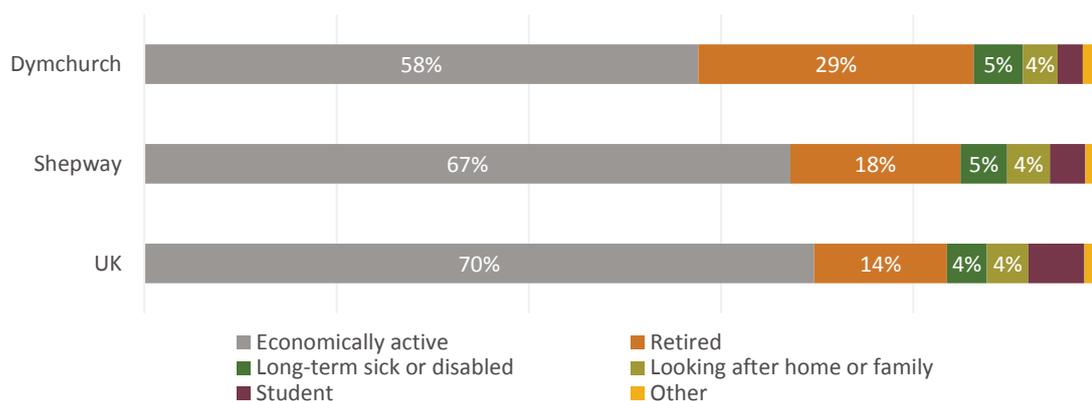
Given the community comprises a majority proportion of 65+ age group, actions should consider the needs of this demographic and maximise opportunities (e.g. voluntary time available or historical knowledge of Dymchurch). Like any intervention, engagement is required to bring about change, especially in an area where one demographic group is prevailing in size. The wide range of community groups suggests local residents are active, therefore a key task is to bring groups together and engage in unanimity to move forward.

Economy

Economic activity

- 2.13 It is now common practice to look at working age as a population of 16-74. In total there are 2,700 residents working age, accounting for 73% of the population.
- 2.14 A large proportion of this age group are retired, reducing the proportion of economically active residents to 58%. This is low compared to 67% in Shepway and 70% in the UK.
- 2.15 Although this impacts on the number of residents available to work, low deprivation in income suggests retired residents are relatively wealthy and a source of support for the local economy.

Figure 2.5 Economic activity of residents aged 16-74



Source: Census, 2011

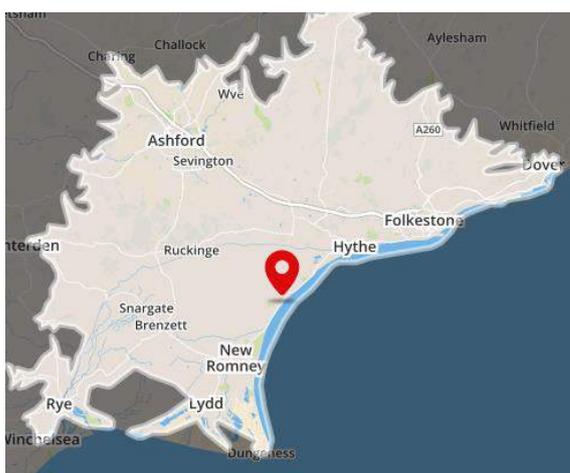
Skills

- 2.16 Dymchurch has a relatively low level of skills and qualifications, as 35% of local residents have no qualifications, compared to 25% in Shepway and 23% in England and Wales.
- 2.17 The relatively low percentage of residents with Level 4 qualifications (degree level) and above is to some extent impacted by the high proportion of older age residents, whom on average have lower levels of qualification attainment in the UK.

Employment

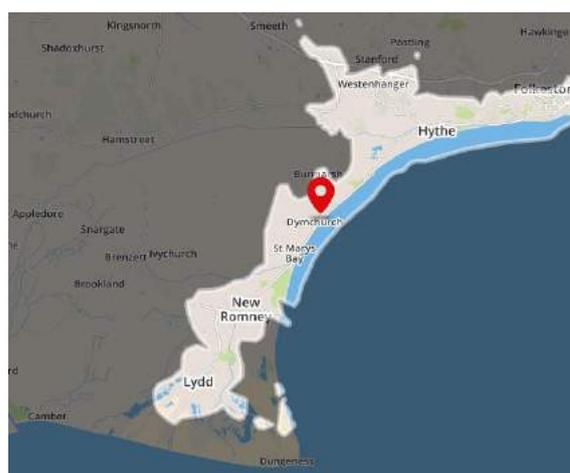
- 2.18 Employment in Dymchurch and St Mary's Bay is specialised in serving the large elderly population and tourists. The majority of employment is in the public sector which mostly comprises residential care activities and social work activities for the elderly and disabled. Hospitality, leisure and recreation contain the next largest proportion of employment, comprising a large percentage of restaurants, pubs and caravan parks. These are important to the identity of the village, but are not high volume occupations.
- 2.19 Although Folkestone, Hythe and New Romney are accessible via public transport, large employment centres such as Ashford and Dungeness are only accessible by car. Therefore employment for residents without a car is limited.

Figure 2.6 Travel time – 30 minute drive



Source: www.gettravelttime.com

Figure 2.7 Travel time – 1 hr public transport

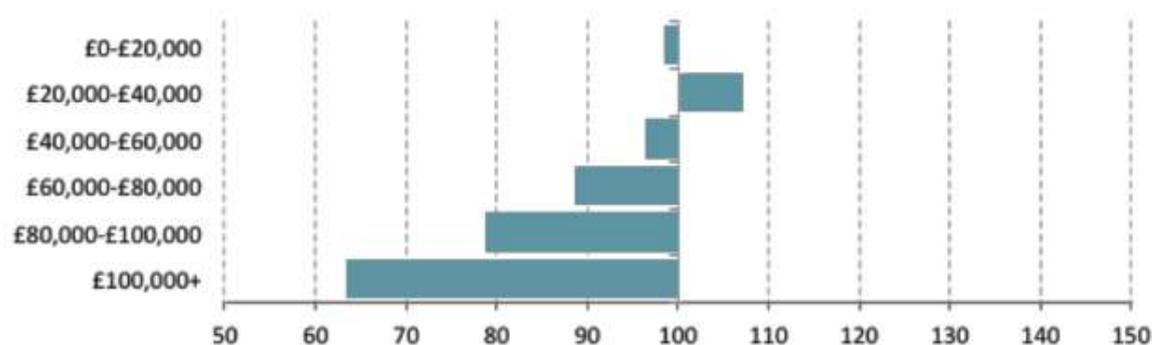


Source: www.gettravelttime.com

Income²

- 2.20 Income data for the wider Romney Marsh Ward (within Dymchurch lies) presented from Acorn Customer profiling software shows around 8% more households earn between £20,000 and £40,000 than the UK average. On the other hand Romney Marsh is under-represented for households earning over £40,000 and significantly more for households earning over £80,000.

Figure 2.8 Average household income vs UK



Source: Acorn Customer Profiling, Romney Marsh Ward Profile, 2015

Implications

Relatively high income levels and the underperformance of tourist spend suggests there is hope for new business in Dymchurch. It is important to reduce business vulnerability by testing the feasibility for new business. Providing local business space is also important in delivering employment that does not require car travel, which is currently limited.

² There is no income data available at the lower geographical levels, therefore income data for Dymchurch Parish could not be obtained

Businesses

- 2.21 The business base largely mirrors employment with the exception of business support services. Hospitality, leisure and recreation has the second largest employee per business average. This information is useful as it gives an idea of the potential impact of these business types coming into the village. This suggests a hospitality, leisure and recreation business will bring higher levels of employment than all other sectors (aside from public sector).

Table 2.1 Summary of business and employment

Sector	Businesses	% total	Employment	% total	Av. employees per business
Public Sector	21	20%	280	43%	13
Business Support Services	21	20%	70	11%	3
Hospitality, Leisure and Rec	16	15%	110	17%	7
Construction	16	15%	80	12%	5
Retail	12	11%	60	9%	5
Professional Services	9	9%	30	4%	3
Advanced Manufacturing	4	4%	10	1%	2.5
Other Services	2	2%	10	1%	5
Total	105	-	640		6

Implications

As with employment, there is an opportunity to introduce more hospitality, leisure and recreation businesses. Given the high employee to business ratio, attracting these types of businesses is likely to create a high number of jobs accessible at a local level.

Shepway & Dymchurch Visitor Economy

- 2.22 The visitor economy is estimated to be worth a total of £235 million to the Shepway economy³. This is based on 1.8 million overnight visitors and almost 4 million day visitors per annum.
- 2.23 Tourism employs around 4,500 (3,200 FTEs) which is the equivalent of 12% of all employment in Shepway and 17% in Dymchurch.
- 2.24 Due to the size of Dymchurch and the range of services it has to offer, the tourist economy cannot be assumed to be the same as that of other destinations in Shepway such as Hythe and Folkestone. There is an opportunity for Dymchurch to capitalise from the sizeable and increasingly diverse tourist and visitor economy in Shepway and Kent.
- 2.25 In the absence of a wider accommodation offer, Dymchurch is reliant on day visitors and holiday parks. Dymchurch has five holiday/caravan parks within close proximity of the village. The holiday parks have a capacity of 1,278 pitches⁴ (1,140 owned / 138 rented), with half of these pitches located in a caravan park with onsite facilities.

