



New Romney CCT
Economic Development Strategy
“From Town to Tide – creating a shore path to
success for New Romney”

A Report by
Regeneris Consulting &
New Romney Town Council



New Romney Coastal Community Team Economic Development Strategy

March 2017

Regeneris Consulting Ltd

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New Romney Town Council

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Folkestone
Hythe & Romney Marsh
Shepway District Council



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1. New Romney Coastal Community Team

- 1.1 New Romney is one of the early medieval Cinque Ports. It is recognised as the "Capital of Romney Marsh" and is situated in the district of Shepway in the county of Kent.
- 1.2 The Town offers a rich maritime heritage, iconic English Channel coastline views, good leisure amenities - such as the Championship links at Littlestone on Sea and access to one of the most unspoilt rural landscapes in the country.
- 1.3 The New Romney Coastal Community Team comprises representatives from local authorities, community partnerships, and local community organisations. The team will work together to help create a shared vision and develop an effective forward strategy for New Romney.

New Romney Coastal Community Team

Chairman & Press Liaison (1): Councillor Mrs. Patricia Rolfe

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Active Coastal Community Team Members:

- **Cllr. Patricia Rolfe:** New Romney Town Council
- **Ed Armitage:** JAM
- **Haf Morris:** Magnox
- **Kate Wilson:** Romney Marsh Partnership
- **David Illsley / Graham Hammond:** Shepway District Council
- **Cllr. Susie Govett:** Shepway District Council / High Street Traders Association
- **Cllr. Russell Tillson:** New Romney Town Council
- **Paul Fowler:** Varne Boat Club and RNLI
- **Nigel Sutton:** Varne Boat Club
- **Edna Delaney:** Romney Resource Centre
- **Danny Martin:** Romney, Hythe and Dymchurch Railway / Romney Resource Centre
- **Oliver Stally:** Marsh Academy
- **Toby Clifton-Holt:** Littlestone Golf Club

2. Introduction

- 2.1 The town of New Romney in Kent has been selected to receive support to develop an economic strategy to underpin future bids to the Coastal Community Fund (CCF) and other sources.
- 2.2 One of the main aims of the Coastal Community Teams programme is to encourage greater local partnership working in coastal areas. Therefore, to drive the Economic Strategy forward, a Coastal Community Team has been assembled.
- 2.3 Led by New Romney Town Council, this will be a new team bringing together proactive representatives from a number of existing and emerging organisations and partnerships that are linked to New Romney.
- 2.4 The various groups represent a wide network of interested parties that have demonstrated their intention to promote and enhance the cultural and socio-economic characteristics of New Romney and its rural hinterland. All members have readily agreed to participate in the new forum and recognise that sharing good practice and combining expertise to create a visionary New Romney Economic Strategy will benefit all those who live, work or visit the area.
- 2.5 The New Romney Coastal Community Team (NRCCT) with the support of Regeneris Consulting and New Romney Town Council has developed this economic plan and action plan to provide a framework for the activities and actions for NRCCT in the short, medium and long term.
- 2.6 The overall vision for the strategy is that;

New Romney will be a stronger and more dynamic hub of Romney Marsh; promoting and using its strategic location and unique range of shops, services and attractions to increase investment. It will provide a vibrant focal point for those living, working and visiting the area.







- 2.7 To help achieve this vision a number of themes have been identified within the strategy:
- Community and Service
 - Tourism and Heritage
 - Culture and Leisure
 - Business and Enterprise
- 2.8 Underpinning these themes are a number of objectives which are explored in this strategy. For each theme, there are a range of quick visible win, short, medium and long term actions and projects which will help achieve the overall vision. A number of 'blue sky' projects have also been identified which the CCT envisage for a longer-term period over 20 years. Potential lead and partner organisations who can help deliver the relevant elements of the strategy have been identified for each project.
- 2.9 A desktop baseline study has been carried out to support consultation with the New Romney CCT, wider stakeholders and the public. Findings from consultations and the baseline have been used as the rationale for actions and projects.
- 2.10 The need for this plan was identified by New Romney Town Council who have led and co-ordinated the initiative with help from Shepway District Council and financial support from the Department for Communities and Local Government and Magnox Ltd.

The Coastal Community Team

- 2.11 Coastal Community Team funding is perceived as an opportunity to bring together proactive representatives from a number of existing and emerging organisations and partnerships that are linked to, or based in New Romney.
- 2.12 They will have a forum to enable them to share their local knowledge, experience and expertise to produce a common, shared plan which will inspire and engage the local community. This will encourage people to work together by setting out a clear programme of realistic and useful actions to help develop the potential of this special and historically unique area – both for now and for the future.
- 2.13 The Coastal Community Team (CCT) will be led by New Romney Town Council and is made up of the individuals and organisations listed below, however members of the CCT will evolve as the strategy progresses.

Table 2.1 New Romney CCT – Team Members

| Organisation | Profile | Member(s) |
|--|---|---|
| <p><i>New Romney Town Council</i></p>  | <p>New Romney Town Council is a proactive first tier local authority that manages a range of amenities within the Town for the benefit of local residents, businesses and visitors. It leads, it listens and it works</p> | <p>Cllr. Patricia Rolfe (CCT Chair) Cllr. Russell Tillson</p> |
| <p><i>Shepway District Council</i></p>  | <p>Shepway District Council (SDC) is the accountable body for the New Romney Coastal Community Team. SDC provides the wider strategic economic context within which New Romney's economic plan will operate through its Economic Development Strategy, and will provide advice on specific initiatives such as the Romney Marsh Partnership and the master planning of Mountfield Road Industrial Estate at New Romney.</p> | <p>(Accountable Body) David Illsley Graham Hammond Cllr. Susie Govett</p> |
| <p><i>JAM on the Marsh</i></p>  | <p>JAM on the Marsh is an annual multi-arts festival running for 11 days across the Romney Marsh, in July. 2017's festival will have 30 events: music, art, theatre, poetry and churches tours.</p> | <p>Ed Armitage</p> |
| <p><i>Magnox</i></p>  | <p>Magnox are the management and operations contractor for Dungeness A nuclear power plant, a major employer on Romney Marsh. Whilst not directly accountable for regeneration in the areas around Dungeness A, the NDA, Cavendish Fluor Partnership (CFP) and Magnox recognise the important role they can play in supporting the communities and partner agencies to develop plans and deliver initiatives which help mitigate the impact of decommissioning.</p> | <p>Haf Morris</p> |

| Organisation | Profile | Member(s) |
|---|---|--|
| <p><i>Romney Marsh Partnership</i></p>  | <p>The Romney Marsh Partnership (RMP) was set up in 2012 to deliver The Romney Marsh Socio-Economic Plan - a new strategy to support the area's economy and community over the next decade. The Romney Marsh Partnership aims to address future challenges and capitalise upon the opportunities so that Romney Marsh becomes an even better place to live, work and visit.</p> | <p>Kate Wilson</p> |
| <p><i>New Romney Traders Association</i></p> <p>#love newromney</p> | <p>A newly re-invigorated forum formed to promote and support the local business community and the High Street and beyond.</p> | <p>Cllr. Susie Govett</p> |
| <p><i>RNLI & Varne Boat & Social Club</i></p>  | <p>The RNLI at Littlestone is the local sea facing charity for saving lives at sea. The Varne Boat Club is a beach based boat angling and sea water sports venue and social club.</p> | <p>Paul Fowler Nigel Sutton</p> |
| <p><i>Romney Resource Centre</i></p>  | <p>Romney Resource Centre (RRC) specialises in assisting hard-to-reach groups and helps to improve their life chances, build community vitality and full participation for economic and social prosperity; a sought-after model of success and a reputation for pioneering market leading learning and employment support.</p> | <p>Edna Delaney</p> |
| <p><i>Marsh Academy</i></p>  | <p>The Marsh Academy opened in 2007 and is the only secondary school within Romney Marsh. It is recognised as a 'good' school by Ofsted. The academy continues to improve and strives to offer the best possible learning environment for students while providing accessible resources for the local community. The Marsh Academy strives to serve young people and the local community.</p> | <p>Oliver Stally</p> |
| <p><i>Romney, Hythe and Dymchurch Railway</i></p>  | <p>For the past 90 years, the Romney, Hythe & Dymchurch Railway (RHDR) has been an integral part of the landscape of the Romney Marsh. RHDR is a key transport link between Hythe, Dymchurch, St. Mary's Bay, Romney Warren, New Romney, Romney Sands and Dungeness and is an important service for visitors and the local community.</p> | <p>Danny Martin</p> |
| <p><i>Littlestone Golf Club</i></p>  | <p>Littlestone Golf Club boasts two unique courses, The Championship Links & The Warren, Littlestone Golf Club offers the chance to play their golf on superbly</p> | <p>Toby Clifton-Holt</p> |

| Organisation | Profile | Member(s) |
|--------------|--|-----------|
| | <p>presented and managed links courses. Littlestone Championship</p> <p>Links is recognised as being one of the top 100 courses in England and one of the top Links courses in the whole of Great Britain & Ireland. Founded in 1888, it has hosted many major championships and has a long and distinguished history.</p> | |

3. New Romney Context and Baseline

Introducing New Romney

- 3.1 New Romney is a small town to the south of Shepway district in Kent. The nearest major towns are Ashford and Folkestone which serve as the main commercial centres for residents.
- 3.2 New Romney contains a High Street shopping area with smaller concentrations of shops and businesses spread around the ward and an industrial estate. The parade of shops is classified as a 'Neighbourhood Parade' and referred to locally as the High Street. The town is surrounded mainly by residential dwellings extending to the communities of Littlestone on Sea and Greatstone on the coast.
- 3.3 The town is divided into the two electoral wards of New Romney Town containing the town centre and New Romney Coast which includes Littlestone and part of Greatstone (see Figure 3.2 for the combined ward boundary). This boundary of best fit has been used for analysis.