³ The South West Research Company; The Economic Impact of the Kent Visitor Economy 2013

⁴ Caravan Numbers 2015; Shepway District Council

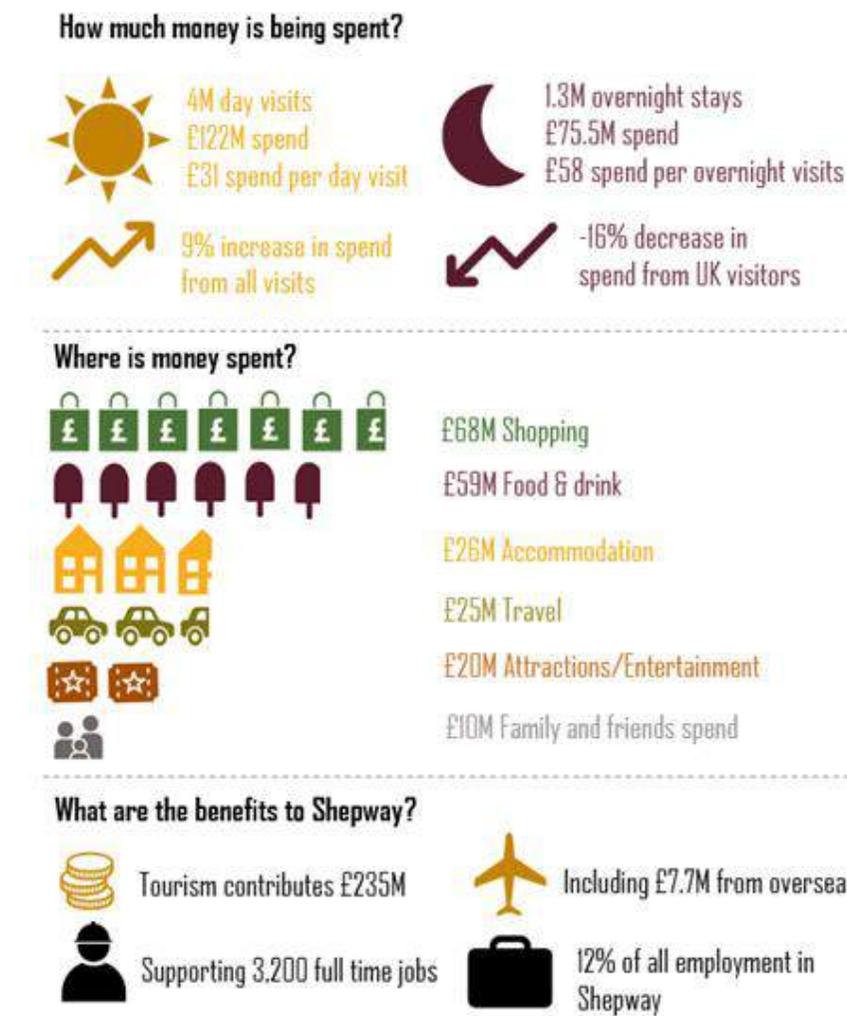
- 2.26 Based on assumptions made in the British Holiday Home and Park Association⁵ (BH & HPA), the potential value of the holiday parks to Dymchurch could be c. £4.8m in Gross Value Added (GVA). It is estimated there is a potential visitor spend based on the holiday parks of around c. £5.7m. The research suggests that the large proportions of visitor spend (exc. accommodation costs) is spent off-site for self-catering purposes (26%) and close to 14% on eating and drinking.
- 2.27 This indicates a possible opportunity for local businesses within Dymchurch to further capitalise on potential visitor spend. There is currently a perception from consultees that many of the visitors to the holiday parks spend their money in the shops, bars and restaurants on-site (applying to visitors at holiday parks with on-site facilities).
- 2.28 Furthermore, the BH & HPA research suggests that visitors to owned units spend significantly more off-site than those who visit rented units. Estimates show that visitors to owned units spend almost 70% off-site whereas visitors to rented units spend closer to 50% off-site. Shepway DC figures indicate that almost 90% of holiday park visitors in Dymchurch are visiting owned units, which shows there is a large potential to capture visitor spend, if the supply of goods and services in the village were enhanced.

Implications

Given the limited number of services on offer, Dymchurch should aim to broaden and diversify the number of services and attractions to encourage greater spending within the local economy. This should be accompanied by an increase of accommodation (other than holiday parks), to accommodate over-night visits which in turn supports the diversification of services for the night time economy. Importantly, the widened offer should aim to help Dymchurch capitalise on the strong tourist economy in the wider Shepway area.

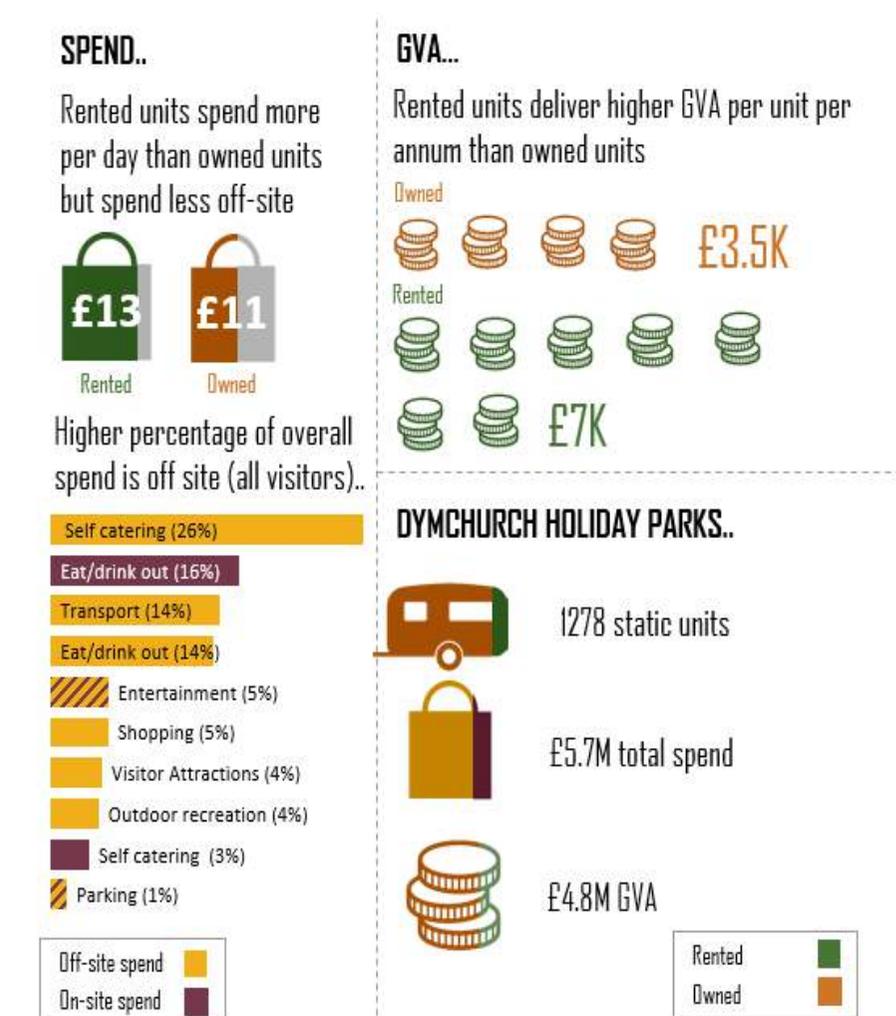
⁵ Roger Tym & Partners; UK Holiday Parks – Economic Impact of Holliday Parks. The holiday park spend assumptions made for Dymchurch are based on the overall UK average and number of static caravan sites in Dymchurch. No local spend data is available.

Figure 2.9 Shepway Visitor Economy



Source: Visit Kent & Regeneris Consulting

Figure 2.10 Dymchurch Holiday Park Economy

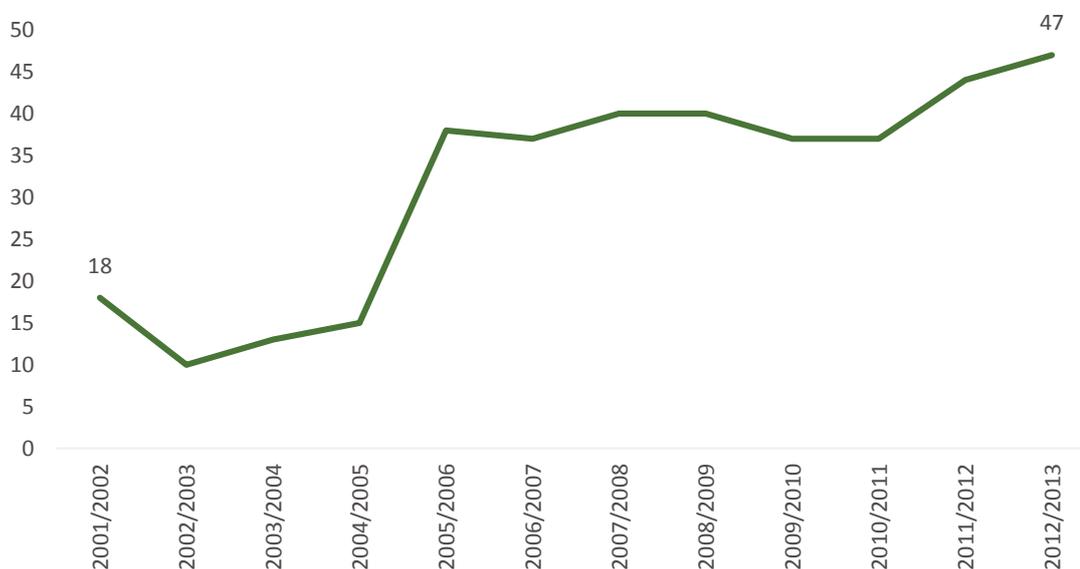


Source: Roger Tym & Partners; UK Holiday Parks – Economic Impact & Regeneris Consulting 2015

Housing

- 2.29 There were around 3,000 households in Dymchurch and St Mary's Bay in 2011, comprising 6% of the Shepway district.
- 2.30 Since 2001, housing stock in Dymchurch has increased by +29 (net) in housing stock, this equates to an compound annual growth rate of +9%. In comparison, Shepway's housing stock grew at +28% (CAGR) and Kent County +30% (CAGR). This indicates a low demand for housing in Dymchurch compared to its wider context, reflecting an absence of interest from investors.
- 2.31 The Martello Lakes development will represent the largest increase of households in any given year since 2001, expected to deliver c. 1000 homes.
- 2.32 Additional housing developments such as; Shorncliffe Heights (c. 1,200 homes) and Folkestone Seafont (c. 1,000 homes) which are in close proximity to Dymchurch, will provide marketing and visitor opportunities for Dymchurch as well as a potential increase in demand for the village.

Figure 2.11 Housing Completions St Mary's Bay and Dymchurch



Source: Housing Information Audit, Research & Evaluation, Kent County Council, 2015

Implications

The village should prepare for a large increase of residents into the nearby area and aim to realise the potential of greater spending in the local economy. Here the importance is placed on delivering interventions before completion of housing developments, in particular re-branding (to attract new residents to visit Dymchurch) and diversification of uses (to enable spending).

3. Policy Context

3.1 To help understand the overarching context and vision for Dymchurch, Romney Marsh, Kent and the wider south east, the relevant local, regional and national policies have been explored below.