Figure 3.1 New Romney in Context



Source: Regeneris Consulting 2017

Figure 3.2 New Romney Local Centre within combined ward boundary



Source: Regeneris Consulting; Ordnance Survey, 2017

- 3.4 In the late 19th Century local entrepreneur H.T. Tubbs planned to develop the area around New Romney and the coastal strip at Littlestone on Sea to become a key destination for visitors. His legacy is still evident in the Water Tower adjacent to the Golf Course and the fountain on the Greens, and he helped establish Littlestone Golf Club.
- 3.5 Tubbs developed detailed plans to enhance the coastal strip to include a promenade, pier and other attractions in the pursuit of his aim to promote and create a high quality coastal resort. Whilst it may not be practical or appropriate to duplicate his plan exactly, elements from his original design and modern ideas could be combined to create a heritage destination that will be used and enjoyed by residents and tourists in the area.
- 3.6 New Romney has a range of unique historical, cultural and geographical assets. Key points of interest identified in the desktop study and through consultation include, but are not limited to:
- Iconic coastline views across the English Channel to the White Cliffs of Dover and the French coast. It is one of the closest points in the UK to mainland Europe.

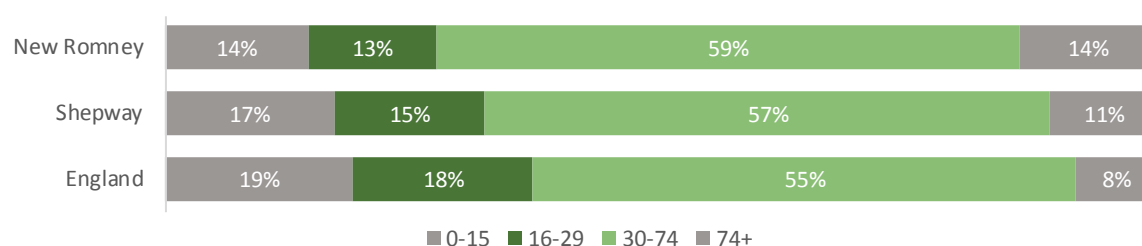
- A rich maritime heritage linked to its status as one of the original Cinque Ports and also the location for a mulberry harbour during World War II. The maritime history is reflected in a strong sense of local civic pride and uniquely historic buildings and heritage sites.
- The landscape of New Romney has changed dramatically. It was originally a port town at the mouth of the River Rother, with the sea close to St Nicholas Church (evidenced by the medieval harbour mooring rings on the wall of the church), and its harbour to the south west of the town. Today the High Street is now more than a mile from the sea.
- The South England flood of 1287 almost destroyed the town, depositing large amounts of sand, silt and debris which filled the harbour. Over time, this formed an extended land mass from the town centre which stretched out further into the sea, impacting on the functionality of the town as a harbour.
- Due to its strategic location and adjacency to the English Channel New Romney historically has been at the forefront of defence of the nation and forms a major element of England's Defence coast.
- The Romney, Hythe and Dymchurch Railway operates a one-third full size steam and diesel locomotive, still in use after 90 years. For many years, it was renowned as the world's smallest railway.
- The Marsh Academy is the only Secondary School on Romney Marsh and is currently the second largest employer in the area. The recently incorporated St Nicholas Church of England Primary Academy is also in the town.
- The Romney Resource Centre is one of the only mainstream providers of Education, Training and Employment support for 16-18 and 19+ on the Romney Marsh.
- The Marsh Academy Community Hub hosts a number of classes and activities, as well as providing meeting room hire and event space.
- Littlestone Golf Club is a popular golf course located in New Romney and serves as a Championship course.
- Strong arts and cultural heritage with links to Shakespeare, Edith Nesbitt ('the Railway Children'), H.G. Wells ('Kipps, the story of a simple soul'). The strong association with the arts continues today with organisations such as the IMOS Foundation, as well as being the centre for the multi-arts Festival "JAM on the Marsh". In 2016 the event attracted world premieres by internationally renowned classical composers Paul Mealor and Tom LaVoy.
- The New Romney Country Fayre is also an important part of Shepway's annual events programme and attracts several thousand visitors.
- A strong wildlife offer with easy access to the RSPB nature reserve at Dungeness and unique landscape of Romney Marsh. The area is home to a number of endangered species, in addition to "Romney Sheep", a breed exported to other continents.
- Access to the 14 medieval churches of Romney Marsh that, for centuries, dominated the flat marsh plain. The Norman church of St Nicholas is a focal point within the Town Centre.

Community

Demographics

- 3.7 The resident population in New Romney is 7,200, which has grown 3% (+200 residents) in the last 5 years, in line with the average of Shepway and England. New Romney has a similar proportion of working age residents (72%) to Shepway and England, although a greater proportion of these are older workers. Overall, the age structure in New Romney has a greater proportion of the population in older age groups compared to Shepway and England.

Figure 3.3 Age Structure



Source: Mid-year population estimates, 2015

Deprivation

- 3.8 Deprivation is measured using lower super output areas (LSOAs) which are small geographies contained within the ward area. Each area is ranked as a percentage in relation to all LSOAs across the UK (<10% = most deprived). There are seven domains of deprivation: income; employment; education, skills and training; health; crime; barriers to housing and services; and living environment. The index of multiple deprivation (IMD) provides an aggregate score for all domains. New Romney consists of four LSOAs (Shepway 012A, 012B, 012C & 012D).
- 3.9 The overall IMD for each LSOA in New Romney is ranked in the 60% least deprived in England, suggesting limited signs of deprivation. Further analysis of each deprivation domain identifies a number of LSOAs that fall into the top 30% deprived in employment and education.
- 3.10 The wider Romney Marsh suffers from pockets of deprivation; relating to employment and education deprivation. The highest levels of deprivation are found in rural areas and Lydd for which New Romney is an important service and amenities hub.

Community groups, Local Government and Support Organisations

- 3.11 The Romney Marsh Partnership (RMP) was established in 2012 to lead the delivery of the Romney Marsh Socio-economic plan, a strategy targeted at reducing the negative consequences of decommissioning Dungeness A nuclear power station. It proactively looks for business, training and investment opportunities for the Romney Marsh as well as opportunities to encourage investment. In recent years, the RMP created the Marsh Million in partnership with Magnox Ltd, Kent County Council (KCC) and Shepway District Council (SDC) and Ashford Borough Council (ABC). The Marsh Million is a £1 million fund which provided interest free loans between £10,000 to £50,000 to small businesses and start-ups and grants for economic development projects. The loan scheme is currently closed but is expected to re-launch in 2017-18 as loans are paid back into the fund.

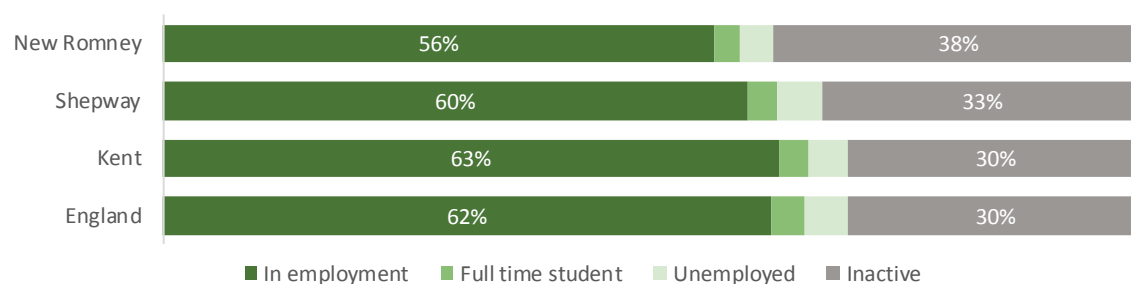
- 3.12 New Romney Town Council (NRTC) has been proactive in working to improve how the town functions for both residents and visitors, as well as encouraging outside investment into the area. Several projects have been implemented to improve amenity areas and strengthen local civic pride.
- 3.13 Other important volunteer and community groups cater largely towards older persons' provisions, and include:
- The Shepway Volunteer Centre which runs a volunteer transport service in New Romney and Shepway.
 - The Romney Marsh Day Centre, an independent local charity with facilities to enable socialising among older residents.
 - Caring Altogether on Romney Marsh (CARM), a local charity which provides support and services to older and vulnerable people in Romney Marsh.
 - Memories Matter, a charity providing weekly reminiscence sessions for older people to reduce social isolation and improve sense of well-being.
- 3.14 Several youth groups also operate within New Romney and cater for a range of interests which include:
- New Romney Scouting Group (Beavers, Cubs Scouts, Explorers) and Brownie Group which are very strong.
 - The local T/S Veterans and New Romney Sea Cadet unit.
 - New Romney Community Church which operates a bi-weekly youth club.
 - The football club have a youth section which is very popular and operates several teams.
 - The Marsh Academy Leisure Centre also caters for several youth activities within its programme.
- 3.15 There is a notable gap in groups linked to business representation and development. Whilst this does not currently exist the Town Council has actively supported this area where it can. A recently reinvigorated Town Traders Association (#lovenewromney) has been launched with the aim of supporting local businesses in the future. There is the potential to create a wider business networking group and links with other Chamber of Commerce in the wider area.
- 3.16 There is, however, a good range of social clubs covering a wide spectrum of activities which act as a community 'social support system.' These are accessible to local residents and add to the quality of life for the local community

Economy

Economic activity

- 3.17 New Romney has a higher proportion of inactive residents (38%) compared to averages for Shepway, Kent and England. This is reflected in a smaller proportion of residents in employment (56%).

Figure 3.4 Economic activity of residents aged 16-74

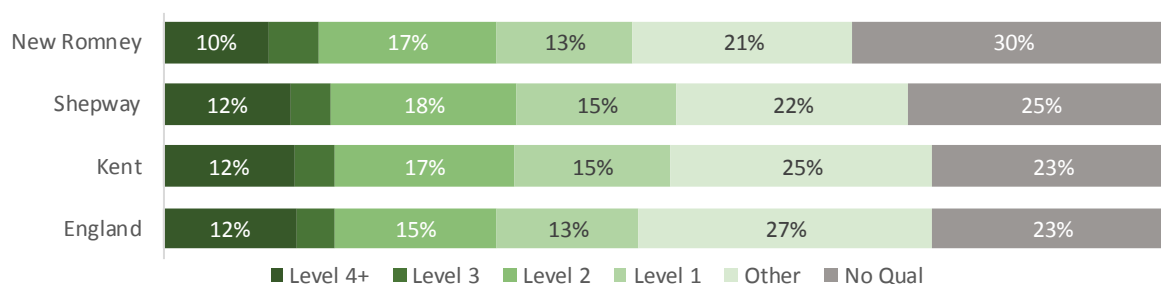


Source: Census, 2011

Skills

- 3.18 Nearly a third of residents in New Romney have no qualifications, higher than the average for Shepway (25%) and England (23%). This can be attributed to the high proportion of older age residents, who on average have lower levels of qualification attainment in the UK.

Figure 3.5 Educational attainment

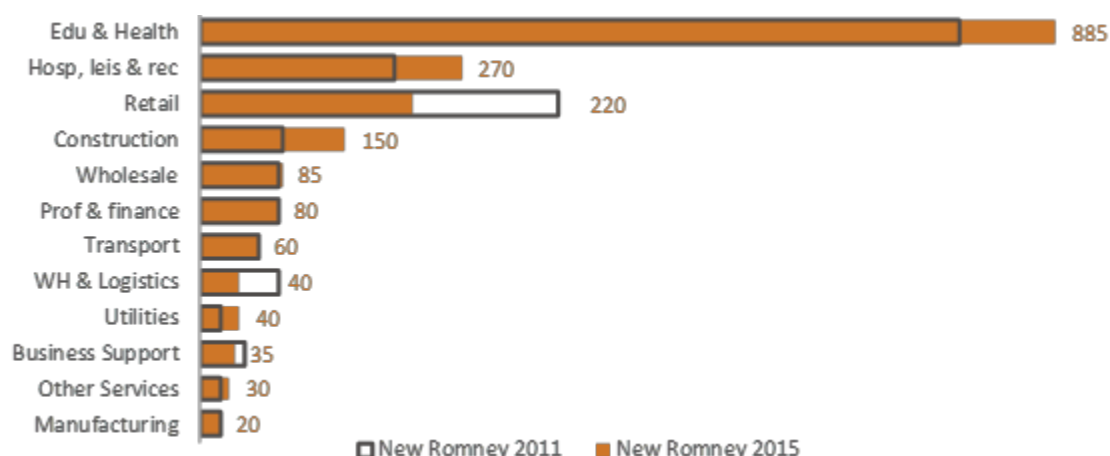


Source: Census, 2011

Employment

- 3.19 The largest employment sectors in New Romney are Education & Health, Hospitality, Leisure & Recreation, and Retail. The strength of the education sector is largely due to the Marsh Academy, which is one of the largest employers on Romney Marsh. Retail has experienced the largest rate of decline (-41%) of all sectors, losing 150 jobs in recent years. In contrast employment in the construction sector has experienced the highest rate of growth at +76% (+65 jobs).
- 3.20 New Romney is heavily dependent on the nuclear sector to sustain its economy. Whilst EDF's Dungeness power station will operate until 2028, the Magnox site is being decommissioned and this has reduced skilled employment opportunities in the area.

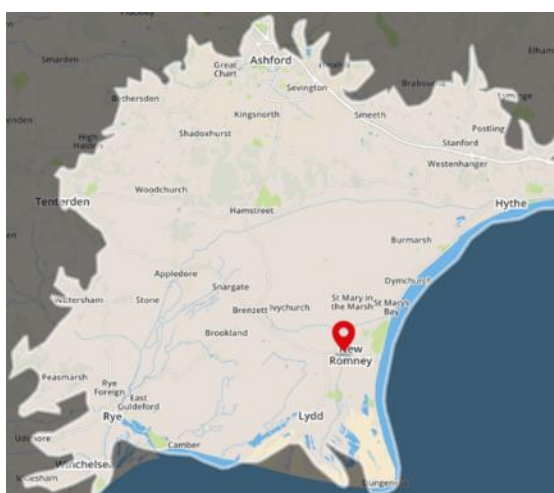
Figure 3.6 Employment Sectors: Total number and Growth (11-16)



Source: BRES, 2016

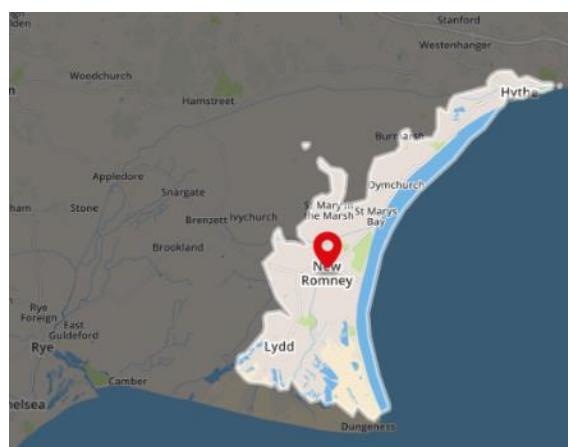
- 3.21 Whilst Ashford and other nearby towns such as Hythe, Lydd and Rye are accessible within a 30-minute drive, travel via public transport is limited, indicating a reliance on private car travel. Consultation findings reflect this issue, suggesting a notable sense of isolation and significant weaknesses in the local transport system.

Figure 3.7 Travel time – 30-minute drive



Source: www.gettraveltime.com

Figure 3.8 Travel time – 1 hr public transport



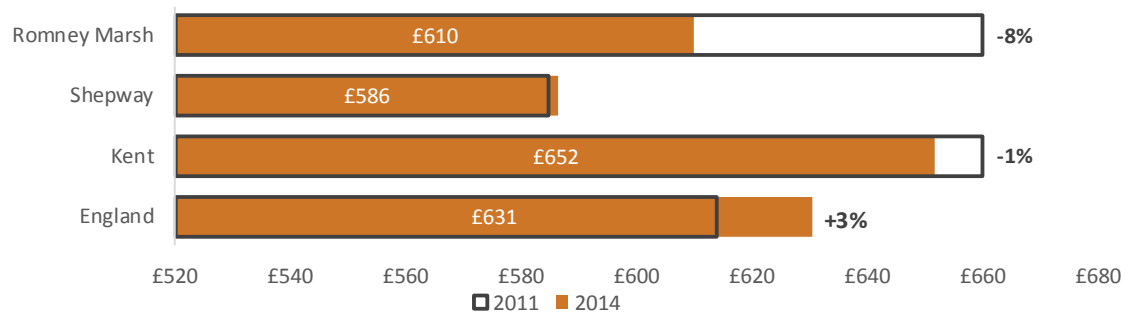
Source: www.gettraveltime.com

Income

- 3.22 Gross mean weekly household income estimates are available at the local level. The average household income for New Romney in 2014 was £610, an 8% decrease from 2011.
- 3.23 During the same period, Shepway and Kent have also seen wages stay the same whilst the average earnings in England has increased. The decrease locally and within New Romney could be due to a number of factors, including an ageing workforce (high levels of retirement) or job losses as a result of the decommissioning of Dungeness Power Station, which is the largest employer in the area.