Local

3.2 Shepway District Council's adopted core strategy identifies a specific strategic role for Dymchurch, combining the needs of local residents, residents from other towns in Romney Marsh and North Downs, and visitors. The aim is to develop Dymchurch as an integrated tourist and local centre, seeking to provide shops and services for all groups in a way that continues to enhance the natural and historic environment (chapter 3).

3.3 The strategy promotes Dymchurch's continued role as a primary coastal tourist resort for Romney Marsh, through improving future accessibility and the local environment. Key to this is accommodating development that maintains viability for residents and visitors and doing so in a manner consistent with enhancing the natural and historic environment.

3.4 A number of strategic needs have been identified for Shepway which are relevant to Dymchurch, including:

- Improving employment, educational attainment and economic performance through enhancing vitality and appeal of town centres, delivering a flexible supply of employment land, and expanding the cultural and creative activity in the district.
- Managing and maintaining natural and historic assets through enhancing the character and function of historic towns and villages and managing historic assets and visitor attractions. As well as promoting choice in means of transport through improved opportunities for walking and cycling.
- Improve the sense of place, vibrancy and social mix in neighbourhoods, particularly managing communities to increase shared feelings of identity, activism and cohesion. Methods to achieve this include encouraging voluntary activity, improving the urban environment in town centres and consolidate the communities that are hosting significant new developments.

3.5 The future vision for Shepway is to flourish into a distinct area of high-quality coastal towns and countryside, achieved through enhancing the district's many diverse and special environments. Dymchurch's role as outlined above is integral to achieving this.

3.6 The Shepway Economic Development Strategy (EDS) does not make references at ward level, however the strategy recognises the Romney Marsh area contributes significantly to the cultural and natural heritage offer in Shepway.

3.7 The key priority within the Shepway (EDS) is to "Boost the local economy and increase job opportunities" through the development of an environmentally sustainable and vibrant local economy.

3.8 There are a number of strategic aims set out in the strategy which complement and support the aims of the Dymchurch Economic Plan such as:

- Promoting key sectors such as tourism, culture, retail and recreation which is also a key sector within Dymchurch.

- Enhancing the towns and coast, and capitalising on the economic growth opportunities the tourism sector offers. Recognising that enhancing the retail and entertainment offer of Shepway towns is an important part of this.
- Support businesses to grow by promoting access to finance, supporting innovation and helping them expand into new markets. This will help to grow the local economy and support more jobs.
- Encouraging more sustainable start-ups, to address the poor business survival rates in Shepway. Supporting survival and growth is important for stimulating economic growth and increasing productivity.

3.9 The Romney Marsh Partnership was also established in 2012, to lead the delivery of the Romney Marsh Socio-Economic Plan. The plan was devised to mitigate the negative consequences of decommissioning at Dungeness A nuclear power station. The priority areas that have been identified in the socio-economic plan are:

- Supporting Local Employment Opportunity
- Supporting Diversification in the Local Economy
- Helping Romney Marsh Remain a Great Place to Live

3.10 To underpin the Socio-Economic Plan, the partnership commissioned an action plan to assist in its delivery. There are a number of priority areas within the Romney Marsh Socio-Economic Action Plan which support the outcomes of this strategy, these are:

- Access to Employment – supporting local people throughout the labour market to maximise their skills potential and access to employment.
- Strengthening the business base – helping Romney Marsh to evolve into a more diverse and resilient economy by supporting existing businesses and encouraging enterprise.
- Ensuring that Romney Marsh remains a great place to live, work and visit – ensuring that Romney Marsh develops the facilities, environment and connectivity which make the area attractive to residents, businesses and visitors alike.

3.11 The Romney Marsh Partnership and socio-economic plan are useful vehicles that will help deliver and support the Dymchurch Economic Plan.

Regional

3.12 At the sub-regional context, the South East LEP has recently submitted its strategic economic plan (SEP) and European structural and investment fund strategy (ESIFS) to government.

3.13 The SE LEP has been allocated £165 million of ESIF for the 2014-2020 period. This includes:

- A European Regional Development Fund (ERDF) allocation of around £83 million. This will be used to fund interventions across the LEP area which promote innovation and smart specialisation; accelerate business starts and growth; improve access to finance; and increase trade and attract investment
- A European Social Fund (ESF) allocation of around £83 million for skills and employment interventions. The SE LEPs priorities for investment are employer-led infrastructure and enhanced information, advice and guidance; apprenticeships and other vocational provision; up-skilling the workforce and supporting SME growth; and, active inclusion, transition to work, and reducing youth unemployment

- A European Agricultural Fund for Rural Development (EAFRD) allocation of around £14.4 million. This funding is aimed at supporting jobs and growth in rural areas and can be spent on projects that will: build knowledge and skills; fund new and developing non-agricultural, micro, small and medium-sized rural businesses; fund small scale renewable and broadband investments in rural areas and support tourism activities.
 - The SE LEP has also recently submitted to government its strategic economic plan (SEP). This outlines the LEP's bid for its Local Growth Deal – a share of the £2bn national Single Local Growth Fund and the 'asks' of government to support the delivery of business and economic investment in new ways.
- 3.14 The SEP outlines a number of geographical 'growth deals' across the LEP area. Of relevance to Romney Marsh and Dymchurch are the growth deals for Kent and Medway and East Sussex. These set out ambitions for significant investment over the next six years to unlock potential through increasing housing and commercial development; delivering transport and broadband infrastructure to unlock growth; backing business expansion through better access to finance and support; and delivering the skills that the local economy needs.

National

- 3.15 The government has demonstrated a commitment to investing in coastal cities, towns and villages to stimulate economic growth and reduce unemployment and deprivation. In response to unique challenges faced in these areas, a number of programmes have been set up to support economic growth.
- 3.16 The Coastal Community Fund was set up to help coastal towns and villages provide training and employment opportunities. The fund has provided around £90m for 98 projects in England, with forecasts estimating the creation of 10,000 jobs. New rounds of funding have been announced in early 2015.
- 3.17 The UK Government announced on 8th July 2015 that the CCF will be extended to 2020/21. This was confirmed in the Autumn Statement on 25 November 2015. At least £90m of new funding will be available from 2017/18, following the end of the current programme. Details of future funding arrangements will be announced in 2016. The Big Lottery Fund is engaged to deliver the current CCF programme to March 2017. No details are available as yet on how the new funding will be delivered.
- 3.18 In conjunction with this initial fund, a programme of Coastal Community Team is also under way. This programme supports coastal areas to establish local partnerships, including Dymchurch Coastal Community Team, with the aim of setting out a planned approach to regeneration. This Economic Plan is the first step in this work for Dymchurch CCT.

4. Related Initiatives

- 4.1 There are a number of initiatives that are currently ongoing within the Dymchurch, Romney Marsh and Kent areas. These initiatives have been identified as they could complement and support a number of the objectives and schemes within this strategy.
- 4.2 The initiatives are in the form of partnerships, business support services and external funding.

Partnerships

Romney Marsh Partnership (RMP)

- 4.3 The **RMP** was established in 2012 to oversee the delivery of the Romney Marsh Socio-Economic Plan. Originally set up to cover just the Shepway areas of Romney Marsh, the partnership extended its coverage to parts of Ashford and Rother, to reflect a larger functional economic area.
- 4.4 The RMP is serviced by Shepway District Council and includes in its membership representatives from private business; the nuclear sector; local government; education and the third sector.
- 4.5 The RMP and the RMP co-ordinator aim to implement the **Romney Marsh Partnership Delivery Plan**⁶ which was adopted in 2014. The RMP is a useful mechanism for DCCT to develop their ideas and also co-ordinate projects that may require support from other parishes and organisations within the RMP.

Romney Marsh Living Landscapes Partnership (RMLLP)

- 4.6 The **Romney Marsh Living Landscapes Partnership**, led by the **Kent Wildlife Trust** was set up to preserve the natural, cultural and heritage assets of the Romney Marsh area. The RMLLP has devised “The Fifth Continent” programme which refers to Thomas Ingoldsby’s allusion to Romney Marsh, in his writings “Ingoldsby Legends”.
- 4.7 The RMLLP will facilitate the restoration and enhancement of the Marsh’s built, natural and cultural heritage. It will also raise awareness of this unique heritage among both local people and visitors, and create opportunities for training and employment using heritage as a conduit.
- 4.8 The RMLLP has been awarded Heritage Lottery Funding (HLF), with around £1.9m earmarked for the project over the next three years. This could help support a number of the suggested projects within this strategy, particularly projects focussed around heritage, culture and leisure.

Business Support and Advice

Enterprise First

- 4.9 **Enterprise First** is funded by Shepway District Council and provides free business support and advice to start-ups and existing businesses. The support advice comes in the form of 1-to-1 meetings, mentoring, practical workshops, marketing and finance support.
- 4.10 Enterprise First currently support applications under the Marsh Millions Loan Scheme and could assist potential business start-ups within Dymchurch (although it is anticipated that the first tranche of loan funding will be allocated in early 2016).

⁶ Romney Marsh Partnership Delivery Plan 2014-2017, Regeneris Consulting 2014

Visit Kent Tourism Business Advisory Scheme

- 4.11 **Visit Kent's Tourism Business Advisory Scheme** offers free advice for all businesses involved in the tourism industry. All tourism based businesses are eligible for a free on-site advisory visit. Visit Kent could support any local businesses within Dymchurch who are looking for advice for their current tourism business or new start-ups hoping to enter the tourism market.

Kent Invicta Chamber of Commerce (KICC)

- 4.12 **KICC CoC** offer free business support for start-ups along with chargeable support for established businesses looking to grow and develop.
- 4.13 The free support offered includes start-up workshops along with website resource for start-ups. The chamber also offers 1-to-1 business advice, on a pay-as-you-go basis at an hourly rate, along with monthly business mentoring (at a cost).
- 4.14 A number of briefings and networking events are also held by KICC on a regular basis.
- 4.15 The support on offer may help new business start-ups in Dymchurch, along with any established businesses in the area looking to grow and expand into new or wider markets.

Pro-actions Business Briefings

- 4.16 Regular business briefings and events (free of charge) are held by **Pro-actions**. The sessions cover a range of topics including business planning, marketing, time management and others.
- 4.17 The business briefings which have started in Shepway and are proving very popular, and sessions can be attended by anyone with a business interest.

Romney Marsh Business Centre (RMBC)

The **RMBC** at New Romney is managed by **Romney Resource Centre** and offers incubation space and services for start-up businesses including:

- Hot Desking
- Conference Rooms
- Business Support and Advice

- 4.18 The support on offer may help new business start-ups in Dymchurch, along with any established businesses in the area looking to grow and expand into new or wider markets.