- 3.24 Figure 3.9 shows the comparison between average household income in Romney Marsh and average employee earnings in the wider geographies. Whilst the two are not directly comparable for total average income, they can be used to provide an indication of trends.

Figure 3.9 Income estimates, 2011-2014



Source: ONS Small Area income estimates 2014; ASHE, 2014

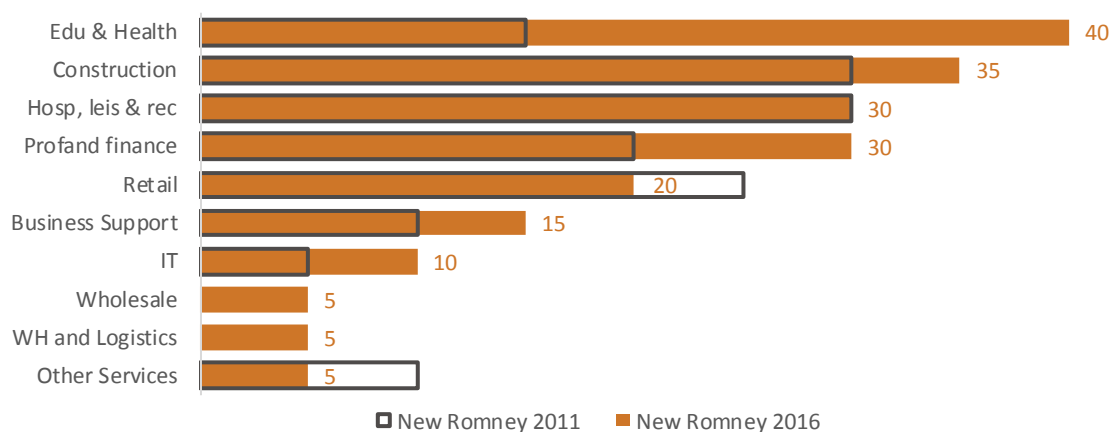
Note: Figures for Romney Marsh are based on average household income. Figures for wider geographies use average earnings per worker.

Businesses

- 3.25 Most businesses are located in the neighbourhood parade, characterised as a row of shops highly visible to locals which mainly serves a local customer base¹. The Mountfield Road Industrial Estate also houses a large number of local companies.
- 3.26 Business growth is similar to employment growth (2011-15), although construction, and hospitality, leisure and recreation have experienced lower growth over this period. This suggests existing businesses are performing well and are growing their employment base.
- 3.27 Whilst the retail business base is declining, occupancy rates in town centre have increased in recent years according to data from CoStar. The Shepway Town Centre Study also indicates that vacancy is significantly lower than the UK average.
- 3.28 Consultation has suggested that there are disparate rents depending on the location along the High Street, which is generating concern for local traders. Anecdotally, there have been some changes in the range and type of businesses operating within the High Street, with larger chains (e.g. Costa) recently moving to the area. Some consultees suggested that there is less diversity in the High Street compared to the past and the loss of one of the banks from the High Street has led to a decrease in footfall.
- 3.29 In conclusion, it would appear that the loss of retail business has not significantly affected the town centre, and is likely focused in other locations in New Romney and on the whole the High Street is performing relatively well

¹ New Romney Ward Profile, Shepway District Council, 2015

Figure 3.10 Business Sectors: Total number and Growth (11-15)

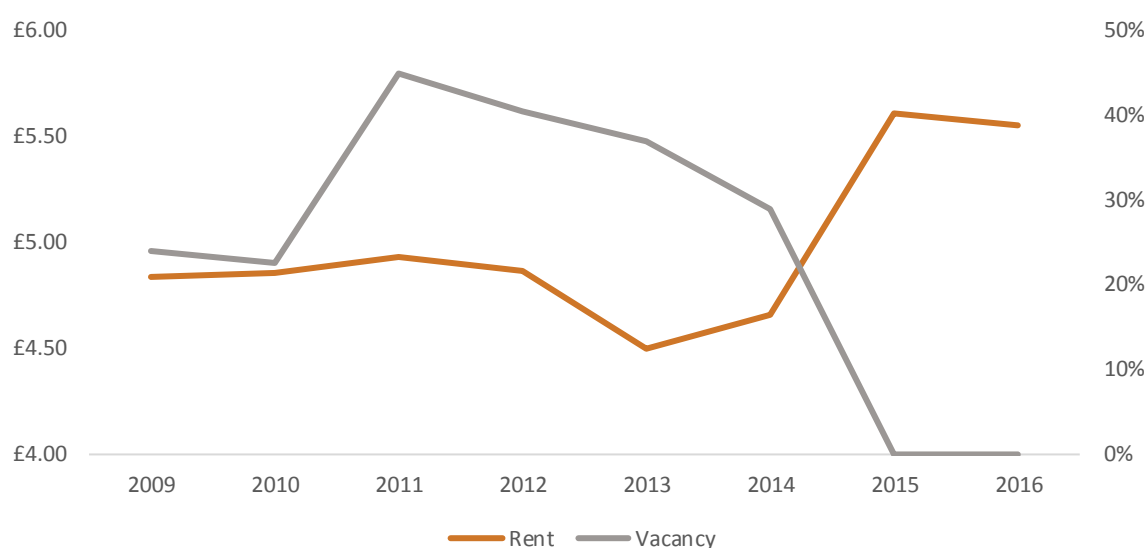


Source: UK Business Count

Mountfield Industrial Estate

- 3.30 According to data provided by CoStar, Mountfield Industrial Estate contains 19 industrial buildings totalling 140,152sqft in floorspace. The estate has performed well over recent years, demonstrated by an increase in rent price per sqft and a steady decrease in vacancy. Data indicates Mountfield Industrial Estate is now fully let.

Figure 3.11 Mountfield Industrial Estate Average Rents per m² vs. Occupancy Rates



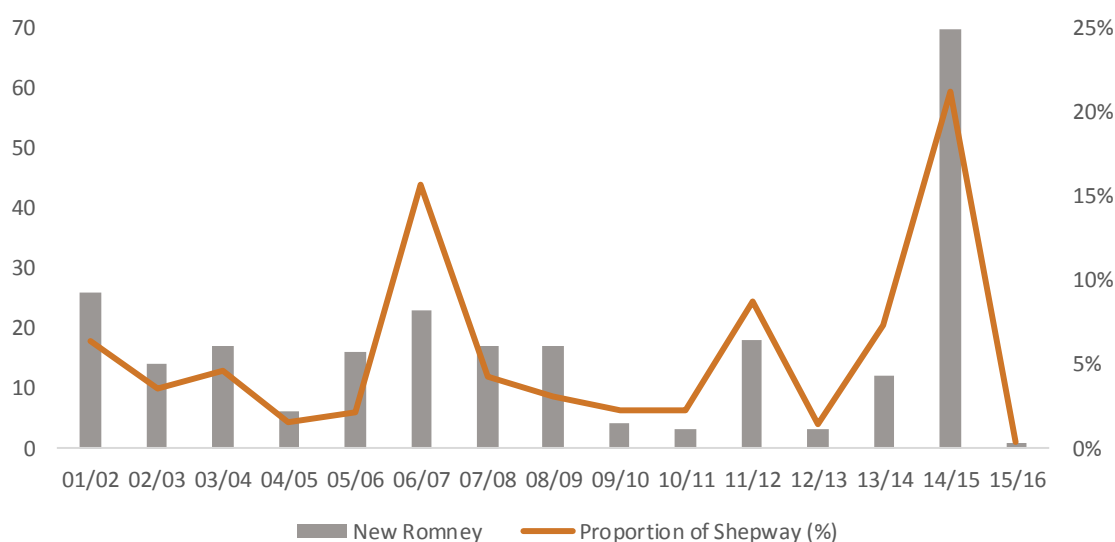
Source: Co Star, 2016

- 3.31 The New Romney ward profile suggests a number of types of businesses trade from Mountfield Industrial estate, including joinery, ironworks, motor repair, tyre retailers, building & decorating services, building merchants, plumbing suppliers, and a biofuel company.

Housing

- 3.32 Over the last five years there has been a small net increase of +107 houses in New Romney, contributing to around 8% of housing completions in Shepway.

Figure 3.12 Housing Completions New Romney



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

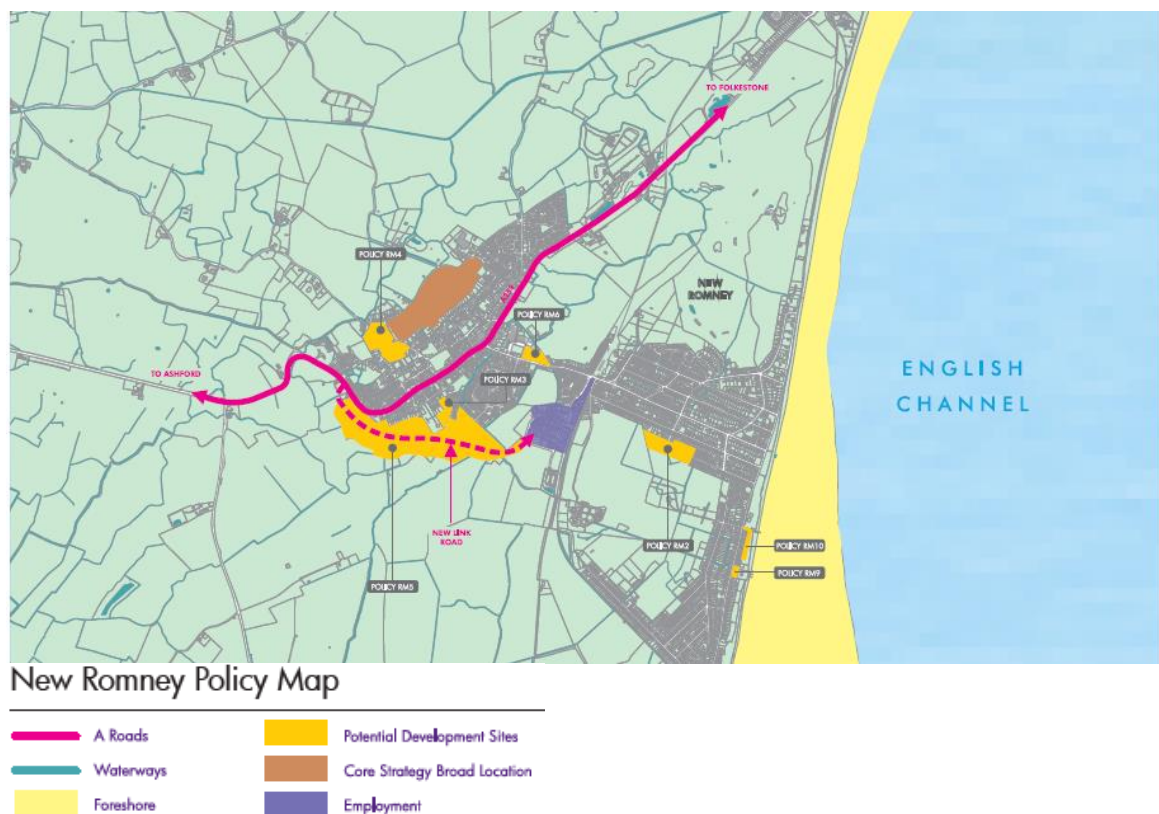
- 3.33 The SDC Places and Policies Local Plan (Preferred Option Draft) has identified five strategic locations for housing development in New Romney, see Table 3.1. It has been estimated that these allocations could provide capacity for up to 600 dwellings in the future. There are currently two planning applications totalling 217 dwellings under review¹.
- 3.34 Potential Section 106 and CIL agreements; resulting from large scale development could help fund future community infrastructure needs within New Romney.

Table 3.1 Places and Policies Local Plan – Housing Allocations

| Plan Policy | Location | No. of dwellings allocated |
|--------------|--|----------------------------|
| RM2 | Land off Victoria Road West, Littlestone | 70 |
| RM3 | Land rear of the Old School House, Church Lane | 20 |
| RM4 | Land west of Ashford Road | 60 |
| RM5 | Land to the south of New Romney | 400 |
| RM6 | Land adjoining The Marsh Academy, Station Road | 29 |
| Total | | 579 |

Shepway District Council, Places and Policies Local Plan (Preferred Option) 2016

Figure 3.13 Potential development Sites in New Romney



Source: Shepway Places and Policies Local Plan, Preferred Options Draft, 2016

Consultation

- 3.35 A thorough consultation process has been undertaken to test findings in the baseline and to explore several issues and opportunities identified. Findings from a number of consultation exercises have also been used as a rationale to support actions and projects identified later in the strategy.
- 3.36 Consultations with stakeholders and members of the CCT were undertaken to gain local perspective on several topics. These insights proved invaluable in developing an understanding of issues and opportunities, particularly in instances where baseline data was limited.
- 3.37 A number of public engagement exercises were carried out to gain resident's insight into the strengths and weaknesses of New Romney, and to test project objectives and ideas. The following events were run:
- **Young People's Workshop:** a group workshop with 6th form students from the local Marsh Academy. This involved an interactive brainstorm to understand what students liked and disliked about New Romney, a SWOT analysis exercise and then developing these issues and opportunities into specific project ideas.
 - **Public Drop In:** residents of New Romney were invited to join for an afternoon session showcasing project ideas from the strategy and to raise public awareness of the proposed Plan. Key members of the CCT Team and Regeneris interacted with the public to gain their perspective on the proposals, how they could be improved and any other ideas they had for the area.

- The CCT have issued press releases at key milestones; from receipt of funding through to the public awareness event. The local media coverage has been positive, and the CCT plan to issue regular public updates as well as develop an on-line presence when appropriate.
- 3.38 Findings from the public consultation process were taken on board and incorporated into the strategy where possible. Whilst value was added in gaining local insights, the consultation was integral in allowing local residents to engage and be part of the discussion about the future of New Romney. The exercise was particularly insightful for young adults who had not previously been involved in a formal consultation exercise.

Summary

- 3.39 Based on the desktop baseline study and consultations with local organisations, stakeholders, the public and the Coastal Community Team, the following **Strengths, Weaknesses, Opportunities** and **Threats** have been identified in Table 3.2 on the following page.

Table 3.2 SWOT analysis based on policy and socio-economic contexts

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> Proximity to iconic coastline and Europe Largest town and service centre for Romney Marsh Strong heritage offer; Cinque Port Town, RHD Railway, Coastal Defence. Cultural Links; Edith Nesbitt, HG Wells, Shakespeare, JAM, Rose Finn-Kelcey Easy access to the Marshes; wildlife and walking hotspot Well occupied High Street; consisting mainly of retail outlets targeting the local market. Quality golf offer Popular Events; New Romney Country Fayre and JAM on The Marsh Marsh Academy & Marsh Academy Community Hub Strong Partnerships; NRTC, SDC, KWT, MACH, RMP High business demand and support offer Strong sense of “community” among the local population | <ul style="list-style-type: none"> Declining working age population Lower than average economic activity rates Lower than average educational attainment Decrease in household income Lack of skilled work opportunities within New Romney Large proportion of seasonal employment Limited transport links and no major transport interchange Constrained and congested High Street/Main Road Lack of awareness externally Public realm needs improvement Historic reliance on Dungeness for skilled employment Some pockets of deprivation Poor connection from the High Street/Town Centre to the beach (including limited signage) Limited visitor accommodation offer Lack of social and leisure facilities for younger people |
| Opportunities | Threats |
| <ul style="list-style-type: none"> Develop coastal offer Strengthen and broaden education and skills offer; Marsh Academy & MACH, RRC Industrial Estate expansion and grown on space Potential to develop community and sports facilities to accommodate growing population – i.e. community hall and sports club Education and promotion of area’s historical assets, particularly the younger population Close proximity to other Cinque Port Towns – potential to provide joined up offer New housing developments resulting in increased demand and spending Golf Open 2020 being held in Kent and increased ‘golfing stay and play’ offer and opportunities Large open space by beach could be used for meanwhile events or other uses Develop month of events in July: to include JAM, Country Fayre new food festival “Grazing on the Marsh”, RHDR events (such as 90th anniversary) Development of cultural offer through installation of facilities – i.e. bandstand at St Martin’s Field Brexit – potential for increase in UK based tourist Expansion of Lydd Airport Income generation to reinvest – e.g. from car parks Potential for Romney Marsh to gain National Park status. RHDR – redevelopment and enhancement of station site to optimise railway heritage offer Short-term employment opportunities as a result of the decommissioning process at Dungeness. | <ul style="list-style-type: none"> Closure of Dungeness A Power Station in 2025 Decommissioning of Dungeness B Power Station from 2028 Sense of geographic isolation exacerbated by poor transport links Continued ageing population Limits to highly skilled employment opportunities due to closure of Dungeness A and B Continued decline in household income Infrastructure pressures from new housing Further decline in retail sector impacting on High Street vitality Brexit: reduction in EU tourists visiting New Romney Competition from neighbouring destinations such as Rye, Hythe and Folkestone Growth of Ashford could draw young people and skills away from New Romney Increased congestion without the new trunk road Expansion of Lydd Airport Limited funding streams and securing investment |

4. Related Initiatives

- 4.1 There are a number of initiatives that are currently ongoing within New Romney, Romney Marsh and the wider 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 Plan²** which was adopted in 2014. The RMP is a useful mechanism for NRCCT to develop their ideas and also co-ordinate projects that may require support from other parishes and organisations within the RMP area of influence.