Funding

- 4.19 There are a range of funding streams available locally to businesses and organisations within Dymchurch and the Romney Marsh area. The funding streams could be a vehicle for delivering a number of the projects that materialise from this strategy.

Coastal Community Fund

- 4.20 In response to the challenges faced by coastal areas, Government created a **Coastal Community Fund** to help coastal towns and villages provide training and employment opportunities and stimulate economic growth.

- 4.21 The Government has ring-fenced **£90m** (across three funding rounds) to support 98 projects in England. The Government announced a programme of Coastal Community Teams, which intends to encourage coastal towns and villages to establish local partnerships to produce a plan for the economic development of the area.
- 4.22 Once the Coastal Community Teams have adopted their economic plans, they will have the opportunity to bid for capital funding to support local projects that have been identified in the plan.
- 4.23 This will prove a very important strand of funding for the DCCT, as this fund has been designed specifically for the economic development of coastal areas.

Marsh Million and The Magnox Socio-Economic scheme

- 4.24 The **Marsh Million Business Loan Scheme** is a £700,000 scheme funded by Magnox Ltd, Kent County Council, Shepway District Council and Ashford Borough Council. The scheme has offered 0% interest loans to support small and micro businesses as well as start-ups with potential for growth in the Romney Marsh. Loans of between £2,500 and £50,000 have been made available to businesses employing fewer than 50 employees who are able to show that their proposal will have a positive impact on the economy of the Romney Marsh area, generating sustainable, private-sector employment.
- 4.25 The Marsh Million has been used to cover both capital and revenue funding, including: development finance to expand businesses; funding to cover the costs of deposits, moving and/or improving premises; provide gap funding; provide funding to cover stock purchases; assist businesses with covering intangible business costs (e.g. patents, IT software and licenses); and purchase on road vehicles. The scheme is currently closed to new pre-applications. An announcement on future plans will be made by the autumn of 2016.
- 4.26 In addition, the Marsh Million has included an economic projects scheme worth around £300,000, offering grant support to projects of more general economic interest (although the bulk of this funding has been allocated).
- 4.27 The Magnox socio-economic scheme provides funding to support activities that benefit the social or economic life of communities, in support of the NDA's responsibilities under the Energy Act (2004) to mitigate the socio-economic impact of its work programme where it operates. The scheme has three funding aims:
- Being a good neighbour
 - Helping to build sustainable communities
- 4.28 Supporting transformational projects that mitigate the impact of decommissioning Magnox sites. Magnox, the Cavendish Fluor Partnership and the NDA work together to manage a funding portfolio of up to £1million each financial year. Funding is available on a rolling programme to support these aims on three levels:
- Up to £1,000 for small projects neighbouring Magnox sites (good neighbour funding)
 - Up to £10,000 capital expenditure towards a sustainable project
 - Over £10,000 to support large projects that make a significant contribution towards mitigating the impact of decommissioning a Magnox site

Shepway District Council Apprenticeship Scheme

- 4.29 The **Shepway DC Apprenticeship Grants** are a form of grant funding for local employers who take on Shepway residents as apprentices. The Shepway Apprenticeship Scheme has been allocated £100,000 of funding in 2015/16. The district council is aiming to support at least 75 apprenticeships over the next year. The support is dependent on the sector and area in which the business operates within.

Table 4.1 Shepway Apprenticeship Scheme Requirements

Sectors	Key Employment Areas
<ul style="list-style-type: none"> • Finance and Insurance Services • IT, Creative and Media • Tourism and Leisure • Manufacturing • Construction • Retail (not including Hair and Beauty) • Transport and Distribution • Utilities • Agriculture 	<ul style="list-style-type: none"> • Folkestone Town Centre • Cheriton High Street • Sandgate High Street • Hythe Town Centre • Dymchurch High Street • New Romney Town Centre • Lydd Town Centre

Shepway District Council 2015

Shepway District Council Discretionary Rate Relief

- 4.30 Shepway District Council has allocated £250,000 from its reserves to put towards **Discretionary Rate Relief** for Shepway based businesses in 2015/16. The scheme aims to support economic growth and is only available to businesses that can demonstrate job creation. Eligibility for funding is as follows:

- A business located in a priority sector and located in a key employment area will be eligible for up to 100% business rate relief (capped at £40,000).
- A business in a priority sector or located in a key employment area will be eligible for up to 50% relief (capped at £20,000).
- A business not in a priority sector or located in a key employment area may still be eligible for rate relief, if it can demonstrate substantial job creation in 2015/16 (capped at £40,000)

Table 4.2 Shepway DC Discretionary Rate Relief Requirements

Sectors	Key Focus Areas
<ul style="list-style-type: none"> • Financial Services (including insurance and pensions) • Creative Industries (including media & IT) • Business and Professional Services (including engineering-related scientific consultancy and R&D) • Transport and Logistics • Energy (including utilities) • Tourism, Culture, Retail and Recreation • Advanced Manufacturing 	<ul style="list-style-type: none"> • Shearway Business Park (Phases 1 and 2) • Park Farm Industrial Estate, Folkestone • M20 Junction 11 • Link Park Industrial Estate, Lympe • Mountfield Road Industrial Estate • Folkestone Town Centre (including the Creative Quarter) • Hythe Town Centre

Kent Downs & Marshes LEADER

- 4.31 Kent Downs & Marshes **LEADER** provides funding (up to £50,000) to support skills and employment in rural areas.
- 4.32 The Kent Downs and Marshes LEADER Programme has now started and will run until 2020 and Dymchurch is eligible as the Village falls within the programme area.

Heritage Lottery Funding (HLF)

- 4.33 The **HLF** offers a range of different grant programmes with grants from £3,000 to over £5million. Given the importance of heritage in Dymchurch is well worth in investigating as a potential project funder.
- 4.34 The **Kent Wildlife Trust** and the **Romney Marsh “Fifth Continent”** project have been awarded a **Heritage Lottery Funding**. This funding is to be used to enhance the natural, cultural and heritage landscape of the Romney Marsh area.
- 4.35 This is a possible funding stream for Dymchurch, especially for the projects that are connected to heritage and recreation (cycling and walking tours related to heritage, wildlife and conservation).
- 4.36 A proposed project of relevance to Dymchurch is the “Experience the Fifth Continent – Sustainable Tourism Project” which is aiming to capitalise on the heritage resource in the area. A major aspect of this project is developing a consistent and appealing brand across Romney Marsh.

European Structural and Investment Funds

- 4.37 European Structural and Investment Funds are designed to improve economic growth and social wellbeing across different regions in the UK. The SE LEP has been allocated approximately £165 million of ESIF for the 2014-2020 period. The SE LEP has recently completed its strategy for how it plans to invest this allocation:
- 4.38 An ERDF allocation of around £83 million. This will be used to fund interventions across the LEP area which promote innovation; accelerate business starts and growth; improve access to finance; and, increase trade and attract investment
- 4.39 An ESF allocation of around £83 million. The SE LEPs priorities for this investment are skills and employment; employer-led infrastructure; enhanced information, advice and guidance; apprenticeships and other vocational provision; up-skilling the workforce and supporting SME growth; and, active inclusion, transition to work, and reducing youth unemployment
- 4.40 An EAFRD allocation of around £14.4 million. This funding is aimed to support jobs and growth in rural areas and can be spent on projects that will build knowledge and skills in rural areas, fund new, and developing non-agricultural, micro, small and medium-sized rural businesses; fund small scale renewable and broadband investments in rural areas and support tourism activities in rural areas.

SLGF

- 4.41 The SE LEP has submitted to government its strategic economic plan (SEP). This outlines the LEP’s bid for its local Growth Deal – a share of the £2bn national Single Local Growth Fund and the ‘asks’ of government to support the delivery of business and economic investment in new ways.
- 4.42 The SEP outlines a number of geographical ‘growth deals’ across the LEP area. Of relevance to Dymchurch are the growth deals for Kent and Medway and East Sussex.

- 4.43 The growth deal for Kent and Medway sets out an ambition to invest over £80 million each year for the next six years to unlock potential through increasing housing and commercial development; delivering transport and broadband infrastructure to unlock growth; backing business expansion through better access to finance and support; and delivering the skills that the local economy needs. While Dymchurch and Romney Marsh do not feature strongly in the current Kent and Medway project pipeline, there remains potential to influence this and secure SLGF investment for the local areas as delivery progresses over the coming years.

5. Strengths, Weaknesses, Opportunities and Threats

5.1 Based on the context described previously and numerous consultations with local organisations, the following Strengths, Weaknesses, Opportunities and Threats have been summarised below.

Table 5.1 SWOT analysis based on policy and socio-economic contexts

Strengths	Weaknesses
<ul style="list-style-type: none"> Well established and iconic beach Historic Coastline and Heritage Sites e.g. Martello Towers, New Hall , Medieval Church of St Pauls Romney Hythe and Dymchurch Railway Literary history and connections; Russell Thorndike (Dr. Syn novels) & Edith Nesbit (The Railway Children) Cultural connections to major 20th artists such as John Piper and Paul Nash Well established family facilities i.e. MDW amusement park Proximity to Folkestone, Hythe, Ashford and Channel Tunnel (20 minute drive time) 1 hour 30 minutes' drive time to London Location within the wider Romney Marsh area Active artisan community in wider Romney Marsh area 	<ul style="list-style-type: none"> No railway links from Folkestone Limited range and lack of accommodation Lack of quality public realm and open space, no distinctive village centre Acts as a thoroughfare between Hythe and New Romney Seasonal trade and employment which is heavily focussed on the summer months. Ageing population Lack of strong brand identity Limited target market: "children's paradise" Limited facilities and services i.e. lack of diverse retail and eating outlets View of beach limited by sea wall Lack of co-ordination amongst accommodation providers
Opportunities	Threats
<ul style="list-style-type: none"> Explore possible leisure opportunities Maximising the use of the beach e.g. kayaking, volleyball Capitalise on tourist opportunities based on proximity to Hythe, Folkestone and Rye Exploit Romney Hythe and Dymchurch Railway Link to other seaside towns along south east coast based on arts and culture i.e. Folkestone, Margate, Hastings & Focus marketing on weekend visitors from London Bringing together established community/voluntary groups Cycle and walking routes around the Marshes Wildlife tourism Romney Marsh Heritage Trail (possibility of including Dymchurch as part of a wider group of trails) Romney Marsh focused funding schemes and other support for businesses 	<ul style="list-style-type: none"> Competition from other coastal towns and villages e.g. Camber Loss of small scale accommodation Seasonal nature of visitors and also employment Perception of semi-permanent resident population taking up tourist accommodation during peak months. Limited employment opportunities Draw of other larger towns on younger population i.e. Ashford, Folkestone Closure of Dungeness Power Station which is a major employer in the area Limited public transport to and from Dymchurch Lack of capital investment Operation Stack impacts on visitor numbers especially during summer months. Seasonal nature of visitors and also employment Lack of facilities for teenagers and young adults.