The Fifth Continent Project

- 4.6 The **Fifth Continent Project**, led by the **Kent Wildlife Trust** was set up to preserve the natural, cultural and heritage assets of the Romney Marsh area. The Fifth Continent programme which refers to Thomas Ingoldsby's allusion to Romney Marsh, in his writings "Ingoldsby Legends".
- 4.7 The Fifth Continent Project 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 project has been awarded Heritage Lottery Funding (HLF), with over £1 million earmarked for the project over the next three years. This could help complement a number of the suggested projects within this strategy, particularly projects focussed around heritage, culture and leisure.

A proposed project of relevance to New Romney is the "Experience the Fifth Continent – Sustainable Tourism Project" which is aiming to capitalise on the heritage resource in the area. The project has recently secured some Marsh Millions Funding to develop a consistent and appealing brand across Romney Marsh. A new website www.visitromneymarsh.com has been launched to further promote the area.

² Romney Marsh Partnership Delivery Plan 2014-2017, Regeneris Consulting 2014

The Cinque Port Promotion Working Group

- 4.9 This forum which is overseen by the Cinque Ports Confederation is currently researching a range of projects aimed at highlighting the rich heritage of the members of the Cinque Ports Confederation. The towns and their unique history are currently under-marketed. They played a significant part in the defence of England in medieval times and were effectively, the fore-runner to the English Navy - so called "the cradle of the Royal Navy".

Support and Advice

www.folkestone.works

- 4.10 The www.folkestone.works website is managed by Shepway District Council's Economic Development Team with the aim of showcasing business opportunities within and around Folkestone.
- 4.11 It provides business support for individuals who are thinking about starting their own business, as well as existing businesses looking to expand.
- 4.12 www.folkestone.works provides a range of advice regarding; possible funding and support, the location of premises and investment options. The service is available to all businesses across Shepway including New Romney.

Kent Invicta Chamber of Commerce (KICC) and Kent and Medway Growth Hub

- 4.13 **KICC CoC** and Kent and Medway Growth Hub offer free business support for start-ups along with chargeable support for established businesses looking to grow and develop.
- 4.14 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).
- 4.15 A number of briefings and networking events are also held by KICC on a regular basis.
- 4.16 The support on offer may help new business start-ups in New Romney, along with any established businesses in the area looking to grow and expand into new or wider markets.

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

Funding

- 4.18 There are a range of potential funding streams available locally to businesses and organisations within New Romney 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

- 4.19 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.
- 4.20 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.
- 4.21 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.
- 4.22 This could prove a very important strand of funding for the NRCCT, as this fund has been designed specifically for the economic development of coastal areas.

The Roger de Haan Charitable Trust

- 4.23 The **Roger De Haan Charitable Trust** primarily supports charitable causes and projects in east Kent, and in particular the Shepway District. The Trust aims to make a substantial impact on the community where it is based.
- 4.24 The trust primarily supports the following areas:
- **education**
 - **arts, culture and heritage**
 - **community development and regeneration**
 - **amateur sport**
 - **projects to support young people**
 - **health and welfare of older people**
- 4.25 Grants are awarded at the Trustees' discretion. Capital projects will be considered providing such projects meet the strict criteria set by the Trust.

Magnox Socio Economic Fund

- 4.26 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 our aims on three levels:
- Up to £1,000 for small projects neighbouring Magnox sites;
 - Up to £10,000 capital expenditure towards sustainable projects; and,
 - Over £10,000 to support large projects that make a significant contribution towards mitigating the impact of decommissioning the nearest Magnox sites.

Kent & Medway Business Loan

- 4.27 **Kent County Council** are offering 0% loans between **£50,000** and **£500,000** to small and medium sized businesses in Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Medway, Sevenoaks, Shepway, Swale, Thanet, Tonbridge and Malling, and Tunbridge Wells.
- 4.28 The scheme aims to deliver **£5m** of investment to businesses across Kent and Medway in 2017/18. It is funded by loan repayments from previous Regional Growth Fund schemes (Expansion East Kent, Tiger and Escalate).

Kent Downs & Marshes LEADER

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

Kent Community Foundation

- 4.31 Kent Community Foundation (KCF) awards grants to groups and individuals in Kent and Medway, with an aim to build strong and vibrant communities throughout the county. As a Community Foundation, KCF look to match applications from the community to our donors' interests.
- 4.32 The majority of KCF grant-making is to groups, in particular small community and voluntary groups that are charitable in purpose and are working for the benefit of people in Kent and Medway.

Kent Big Society Fund

- 4.33 The Kent Big Society Fund has been established with initial funding from Kent County Council to provide loan financing to support existing and newly created social enterprises that benefit the local community and enhance the economic, social and environmental vibrancy of Kent. Primarily a loan fund, there is some scope for an element of grant funding.
- 4.34 The aim of the Fund is to spread the culture of social enterprise and break down the barriers which prevent enterprising social businesses from accessing finance.
- 4.35 Investment ranges from £10,000 to £100,000 and applicants need to demonstrate they operate as a social enterprise, including:
- Clear social aims and community benefit noted in governing document
 - Trading activities form a significant part of income
 - Assets and/or profits are used and retained for the benefit of the community
 - Specific power to borrow
- 4.36 Social enterprises must be operating within the Kent County Council administrative area and be utilising the finance to benefit Kent residents.

Capital grants for sport

- 4.37 If an organisation is looking to **improve sports facilities** and **widen participation** in Kent, they can apply for a **Capital Grant for Sport**. All applicants must prove how their project will increase participation in sporting activities.

4.38 This grant can be used to:

- **provide facilities for Kent communities**, including specialist facilities, training centres and centres of excellence and performance
- **purchase new community equipment** (not personal equipment or 'road' vehicles)
- **improve existing buildings** and sites (including education sites), or convert redundant buildings
- **lever funding from other organisations** into key schemes in Kent, and demonstrate partnership.

Kent Sport Small Grants for Organisations

4.39 The aim of the **Kent Sport Small Grants Scheme** is to encourage and increase participation in sport and physical activity by residents within Kent County Council or Medway Council administrative areas (excludes London Boroughs).

4.40 Funding is available for formally constituted not-for-profit or statutory organisation providing sports opportunities. There are grants available for up to £500 which can be used to fund:

- **Coaching Costs**
- **Facility hire**
- **Equipment**
- **Marketing and publicity**
- **Events**
- **Shared Team Kit**

Community Chest and District Councillor Ward Grants

4.41 Each of the 30 **Shepway District Councillors** are currently allocated a '**ward budget**' of up to **£1,500** per annum to spend on community projects in their ward.

4.42 Additionally, community organisations that are located in Shepway, or have a strong connection with the area, can apply for **Community Chest funding**. These include:

- Town and parish councils with a community tax of less than £21,000 a year (NRTC is not eligible for this)
- Community interest companies
- Registered charities
- Community and voluntary groups

4.43 Funding applications can be made by organisations located within Shepway or which can demonstrate that they have a strong connection with the local area.

Combined Members Grant

4.44 Each **County Councillor** can award **£20,000** in grants These grants can support a lot of different activities, including:

- **local events and activities**

- **purchase or repair of equipment and furniture**
 - **promotional materials**
 - **marketing and training costs**
 - **website creation and redesign**
 - **small-scale pilot projects**
 - **community safety schemes**
 - **sports projects**
 - **mentoring support** to assist local groups to become more sustainable
- 4.45 All groups and organisations who are properly constituted and have a current bank account can apply for projects that benefit local communities.
- 4.46 Any application should support and endorse the corporate objectives of the Kent County Council policy document; Increasing Opportunities, Improving Outcomes.

Heritage Lottery Funding (HLF)

- 4.47 The **HLF** offers a range of different grant programmes with grants from **£3,000** to over **£5million**. Given the importance of heritage in New Romney, HLF is worth investigating as a potential project funder.
- 4.48 The **Kent Wildlife Trust** and the **Romney Marsh “Fifth Continent”** project have been awarded Heritage Lottery Funding. This funding is to be used to enhance the natural, cultural and heritage landscape of the Romney Marsh area and could benefit New Romney.