Strategy

6. Vision

- 6.1 The vision for Dymchurch which has been agreed by the Dymchurch Coastal Community Team is as follows:

Dymchurch will be a vibrant and prosperous seaside destination, serving the population of Romney Marsh, Kent and beyond.

- 6.2 The vision has been developed on basis that perceptions of Dymchurch will need to change. It is also understood that to do this, the village will need to first focus upon local markets gradually increasing its sphere of influence as its reputation spreads.
- 6.3 To help deliver the vision, it is useful to consider a number of secondary visions which will help the strategy evolve and allow partners to see that they are moving in the right direction.
- **2 Year Vision:** In two years, the Coastal Community Team will be established and well known. Initial interventions will have improved the visual impact of the village and there will be a measurable positive change in perceptions of Dymchurch. Day visitor trade from the surrounding area will have increased.
 - **4 Year Vision:** In four years Dymchurch will have delivered new and improved visitor attractions, accompanied by improved and better communicated accommodation offer. Spend in local shops and restaurants will have increased, as will the amount of positive press and external press about the village, its beach and its heritage offer.
 - **10 Year Vision:** Dymchurch will be a mainstay of the Romney Marsh visitor offer. It will attract staying guests from across the South East. Its retail and food offer will be a draw to Romney Marsh residents, whilst Dymchurch will have become one of the key images used to sell Kent nationally and internationally.

7. Needs and Intentions

- 7.1 To deliver against the vision, a number of themes have been identified. These will help to structure the intervention in Dymchurch, helping the CCT to maintain a strategic approach to the improvement of the village.
- 7.2 The themes are:
- Increasing Recognition of Dymchurch (**IR**)
 - Improving the Visitor Experience (**VE**)
 - Creating a More Vibrant Centre (**VC**)
 - Making Better Use of Dymchurch's Assets (**UA**)
 - Organisation and Engagement (**OE**)

Increasing Recognition of Dymchurch (IR)

Objective: Improve the way Dymchurch is perceived and increase the exposure of Dymchurch locally, regionally and nationally

- 7.3 It is vital to attract more people to Dymchurch, to achieve this it is important that perceptions of Dymchurch are improved. By rebranding Dymchurch and moving away from the “Children’s Paradise” brand, the image of Dymchurch can be reinvented.
- 7.4 To complement the rebranding of the area it is important to maximise any opportunities to expose the area via social media, the internet and local, regional and national media.
- 7.5 Whilst promoting the uniqueness of Dymchurch in its own right is a priority, it is also important to consider the brand of the wider Romney Marsh and Kent region. A consistent and joined-up approach will enhance both the Dymchurch and the wider region visitor offer and increase the attraction to potential visitors.

Improving the Visitor Experience (VE)

Objective: To enhance and extend the current visitor experience by introducing new attractions and services.

- 7.6 Whilst increasing recognition and exposure of Dymchurch will attract people to the area, it is of equal importance to ensure that visitor expectations are met. The current visitor offer needs to be enriched, which will help attract new markets to the area.
- 7.7 Dymchurch is based on a traditional and faithful visitor market, with families returning generation after generation. This is an essential market for the area and whilst it is important to retain this market, it is also key for Dymchurch to diversify.
- 7.8 Diversification will involve maximising the unique assets Dymchurch possesses, whilst supporting the wider Romney Marsh visitor offer and becoming a significant player in the Romney Marsh tourism offer.

Creating a More Vibrant Centre (VC)

Objective: Improve the public realm to make Dymchurch a more vibrant place to live, work and visit.

- 7.9 With a growing population locally and regionally, there is an opportunity for Dymchurch to capture growing demand and spending.
- 7.10 Making Dymchurch a more vibrant place, to not only visit but also to live and work would help support a more sustainable and dependable year-round economy.
- 7.11 Dymchurch’s location on the A259; between Hythe and New Romney, means there is a large passing trade. However, there is a perception locally that Dymchurch is a thoroughfare, with minimal numbers of passing cars stopping in the village. By improving the visual appeal and vibrancy of the centre and high street more passing visitors will be encouraged to stop, visit and spend time in Dymchurch.

Making Better Use of Dymchurch's Assets (UA)

Objective: Maximise the potential of the numerous assets within Dymchurch and the wider area.

- 7.12 Dymchurch has number of unique assets to offer, however they are currently underutilised.
- 7.13 The beach in Dymchurch is one of the largest sandy beaches within the region, but remains hidden by the sea wall and can be missed by passing visitors. It is therefore important to increase the exposure and use the beach to its full potential.
- 7.14 Important heritage sites which are unique to Dymchurch could also be better used to attract visitors and enhance the unique selling point of the village.
- 7.15 There are also other assets that could be used to provide retail space, business space and accommodation.

Organisation and Engagement (OE)

Objective: Ensure all relevant organisations within Dymchurch, Romney Marsh, Kent and the wider South East area are engaging with each other and that all resources are being maximised.

- 7.16 There are a number of active groups, organisations and committees within Dymchurch and the wider Romney Marsh area.
- 7.17 Whilst all groups have the best intentions of Dymchurch and the wider Romney Marsh area at heart, it would be beneficial for all parties to work cohesively, transparently and consistently. This will ensure all opportunities are taken advantage of whilst all resources are used effectively.

8. Strategy: Action Plan

- 8.1 To ensure the strategy is delivered, a set of goals and projects have been identified. The projects and goals that have been identified are based over short to medium term time scales. DCCT have limited time and funds available therefore the projects are intended to be realistic and manageable.
- 8.2 For each of the five themes we have set out the following:
- **Short-term goals:** Dymchurch CCT should be in a position to achieve or partially achieve these goals within 6 months of the strategy being adopted.
 - **Medium-term goals:** the CCT should in a position to achieve or partially achieve these goals within 5 years.
- 8.3 To help support the goals that have been set, a range of specific projects have been suggested, the list of projects is not exhaustive, and this is an indicative schedule.
- 8.4 For each project a number of factors have been considered, including;
- **Action:** description of the project and relevant actions.
 - **Timescale:** short or medium term timescale.
 - **Estimated cost:** high level, rough cost based on other similar projects.
 - **Relevant example:** a relevant example of a similar project that has been delivered elsewhere; locally, regionally or nationally.
 - **Priority:** a number of projects have been highlighted as priority, based on initial discussions with the DCCT.
 - **Indicative partners:** list of other possible partners who can support and complement the project.
- 8.5 To ensure that the relevant goals and actions are achieved a number of **quick wins** and **performance measures** have also been suggested. The measures are intended to be, where possible; **specific, measurable, achievable, realistic** and **timed**. Each performance measure also has a **timescale** in which it is aimed it will be achieved.

Theme 1: Increasing Recognition of Dymchurch

- 8.6 The amount of recognition Dymchurch receives locally, regionally and nationally is paramount to improving visitor numbers, spend and prosperity. However, whilst increasing exposure is important, it is vital the perceptions of Dymchurch are also improved.
- 8.7 The key intention is to rebrand Dymchurch so it offers more than just a “Children’s Paradise” and reaches out to a wider visitors’ market locally and regionally.

Statements of intent - Short-term

- **Rebranding:** Create a contemporary and recognisable brand for Dymchurch, that encapsulates the wider Dymchurch offer, not just a “Children’s Paradise”. The re-branding should focus on the unique heritage as a historic village (including military, smuggling, literary and art heritage), and its impressive sandy beach e.g. “Smugglers Sands”.
- **Digital Advertising and Social Media:** Greater active involvement with social media and online marketing, to increase exposure i.e. Twitter, YouTube, Facebook.
- **Awareness raising:** Increased and improved signage in the local and wider Romney Marsh area, enhancing Dymchurch’s presence in the Romney Marsh region.

Statements of intent - Medium-term

- **Targeted local and regional media:** Greater engagement with local and regional media on a more frequent basis.
- **Links to new housing developments in the local area:** Utilise new markets and opportunities arising from the new Martello Lakes Development (c. 1000 new homes), Ashford, Shorncliffe Heights and Folkestone Seafront. This would involve working with developers to reconfigure Dymchurch’s offer to meet their needs.

Case Study

Description: Digital advertising (banner) and support campaign through visitsoutheastengland.com (Tourism South East)

Impact: c. 100,000 visitors per month

Rough Cost: £250

Timescale: 3 months exposure

Example: Tourism South East Digital Advertising and Support



Key Projects: Increasing Recognition of Dymchurch

Table 8.1 Increasing Recognition of Dymchurch - Projects						
Goal	Project	Timescale	Est. Cost	Example	Priority	Potential Partners
IR1	Rebranding: Consult on and create a contemporary, recognisable and unique brand for Dymchurch which complements the wider Romney Marsh brand.	Short	£10k-£25k	Southend-on-Sea (Shop-on-Sea, Work-on-Sea, Live-on-Sea).	Yes	DCCT, Romney Marsh Partnership, PR & marketing agency
IR2	Digital advertising and support campaign: Engage and fund a digital advertising campaign with the support of Tourism South East.	Short	£2k-£10k	Visit South East England digital advertising and support campaign.		DCCT, Tourism South East, Visit Kent, Folkestone Town Council
IR3	Improved signage: Increase and improve signage in Dymchurch and advanced signage in the wider Romney Marsh area	Short	£10k - £25k	South East Tourism new signage project	Yes	DCCT, South East Tourism
IR4	Local Media: Feature regularly in local and regional media.	Short / Medium	£2k - £10k			DCCT, Kentnews.co.uk, kentonline.co.uk, Kent & Sussex Courier, Kent Messenger, BBC Radio Kent, kmfm
IR5	Sponsorship and Marketing: Liaise with Barratt Homes to discuss sponsorship opportunities and exposure of Dymchurch in marketing material for Martello Lakes Development.	Short / Medium	<£2k	Barratt sponsoring local sports clubs near Aylesham Village		DCCT, Barratt Homes

Regeneris Consulting 2015

Initial Actions

Goal	Action	Term	Time Scale	Responsible
IR1	<ul style="list-style-type: none"> Create and adopt new brand within 6 months 	Short	Within 6 months	DCCT
IR1	<ul style="list-style-type: none"> Dymchurch is listed and advertised on <i>visitsoutheast.com</i> 	Short	Within 6 months	DCCT, VisitSouthEast / VisitKent
IR1	<ul style="list-style-type: none"> New Dymchurch brand agreed (through consultation) and marketed within 12 months. 	Medium	Within 12 months	DCCT, RMP, Shepway DC, Local Traders
IR2	<ul style="list-style-type: none"> Enquire about social media training for tourism businesses 	Short	Within 6 months	DCCT
IR3	<ul style="list-style-type: none"> New signage in place in Dymchurch within 12 months of strategy being adopted. 	Medium	Within 12 months	DCCT, South East Tourism
IR4	<ul style="list-style-type: none"> Engage with local/regional journalists 	Short	Within 6 months	DCCT
IR4	<ul style="list-style-type: none"> Send a member of the DCCT team on a content/copywriting training to enable the team to write regular content for the local media. 	Medium	Within 12 months	DCCT
IR5	<ul style="list-style-type: none"> Initial discussions and enquiries made with Barratt Homes 	Short	Within 6 months	DCCT, Shepway DC

Regeneris Consulting 2015

Performance Measures

Goal	Indicator	Term	Time Scale	CCF Indicator
IR1	<ul style="list-style-type: none"> Increase in site traffic to Dymchurch landing page within 6 months. 	Short	Within 6 months	N/A
IR2	<ul style="list-style-type: none"> New signs erected (inc. advanced and local) 	Medium	Within 12 months	Infrastructure
IR3	<ul style="list-style-type: none"> Increase in number of new visitors to Dymchurch 	Medium	Within 12 months	Tourism
IR4	<ul style="list-style-type: none"> Increase in features in local or regional media 	Medium	Within 12 months	N/A
IR5	<ul style="list-style-type: none"> Increase in private sector funding leveraged (£'s) 	Medium	Within 12 months	Leverage

Theme 2: Improving Visitor Experience

- 8.8 An enhanced, higher quality visitor experience is key to attracting new markets to Dymchurch. Whilst it is important to ensure the village caters for the loyal and longstanding visitors it is also imperative that Dymchurch attracts a broader range of visitors to ensure its sustainability.
- 8.9 On one hand Dymchurch needs to complement and support the wider tourism offer found in the Romney Marsh area, whilst showcasing the uniqueness of the village. In the long-term, this will lead to new facilities and a more diverse accommodation offer.

Statements of intent - Short-term

- **Explore opportunities for new and improved outdoor and leisure:** Link to the excellent cycling, walking and other leisure opportunities that are on offer in the wider Romney Marsh such as the Romney Marsh guided bicycle tours, coastal walks and Haguelands outdoor activity centre becoming part of the wider Romney Marsh and Kent tourist offer.
- **Promote and develop the unique heritage offer:** Build on and develop Dymchurch's heritage offer, based on the unique and important heritage sites in and around the village.

Statements of intent - Medium-term

- **Enhance the beach offer:** Promote and encourage greater use of the beach, by testing and stimulating a wider range of activities on the beach.
- **Strengthen the accommodation provision:** Devise an accommodation strategy and look at the need for offering new and innovative types of accommodation within Dymchurch e.g. beach huts.

Case Study

Description: Super Huts – Offering high quality self-catering on the beach front

Impact: Increased accommodation offer in the area and potential income.

Rough Cost: c. £30-40k per hut

Timescale: 6 – 12 months

Example: Alum Chime 'Super Huts' (Bournemouth), Mudeford Beach Huts (Dorset), We Made That Hut (Lincolnshire), Dukes Walk (Whitley Bay)



Super Huts – Alum Chime



Dukes Walk, Whitley Bay

Source: Bournemouth Borough Council / Beachhutesorts.com

Key Projects: Improving Visitor Experience

Goal	Project	Timescale	Est. Cost	Example	Priority	Indicative Partners
VE1	Cycle hire scheme (e.g. Romney, Hythe and Dymchurch Railway) and walking tours: Promote the wider cycle/walking route offers within the Romney Marsh area and in particular the sea wall route from Hythe to Dungeness.	Short / Medium	£2k - £10k	Visit Cornwall, Le Petit Poisson Café / Whitstable Cycle Hire / Planned		DCCT, RHD Railway, Romney Marsh Countryside Partnership, 5 th Continent
VE2	Develop and build on the existing Dymchurch heritage tour, making it more interactive (e.g. QR codes, audio tour app) and visible to visitors.	Medium	£2k - £10k	Bath Heritage Tour, Stonehenge, Jersey Heritage Tour	Yes	DCCT, Dymchurch Heritage Group, English Heritage, Romney Marsh Corporation,
VE3	Devise a beach strategy: support a range of new leisure uses on the beach with the aim of attracting and catering for a greater number of visitors.	Medium	<£2k	Boscombe Beach	Yes	DCCT, Environment Agency
VE4	Accommodation strategy: Look at the need for offering new and innovative types of accommodation within Dymchurch and nearby area e.g. beach huts	Medium	£25k - £50k	Alum Chine (Bournemouth), Mundeford (Dorset)		DCCT, Shepway DC, local accommodation providers, Visit Kent

Regeneris Consulting 2015

Initial Actions

Table 8.5 Improving Visitor Experience – Initial Actions				
	Action	Term	Time Scale	Responsible
VE1	<ul style="list-style-type: none"> Meet with RHDR and cycle businesses to discuss possibility of cycle hire at Dymchurch and discuss promotion with Visit Kent. 	Short	Within 6 months	DCCT, RHDR
VE2	<ul style="list-style-type: none"> Get quotes for specialist support to develop an interactive heritage tour. Seek early advice from Visit Kent and English Heritage. 	Short	Within 6 months	DCCT
VE3	<ul style="list-style-type: none"> Pilot new beach activities and review beach strategies from elsewhere. 	Medium	Within 12 months	DCCT
VE4	<ul style="list-style-type: none"> Visit other innovative types of accommodation and liaise with potential partners. 	Medium	Within 12 months	DCCT, local accommodation providers

Performance Measures

Table 8.6 Improving Visitor Experience – Performance Measures				
	Indicator	Term	Time Scale	CCF Indicator
VE1	<ul style="list-style-type: none"> Increase number of visitors to Dymchurch specifically for walking & cycling 	Medium	Within 12 months	Tourism
VE2	<ul style="list-style-type: none"> Complete interactive heritage tour installation and increased visitor numbers 	Short	Within 6 months	N/A
VE3	<ul style="list-style-type: none"> Increase in the number of new visitors to the beach 	Medium	Between 1 -2 years	Tourism
VE4	<ul style="list-style-type: none"> Increase in the number of new overnight visitors and spend 	Medium	Between 1 – 2 years	Tourism

Theme 3: Creating a More Vibrant Centre

- 8.10 Creating a more vibrant centre will ensure Dymchurch is not only a more attractive place to visit but to also live and work.
- 8.11 The improvement of existing assets (e.g. occupation of vacant units) as well as the improvement and introduction of new assets (e.g. public realm) will help create a more vibrant centre. Greater numbers of people visiting and working in the area will increase local spend and improve the prosperity of Dymchurch.

Statements of intent - Short-term

- **Improve retail performance** - Improve first impression of current assets by improving shop frontages, landmark buildings and open spaces to make the area appear more attractive and encourage people to stop and spend time in the village.
- **Pop-up shops for long term empty units** – Utilise empty units through attracting short term tenants that appeal to new markets (i.e. non-seasonal shops).

Statements of intent - Medium-term

- **Encourage and promote retailer support** – Improve and diversify the retail offer in the area which will encourage people to visit and spend more money in the local area, which in turn could create additional jobs in Dymchurch.
- **Enhance public realm and public art** – Upgrade public realm to improve attractiveness to visitors.
- **Improve street and sea wall lighting** – Improve the lighting of public spaces to make Dymchurch more appealing for both visitors staying locally overnight and people passing through the area during the evening.
- **Initiate events and markets** – Ensure Dymchurch has a sustainable year-round offer which would mean Dymchurch would have less reliance on its seasonal summer trade and ensure there is activity in the village during winter months.

Case Study

Description: Public Mural

Impact: Improve the visual aesthetics of the centre and improve visitor offer whilst linking to other areas in Romney Marsh

Rough Cost: £10k - £25k **Timescale:** 1 – 3 months **Example:** New Romney Town Mural



Source: Phillippa Goddard; IMOS Foundation



Elena Priestley; IMOS Foundation

Key Projects: Creating a More Vibrant Centre

Table 8.7 Creating a More Vibrant Centre - Projects						
Goal	Project	Timescale	Est. Cost	Example	Priority	Indicative Partners
VC1	Shop front painting: Enhance the appearance of existing retail space by improving shop frontage. This would encourage any visitors passing through Dymchurch to stop and look around.	Short	£10k - £25k	Bognor Regis (CCF Funding), Thurrock	Yes	DCCT, We Made That, Shepway DC, Local Traders and Landlords.
VC2	Retailer Support: Promote the business support on offer in the area, to broaden and diversify retail and services in Dymchurch.	Medium	N/A – Maximise the business support offer in Kent and Romney Marsh area	Marsh Million LEADER Enterprise First Kent Invicta CoC Visit Kent Business Advisory Scheme		DCCT, Shepway DC, Kent CC, Kent Invicta CoC, Enterprise First, Visit Kent
VC3	Public Realm: Upgrade public realm, including public open space to improve attractiveness to visitors.	Medium	£50k - £100k	Access and landscaping at the “Wedge” adjacent to City of London pub.	Yes	DCCT, IMOS Foundation. SDC
VC4	Public Art: Link to other public art displays within the Romney Marsh area.	Medium	£10k - £25k	New Romney Murals	Yes	IMOS
VC5	Lighting of streets, sea wall and landmark buildings: Improve street lighting, lighting of assets (i.e. Martello Towers) and progress the established solar lighting along the sea wall.	Medium	£25k - £50k	Penshaw Monument (Sunderland), Margate Spit	Yes	DCCT, English Heritage, Shepway DC. environment Agency, Kent Highways
VC6	Local Market: Test the demand amongst Romney Marsh retailers, producers and artisan craft makers for a regular market to be held in Dymchurch.	Short	<£2k	Kent Farmers Markets		DCCT, Retailers, Local Food & Drinks Producers, Craft Makers Kent Farmers Market Association.