Big Lottery

- 4.49 The **Big Lottery Fund** is responsible for distributing 40 per cent of all funds raised for good causes by the National Lottery and committed to improving communities and the lives of people most in need.
- 4.50 Since it was set up in June 2004 BIG has awarded over £6 billion to projects across the UK. Between 80-90 per cent of grants are made to voluntary and community sector organisations, and vary in size from a few hundred pounds to several million.
- 4.51 There are a number of funding streams offered by Big Lottery, which include but are not exclusive to the following;
- **Awards for All England** - Awards for All offers grants of between £300 and £10,000 for grassroots and community activity that aims to improve life for local people and neighbourhoods
 - Organisation Type: Voluntary or community
 - Funding Size: £300 - £10,000
 - **Building Better Opportunities** - Big Lottery Fund is matching funds from the European Social Fund (ESF) 2014-2020 to invest in local projects tackling the root causes of poverty, promoting social inclusion and driving local jobs and growth
 - Funding Size: £330,000 - £10.6m

- **Parks for People** - Parks for People is a joint initiative between the Big Lottery Fund and the Heritage Lottery Fund. The programme awards grants of between £100,000 and £5 million to revitalise historic parks and cemeteries.
 - Funding Size: £100,000 - £5m
- **Reaching Communities** – For projects that make positive changes in the community. In particular projects that support; lasting and sustainable change to places and spaces, develop happier and stronger communities and focus on the root causes of social problems.
 - Funding Size: £10,000 - £500,000

4.52 The Big Lottery has a diverse range of funding lines in which the CCT could potentially bid for; covering a range of the themes and actions detailed in this report.

Sport England

- 4.53 Sport England are major source of funding for sports across the country to increase the number of people participating in sport, regardless of their background, ability or age. There are a number of funding streams available annually, in which community groups and organisations are encouraged to bid for.
- 4.54 The **Community Asset Fund** has a total value of £15m per annum which is intended to achieve the following;
- Improve and protect existing sports facilities that support the needs of local communities
 - Invest in new and different places that meet the needs of local communities, which include our target audiences
 - Ensure our capital investment reaches organisations who have not accessed our funding before
- 4.55 Other Sport England funding streams include; the **Small Grants Fund** (£3k - £10k), **Funding for Volunteering, Active Ageing Fund** and **Strategic Facilities Fund**.
- 4.56 New Romney has a number of active and popular sports and leisure organisations who could be eligible to apply for a range of potential funding; encouraging further participation in the town and beyond.

Arts Council

- 4.57 The **Arts Council**; champion, develop and invest in artistic and cultural experiences that enrich people's lives. Supporting activities across the arts, museums and libraries from theatre to digital art, reading to dance, music to literature, and crafts to collections.
- 4.58 Between **2015** and **2018**, the Arts Council will invest **£1.1 billion** of public money from government and an estimated **£700 million** from the National Lottery to help create art and culture experiences for everyone in all parts of the country.
- 4.59 Funding options provided by the Arts Council include the following;
- **Creative People and Places fund**: Focuses on parts of the country where involvement in the arts is significantly below the national average.
 - **Grants for the Arts**: Grant programme for individuals, art organisations and other people who use the arts in their work.

- **Arts Impact Fund:** A new fund demonstrating the potential for social investment in the arts, offering repayable finance to art organisations in England that can show how they are sustainable, have great artistic ambition and have a positive impact on society.
- **Ambition for Excellence:** Ambition for excellence is a £35.2 million programme aimed at stimulating and supporting ambition, talent and excellence across the arts sector in England

4.60 With New Romney's historical association with the arts and contemporary links to JAM Festival, potential funding provided by the Arts Council could help boost and promote the arts and culture offer in New Romney.

European Structural and Investment Funds

- 4.61 **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:
- 4.62 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**
- 4.63 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
- 4.64 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.
- 4.65 Obviously, there is still uncertainty about the future of EU funding and whether it will be replaced with an alternative fund as the UK leaves the EU.

Grant Finder

- 4.66 The **Grant Finder** suite of sites provides a one stop shop for various types of funding in the UK. It is recommended that partners continue to monitor these as projects develop and convene bids where necessary. https://www.idoxgrantfinder.co.uk/Page.aspx?SP=About_Bespokes

5. Vision and Priorities for Action

New Romney will be a stronger and more dynamic hub of Romney Marsh; promoting and using its strategic location and unique range of shops, services and attractions to increase investment. It will provide a vibrant focal point for those living, working and visiting the area.

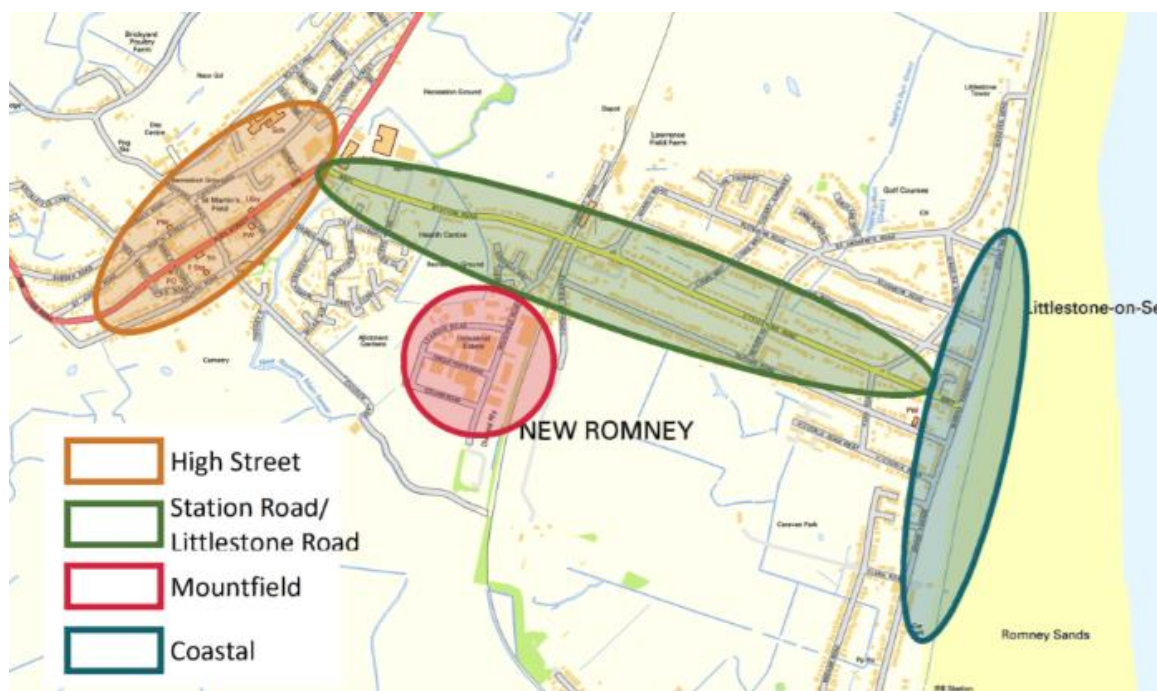
5.1 To help deliver the vision, a number of secondary visions have been identified to enable the strategy to evolve and provide partners with a framework to measure progress.

- **2 Year Vision:** The New Romney Coastal Community Team will be established and well known. Short term public realm interventions will have improved the visual impact of the High Street and its connectivity to Station/Littlestone Road and Coastal hubs. New Romney will have greater recognition as a tourist destination with a month of events (JAM on the Marsh, Grazing on the Marsh, New Romney Country Fayre) in July and links to the wider Cinque Port Heritage Trail.
- **5 Year Vision:** New facilities such as the Community and Sport Centre and CineMarsh, along with the expansion of the Mountfield Industrial Estate will further strengthen New Romney's position as the community and employment hub of Romney Marsh. With established events throughout the year, recognition as a key part of the Cinque Port Heritage Trail and a range of accommodation on offer, New Romney will be acknowledged as a new, up and coming tourist destination.
- **10 Year Vision:** The Town will have strengthened its role as the 'Capital of the Marsh' and will become a stronger hub for a wide range of newly formed and established businesses, whilst continuing to deliver skills progression, services and amenities for residents. Through increased recognition as a heritage, culture and leisure hotspot, New Romney will be emerging as a key player in the South Kent Coast visitor offer.
- **Longer Term Vision (up to 20 years):** Following the completion of new housing developments, Mountfield Road Industrial Estate expansion, new health centre and the new trunk road, New Romney will be fulfilling its sustainable growth ambitions. A range of high end improvements will have been delivered including significant enhancement to the coastal strip and a clear branding message across the whole area. Boasting a comprehensive range of accommodation and catering for an array of visitor markets the Town will have become the capital of the "Romney Marsh National Park" - a nationally recognised tourist attraction.

Spatial Priorities

- 5.2 To help deliver the overall vision for New Romney four spatial areas for intervention have been identified. Each of these areas within New Romney have different characteristics and functions. They provide different services which will contribute towards strengthening New Romney's role as a hub for Romney Marsh residents and visitors.

Figure 5.1 Key spatial areas within New Romney



Source: Regeneris, 2017

High Street

- 5.3 The High Street is at the heart of New Romney and is the arterial route through the town. It also forms part of the A259 national coastal route which has relatively recently been de-trunked. The High Street plays a pivotal part in New Romney's role as the hub of Romney Marsh. The High Street is varied, with a mix of independent and national retailers.
- 5.4 The High Street provides a range of services and amenities for Romney Marsh residents and is home to the only major supermarket and bank in the area. The High Street is also the main amenity centre for tourists visiting Romney Marsh.