Regeneris Consulting 2015

Initial Actions

Goal	Action	Term	Time Scale	Responsible
VC1	<ul style="list-style-type: none"> Undertake design work for the repainting of the High Street shop fronts. 	Short	6 months	DCCT, Shepway DC
VC2	<ul style="list-style-type: none"> CCT to attend traders meeting to promote business support 	Short	6 months	DCCT, Dymchurch Traders
VC3	<ul style="list-style-type: none"> Liaise with Shepway DC about improvements to the “Wedge” along High Street. 			
VC4	<ul style="list-style-type: none"> Liaise with local artist about the potential for public art i.e. public mural 	Short	6 months	DCCT, IMOS Foundation
VC5	<ul style="list-style-type: none"> Seek quotes for improved street lighting throughout village centre and more innovative lighting along sea wall. 	Short	6 months	DCCT, Shepway DC
VC6	<ul style="list-style-type: none"> Carry out consultations with local producers and retailers to test the appetite for a local market (monthly) in Dymchurch. 	Medium	6 – 12 months	DCCT, Local Traders

Performance Measures

	Indicator	Term	Time Scale	CCF Indicator
VC1	<ul style="list-style-type: none"> Complete high street renovation 	Medium	1 – 2 years	Infrastructure
VC2	<ul style="list-style-type: none"> Increase in the number of businesses supported via business support schemes 	Medium	12 months	Business
VC3	<ul style="list-style-type: none"> Install ramp and pavement along part of the “Wedge” located on the High Street 	Medium	1 – 2 years	
VC4	<ul style="list-style-type: none"> Public mural or art installation in place 	Medium	12 months	Infrastructure
VC5	<ul style="list-style-type: none"> New lighting installed along sea wall, village centre and Martello Towers 	Medium	1 – 2 years	Infrastructure
VC6	<ul style="list-style-type: none"> Hold a regular local market within Dymchurch 	Medium	12 months	Tourism

Theme 4: Making Better Use of Dymchurch's Assets

- 8.12 Dymchurch has number of existing assets that could be improved to attract more visitors to the area and enhance the village's cultural, leisure and retail offer. Based on what is already in the village this could be achieved without significant capital investment.

Statements of intent - Short-term

- **Better utilise empty business and retail space within the village** – Investigate demand for business space in Dymchurch and the wider Romney Marsh region and look at possibilities of exploiting vacant business space within Dymchurch to meet demand.
- **Improve and broaden the existing accommodation offer** – Look at improving the offer and variety of accommodation by utilising existing assets through established accommodation providers and encourage local residents to provide accommodation through Air BnB

Statements of intent - Medium-term

- **Renovate heritage assets to enable greater public access** – Opening of heritage sites of interest to the public on a more regular, frequent and convenient basis would encourage people passing through the area to stop and spend time in Dymchurch. A number of heritage sites Dymchurch possesses are unique to the area and can complement the wider Romney Marsh tourism offer.

Case Study

Description: Restoring Martello Tower 24 to use as a tourist attraction

Impact: Raises awareness of historic asset and enables greater appreciation of wider historic landscape

Rough Cost: £30-50k **Timescale:** 6-12 months

Example: Restoration of PLUTO Pump House and Northwood House in Sandown which has enabled public access to the building and celebrates its story for the first time.



Northwood House and Gardens

Source: Isle of Wight Country Press



Martello Tower 24

Wikipedia, Nilfanion

Key Projects: Making Better Use of Dymchurch's Assets

Goal	Project	Timescale	Est. Cost	Example	Priority	Indicative Partners
UA1	Empty business space: investigate demand for business space through low cost fit-out of empty buildings with office furniture and broadband connection. Provision of basic business space to test potential risk.	Short	£2k - £10k	Co-working space in Croydon (London), providing an empty 5 th floor with free WiFi, kitchen and basic facilities		DCCT, Shepway DC, Romney Resource Centre, Enterprise First, Kent LEADER, Kent Invicta Chamber of Commerce
UA1	Pop-up shops: Look at using empty retail units for local producers, retailers and artisan groups to promote and sell their goods in the summer season.	Short	£2k - £10k	Pop-Up Margate, Whitefriars Food & Craft Pop Up Shop		DCCT, Shepway DC, Kent Invicta Chamber of Commerce, Romney Resource Centre, Enterprise First
UA2	Accommodation: Promote the benefits of informal holiday letting through services such as Air BnB and engage with local and traditional BnB providers to enhance accommodation offer in the area.	Medium	<£2k	Bed and Breakfast Association (trade association for B&Bs and Guest Houses. Meet regularly to express needs and interested and work towards best practice.		DCCT, Visit Kent, Shepway DC
UA3	Martello Tower 24: Waterproof and improve space inside tower to allow it to be used flexibly (year round) for heritage/tourism centre, art gallery, artisan maker space (Romney Marsh Tweed, Romney Marsh Wool etc.)	Medium	£25k - £50k	Pluto Pump House in Sandown, Isle of White	Yes	DCCT, English Heritage, Shepway Council
UA4	Improve the appearance of the seawall by planting marine conducive vegetation along certain lengths of the sea wall.		£25k - £50k	DEFRA Rural Grants and Payments		DCCT, Environment Agency, DEFRA

Regeneris Consulting 2015

Initial Actions

Goal	Action	Term	Time Scale	Responsible
UA1	<ul style="list-style-type: none"> Liaise with Romney Resource Centre to assess initial demand for flexible, pop-up, start-up space in Dymchurch. 	Short	6 months	DCCT, Romney Resource Centre,
UA1	<ul style="list-style-type: none"> Promotion of Dymchurch Beach: Install advanced signage and reference to the beach i.e. "Smugglers Sands". 	Short	6 months	DCCT
UA2	<ul style="list-style-type: none"> Hold a forum/workshop for local residents and accommodation providers to discuss as collaborative approach to the offer. 	Short	6 months	DCCT, Visit Kent, local residents, accommodation providers
UA3	<ul style="list-style-type: none"> Hold discussions with English Heritage and agree an action plan for Martello Towers (Nos. 24 & 25). 	Short	6 months	DCCT, English Heritage
UA3	<ul style="list-style-type: none"> Open discussions with Romney Marsh Corporation to review feasibility of opening the New Hall on a more regular basis, particularly in summer months. 	Medium	12 months	DCCT, Romney Marsh Corporation
UA3	<ul style="list-style-type: none"> Liaise with RMLLP to discuss possible HLF funding for the renovation of Martello Tower (No 25). 	Medium	12 months	DCCT, RMLLP, Fifth Continent Project,
UA4	<ul style="list-style-type: none"> Liaise with DEFRA to discuss eligibility for rural developments grants 	Short	6 months	DCCT, DEFRA RMLLP, Environment Agency

Performance Measures

	Indicator	Term	Time Scale	CCF Indicator
UA1	<ul style="list-style-type: none"> Use of vacant retail/business space within Dymchurch 	Medium	1 – 2 years	Infrastructure / Tourism
UA1	<ul style="list-style-type: none"> Increase in business start-ups within Dymchurch 	Medium	6 – 12 months	Business
UA2	<ul style="list-style-type: none"> Increase the number of accommodation providers 	Medium	12 months	Tourism / Business
UA2	<ul style="list-style-type: none"> Increase the number of overnight stays and visitor spend 	Medium	6 – 12 months	Tourism / Business
UA3	<ul style="list-style-type: none"> Open Martello Tower as a visitor attraction or useable space 	Medium	1 – 2 years	Tourism / Infrastructure

Theme 5: Organisation and Engagement

- 8.13 Dymchurch and Romney Marsh has a number of active organisations, committees and forums that can all contribute to improving the prosperity of Dymchurch and the wider area. Greater co-ordination, cohesion and engagement between the various groups could tackle a number of the ongoing issues Dymchurch faces and benefit the wider Romney Marsh and Kent region.

Statements of intent - Short-term

- **Ensure Dymchurch plays a part in the wider Shepway offer** – Shepway DC will be developing a destination management plan (DMP). It is important that Dymchurch CCT is involved with shaping this especially in relation to Romney and Dymchurch. The DCCT need to ensure that Dymchurch and its ambitions are adequately represented in the Shepway DMP.
- **Improve data collection and input into wider tourism information** – Collect visitor data with the help and support of Visit Kent to help inform DCCT and local businesses about visitor numbers, spend and habits.
- **Liaise and work together with local holiday park providers in Dymchurch** - There are currently five holiday parks that are within close proximity to Dymchurch. It is important that visitor spend in the local economy is maximised and visitors are encouraged to support the surrounding shops and businesses within Dymchurch.

Statements of intent - Medium-term

- **Devise a plan for Dymchurch as a destination** – Designing a Dymchurch specific destination management plan, which would underpin the Shepway Destination Management Plan and would assist DCCT in achieving their overall vision for Dymchurch and aid in bidding for further funding.
- **Gain prominence in the wider Kent tourism offer** – Shepway DC are not currently an investor member of Visit Kent and therefore cannot access a number of region wide campaigns ran by Visit Kent. However membership can offer a range of marketing opportunities, networking events, training courses, research and development studies

Case Study

Description: Developing a Destination Management Plan for Dymchurch

Impact: A shared statement of intent to manage, develop and promote Dymchurch over 5 years. Including prioritised actions within an annual rolling programme, identifying responsibility and resources for their delivery whilst tailoring the plan to local issues and opportunities.

Rough Cost: <£10k **Timescale:** 6 – 12 months

Example: Thanet Destination Management Plan, Marketing Blackpool, Destination Mgmt. Plan

Key Projects: Organisation and Engagement

Table 8.13 Organisation & Engagement - Goals						
Goal	Project	Timescale	Est. Cost	Example	Priority	Indicative Partners
OE1	Shepway DC Destination Management Plan: Engage with Shepway DC and input into Destination Management Plan	Short	<£2k	Thanet Destination Management Plan 2013	Yes	DCCT, Shepway DC
OE2	Visitor Survey: With support from Visit Kent, conduct a visitor survey which could provide information to inform decision making.	Short	<£2k	Visit Kent and Thanet District Council – Thanet Destination Management Plan		DCCT, Visit Kent, Shepway DC
OE3	Dymchurch Destination Management Plan: Devise a destination management plan for Dymchurch which would assist DCCT in achieving their overall vision for Dymchurch. However, the destination plan would need to complement and support the Shepway DC destination management plan.	Medium	£2k - £10k	Thanet Destination Management Plan 2013		DCCT, Shepway DC, Visit Kent
OE4	Investor Member at Visit Kent: Join Visit Kent as an investor member. This would allow access to marketing campaigns, networking events, training courses and research and development studies. This could be achieved by joining as a parish council or via Shepway DC (were they to become a member).	Medium	£2k - £10k			DCCT, Shepway DC, Visit Kent
OE5	Engage with holiday parks owners and explore ways to encourage visitor spend in the local economy. i.e. Look at advertising local facilities within the holiday parks or local traders selling produce on site.	Medium	<£2k		Yes	DCCT, Holiday Park owners, local business owners

Regeneris Consulting 2015

Quick Wins

Table 8.14 Organisation & Engagement - Quick Wins

	Action	Term	Time Scale	Responsible
OE1	<ul style="list-style-type: none"> Liaise with Shepway DC regarding input into Shepway DC Destination Management Plan 	Short	6 months	DCCT, Shepway DC
OE2	<ul style="list-style-type: none"> Complete Visitor Survey in 2016 peak season 	Short	6 months	DCCT, Visit Kent
OE3	<ul style="list-style-type: none"> Hold stakeholder, trader and resident consultations in relation to Dymchurch Destination Management Plan 	Medium	12 months	DCCT, Visit Kent, Traders, Residents
OE4	<ul style="list-style-type: none"> Explore opportunities to join Visit Kent as an investor member independently or via Shepway DC 	Short	6 months	DCCT, Shepway DC, Visit Kent

Performance Measures

Table 8.15 Organisation & Engagement - Performance Measures

	Indicator	Term	Time Scale	CCF Indicator
OE1	<ul style="list-style-type: none"> Shepway Destination Management Plan adopted with Dymchurch specific priorities 	Medium	12 months	N/A
OE2	<ul style="list-style-type: none"> Numerous visitor surveys completed (inc. day and overnight) 	Medium	12 months	N/A
OE3	<ul style="list-style-type: none"> Dymchurch Destination Management Plan adopted 	Medium	1 – 2 years	N/A
OE4	<ul style="list-style-type: none"> Number of events and training sessions held through Visit Kent membership 	Medium	12 months	N/A

9. Management and Organisation of the Coastal Community Team

9.1 This chapter provides an overview of the delivery mechanisms for the Dymchurch Economic Plan.

Resources

Responsibility	Lead Organisation	Description
Delivery Plan Ownership	DCCT	The DCCT will have overall ownership of the Delivery Plan, taking responsibility for working with wider partners to disseminate its contents in the pursuit of wider influence and leverage.
Pipeline and Prioritisation	DCCT with support from partner organisations	DCCT will take responsibility for monitoring the project pipeline. This will also involve prioritising the projects and maintaining the pipeline. Input from partner organisations will also be required on a project by project basis.
Project Development	DCCT and partner organisations	All projects will require DCCT's involvement; however the nature of the involvement will vary dependent on the project. Partner organisations may take the lead on specific projects.
External Funding	DCCT with support from Shepway DC and RMP	DCCT should take an active role in understanding what funding is available, however it will also be the responsibility of partner organisations to inform DCCT of any pertinent funding that becomes available.
Project / intervention delivery	Partner organisations	DCCT has limited capacity to deliver all projects. Whilst the DCCT may be required to initiate most of the project, it is anticipated delivery will be the responsibility of the relevant partner organisation(s) involved in the project.

Regeneris Consulting 2015

Communication with Community

- 9.2 It is vital that the momentum of the plan is maintained in the future. To ensure momentum is kept, it is important that there is strong buy-in from partner organisations and the local community.
- 9.3 To ensure buy-in, DCCT must encourage partner and community engagement in all projects where possible and feasible. It has been suggested that a number of the projects listed will involve public consultation with residents, local businesses and partner organisations.
- 9.4 It will also be important to keep the community and partner organisations informed of progress, challenges and new projects as they arise.
- 9.5 It has been suggested that following a public meeting to launch the Dymchurch Economic Plan and Action Plan the group will arrange regular meetings (i.e. monthly , quarterly) to ensure that the

public are kept aware of progress and have the opportunity to participate and input into the delivery of the plan.

Costs

- 9.6 The costs of the various projects listed in this strategy have been aggregated by the relevant theme in the strategy.
- 9.7 The costs of these projects are only estimates based on available research and case studies, therefore the costs for this project are subject to change as time progresses.

Theme	Lower Estimate	Higher Estimate
Increasing Recognition of Dymchurch	c. £25,000	c. £75,000
Improving Visitor Experience	c. £30,000	c. £75,000
Creating a More Vibrant Centre	c. £95,000	c. £200,000
Making Better Use of Dymchurch's Assets	c. £55,000	c. £125,000
Project Organisation & Engagement	c. £5,000	c. £27,000
Estimated Total	c. £210,000	c. £502,000

Regeneris Consulting 2015

- 9.8 The operational cost of running the CCT has yet to be agreed however the CCT are partly funded by the Parish and District Council in-kind by providing meeting rooms and partial administrative support. Withstanding this, it is likely there will be additional running costs that will be incurred have yet to be determined.

Funding

- 9.9 Funding the projects and action within this plan will pose the biggest challenge to the CCT and partners when faced with delivery.
- 9.10 There will be continual constraints in levels of public sector spending, especially in relation to local economic development, however there are additional funding streams in which the DCCT could potentially capitalise on, providing the interventions are strong and delivery mechanisms are robust.
- 9.11 A summary of the various funding sources are detailed in the table below.

Geography	Source	Value	Time Period	Focus
Local	Marsh Million (business loan fund)	£0.7m	Up to 2017	Enterprise
	Marsh Million (economic projects scheme)	£0.3m	Up to 2017	RMP Delivery Priorities
	Shepway District Council Discretionary Rate Relief	£0.25m	Up to 2016	Enterprise
	Shepway District Council Apprenticeship Scheme	£0.1m	Up to 2016	Vocational skills, up-skilling, social inclusion

County	LEADER	Grants up to £50,000	On-going	Rural enterprise and skills
LEP	ERDF	£82.5m	2015-2020	Enterprise, innovation, trade, CLLD
	ESF	£82.5m	2015-2020	Vocational skills, up-skilling, social inclusion
	EAFRD	£14.5m	2015-2020	Rural enterprise and skills
National	Charitable Funds	No set value	Ongoing	Wide Ranging
	Coastal Community Fund	£90m	2017-2021	Coastal Community Fund
	Heritage Lottery Funding	No Value Set	Ongoing	Heritage Grants, Heritage Enterprise, Townscape Heritage, Landscape Partnerships, Grants for Place of Worship
Other	Magnox & NDA Socio-Economic Funding	No set value	Ongoing (PBO changes to be determined)	Skills, Enterprise, Sites and Infrastructure
	Private Sector (local businesses or sector contributions e.g. Barratt Homes)	No set value	Ongoing	Wide ranging

Maximising Resources of CCT

9.12 Dymchurch CCT needs to consider how to generate income to sustain future projects. Ways to generate additional income may include:

- Revenue from new business spaces
- Sale of goods (local produce) along the seafront in high season
- Selling advertising space on the website and heritage apps.

9.13 In the long term Dymchurch Parish Council and CCT may also consider how to best utilise the land and buildings they own to deliver the relevant projects.

9.14 Additionally, it is important that all partners involved in the project work together to maximise their resources, to achieve this it is important that the CCT and partners involved:

- Raise awareness of the strategy, projects, funding and investment opportunities.
- Share knowledge, expertise and resources
- Utilise social media platforms, websites and other media conduits
- Avoid duplication of work, meetings and time spent on project

Management of the team & Support Structure

9.15 The Dymchurch Coastal Community Team will be spearheaded by Dymchurch Parish Council, however due to limited resources they will draw up on a number other organisations and individuals to assist, depending on the nature of the project.

9.16 It has been agreed that whilst Dymchurch Parish Council will be leading the team and it is expected that an additional core group of members from the local community will be identified as the

Coastal Community Team. It anticipated that the team will be fluid and will evolve over time dependent on the aims, objectives and projects that have been identified.

- 9.17 The parish council and initial members of the Coastal Community Team are planning to hold a public meeting to launch the Dymchurch Economic Plan and encourage members of the local community to get involved with the action plan and become active members of the Coastal Communities Team.
- 9.18 On-going advice and support will be offered by Shepway District Council throughout the project and their Economic Development Team, however this assistance will be in the form of high level, strategic support.
- 9.19 Wider support from the Coastal Communities Alliance (CCA) will be a useful resource for the CCT as they have worked closely with DCLG on the development of the Coastal Communities Fund. The CCA is also a useful forum for other coastal communities to discuss and share ideas and good practice.

10. Dymchurch CCT – Focus for Year One

- 10.1 This strategy includes a range of areas for intervention and projects for consideration. There will undoubtedly be new opportunities to which the partnership needs to respond and it is highly unlikely that all of the projects will be delivered exactly as outlined here. There are however, a number of projects which are particularly important.
- 10.2 The following ten actions are those which are seen as particularly important for the first 12-18 months of the Coastal Community Team:
- 1) Oversee the rebranding and marketing of Dymchurch, focussing on the village's beach and unique history.
 - 2) Improve signage and welcome as visitors enter the village
 - 3) Commission design and implement shopfront painting on Dymchurch High Street.
 - 4) Engage expert help to support the development of the interactive Heritage tour of the village and environs
 - 5) Establish cycle hire point at Dymchurch
 - 6) Engage with local artists to develop plans for public art within the village
 - 7) Undertake full feasibility and costing of the renovation of Martello Tower 24 to enable a range of year round uses and work with Shepway DC to improve the appearance of Martello Tower 25.
 - 8) Ensure Dymchurch is well represented in the activities of the Romney Marsh Partnership and the Shepway Destination Management Plan
 - 9) Engage with Barratt Homes, the NDA and Magnox to ensure that they are aware of the strategy and are encouraged to support actions within the plan
 - 10) Test new uses and complementary activities for the beach (including sports, sale of local food and drink and entertainment).



Regeneris Consulting Ltd

Manchester Office

4th Floor Faulkner House

Faulkner Street, Manchester M1 4DY

0161 234 9910

manchester@regeneris.co.uk

London Office

3rd Floor, 65 St. John's Street.

London EC1M 4AN

0207 336 6188

london@regeneris.co.uk

www.regeneris.co.uk