Figure 5.2 New Romney High Street



Source: Susan Pilcher, Footprints Photography

Station Road / Littlestone Road

Figure 5.3 Marsh Academy Main Building



Source: Susan Pilcher, Footprints Photography

Social Club provide leisure and recreation facilities for residents. Whilst attractions such as the Romney, Hythe and Dymchurch Railway and Littlestone Golf Club not only serve residents but attract visitors from further afield.

Mountfield Road

5.7 Mountfield Road Industrial Estate is a key business and employment centre for New Romney. The industrial estate currently has no vacant units and has seen rents increase over the last 5 years. This suggests that demand in the area for industrial space is high.

5.8 Romney Resource Centre; which provides start-up space, training provision and employment services is also located on Mountfield Road Industrial Estate.

5.9 With the potential for a new trunk road leading into the south of the industrial estate and possibility of expansion, the Mountfield Road industrial estate could play a significant role in the future economic growth of New Romney. Feasibility study results being carried out will be available sometime after September 2017 which will inform future development plans and investment opportunities.

5.5 Station Road/Littlestone road is the main access route which links three of New Romney's important strategic locations; High Street/Town Centre, the beach/coast and Mountfield Industrial Estate.

5.6 Whilst acting as a strategic route between the coast and the High Street, Station Road/ Littlestone Road is the nucleus of leisure and recreation in New Romney. This is true for local residents and visitors alike. Assets such as the Marsh Academy and Leisure Centre, the MACH and New Romney Sports and

Figure 5.4 Romney Resource Centre



Source: Romney Resource Centre

Coastal

- 5.10 New Romney has an iconic coastline with views across the English Channel to the White Cliffs of Dover and French coast. Indeed, it is one of the closest points in the country to mainland Europe.
- 5.11 The town has a rich maritime heritage linked to its status as one of the original Cinque Ports. Littlestone beach is located approximately one mile from the High Street and is another important asset for New Romney. The Green which runs parallel to the beach and Coast Road/The Grand Parade has the potential to be sympathetically enhanced to strengthen the seafront offer and cater for a discerning 21st Century visitor market (see previous paragraph 3.5 and projects later identified in this Plan).
- 5.12 The Varne Boat and Social Club is also located here, which has the potential to be developed as both a visitor and leisure attraction.
- 5.13 Whilst the quality of the beach varies it can complement a variety of uses along the Littlestone coast. For example, the beach is already a hotspot for kitesurfing and land yachting, and shows potential to develop into a prime destination for water sports enthusiasts.

Figure 5.5 Beach Huts at Littlestone



Source: Susan Pilcher, Footprints Photography

Priorities for Action

- 5.14 Based on research and consultation with the stakeholders, the community and the CCT a number of themes have been identified which are important in delivering the vision for New Romney. These identify key attributes of the New Romney hub and will help to structure intervention to maintain a strategic approach.
- Community and Service
 - Tourism and Heritage
 - Culture and Leisure
 - Business and Enterprise

Theme 1: Community and Service

5.15 New Romney is the Rural District Service Hub for Romney Marsh, providing a range of crucial services to the wider Romney Marsh population. With new housing developments on the horizon, New Romney will play an ever more important role as the community and service hub for the increasing population of Romney Marsh.

5.16 Important assets such as the High Street, Marsh Academy and MACH, Mountfield Road Industrial Estate, Romney Resource Centre and the New Romney Sports and Social Club are vital to New Romney. Maximising the potential of such assets will be pivotal in delivering economic growth in the town; creating employment, upskilling the labour force and serving the community.

5.17 Notwithstanding the existing assets, the development of new social and community infrastructure will also need to be considered. Improvements to the Sports and Social Club, the provision of a new health care facility and skills centre will be needed to absorb additional service pressures and complement future economic growth.

Figure 5.6 High Street New Romney



Source: Susan Pilcher, Footprints Photography

Aim: To nurture Civic Pride and Community Engagement and improve the local skills base; whilst enhancing the current services and amenity offer to meet 21st Century expectation and growth in demand.



Provide new community amenities to encourage greater community participation, collaboration and civic pride from residents in New Romney.



Improve usability and experience of New Romney town centre to encourage greater use.



Expand existing health facilities to accommodate a growing population in New Romney and Romney Marsh.



Increase skills and training opportunities, particularly in adult learning to address the lower skills base amongst the older residents.



Increase provision of sector specific training to align with growing employment opportunities at Mountfield Industrial Estate.



Expand and develop the range of educational facilities to strengthen New Romney's role as the hub for learning and training in Romney Marsh.



Target existing leisure facility proposals and bring these forward for delivery.

Theme 2: Tourism and Heritage

- 5.18 As the town aspires to strengthen its role as the hub for Romney Marsh residents, it seeks to achieve the same ambition for visitors.
- 5.19 By building on the Cinque Port heritage and the well-established cultural events and coastal leisure offer in New Romney; the town can establish itself as a longer stay destination for a varied visitor market.
- 5.20 The existing assets in New Romney include; the Romney, Hythe and Dymchurch Railway, Littlestone Golf Course, Littlestone Beach, 5th Continent Project, JAM on the Marsh Festival, and New Romney Country Fayre.
- 5.21 These assets, combined with the wider offer of heritage, wildlife and leisure across Romney Marsh and the Kent Coast can be used to establish New Romney as a recognised visitor destination for visitors of all ages and interests.

Figure 5.7 The Priory New Romney



Source: Susan Pilcher, Footprints Photography

Aim: To support and enhance the current visitor experience and strengthen the joined-up heritage offer with other locations in Romney Marsh, Kent and East Sussex.



Improve public realm to encourage greater use of the High Street and coastal area.



Maximise potential of heritage and visitor assets in New Romney and market these to attract a greater number of visitors.



Improve the range of accommodation on offer to encourage visitors to use New Romney as a base for tourism in Romney Marsh.



Utilise heritage and coast to provide joined up tourist offer with other coastal towns in Romney Marsh and beyond.



Maximise opportunities for marketing and promotion of the town's assets to residents and visitors.



Better utilise New Romney's strategic location and proximity to London and Europe to encourage inward investment

Theme 3: Culture & Leisure

5.22 Culture and leisure play an important role in New Romney for residents and visitors alike.

5.23 New Romney has the largest range of leisure facilities in Romney Marsh. The town has important assets such as Littlestone Golf Club, the New Romney Sports and Social Club, Marsh Academy Leisure Centre and the Varne Watersports Club.

5.24 Developing the existing leisure offer will be important to improve the wellbeing of the current population and to accommodate future demand. Existing leisure infrastructure such as the New Romney Sports and Social Club is in need of a significant upgrade.

5.25 New Romney and Romney Marsh have historic cultural ties with writers, playwrights and artists which need to be showcased. New Romney has had resounding success hosting the JAM on the Marsh Festival over recent years, which has attracted new visitors to the area. The success

Figure 5.8 Littlestone Green



Source: Susan Pilcher, Footprints Photography

of the event and the popularity of the well-established New Romney Country Fayre provides the foundations to establish a network of events in New Romney and across Romney Marsh – “A Fifth Continent Festival month”

Aim: To maximise potential of existing assets and achieve regular participation from residents in New Romney, Romney Marsh and beyond.



Improve, develop and expand existing community and sporting facilities.
To increase participation among residents, and better market offer to attract residents from the wider area.



Build on and develop the cultural offer in New Romney and provide a greater range of cultural activities available to residents and visitors.



Strengthen existing events and develop new ones to provide a more extensive and focused events programme, with the intention to increase visitor numbers among residents in New Romney and beyond.



Improve amenity areas and better utilise green spaces to support new and existing events and activities.



Maximise opportunities for marketing and promotion of the town's assets to residents and visitors.

Theme 4: Business and Enterprise

- 5.26 Businesses in New Romney appear to be performing well, typified by low vacancy rates on the High Street and Mountfield Industrial Estate. However, with new housing developments and the resulting growth in the local population; new services and skills will be required
- 5.27 To ensure New Romney capitalises on future economic opportunities, the relevant infrastructure and skills need to be in place to be able to support new and existing businesses.
- 5.28 New Romney has the largest business base within Romney Marsh, therefore it is crucial that the town continues to support and link to businesses across the wider area and maximises the supply chain benefits on offer.

Figure 5.9 Romney Resource Centre



Source: Romney Resource Centre

Aim: To develop and grow the number and range of businesses in New Romney; improving both geographical and commercial connectivity across Romney Marsh and beyond



Improve transport accessibility and infrastructure to help existing businesses develop and grow.



Increase training provision to match skills requirements locally –with a strong focus on retail/hospitality, construction, light industry and services.



Provide new business space to accommodate start-ups, micro-businesses and SMEs.



Improve connections between skills providers and employers to increase opportunities for apprenticeships and employment.



Encourage greater collaboration between businesses in New Romney, Romney Marsh and beyond.

6. Delivering the Strategy

- 6.1 A range of projects have been identified which respond to the goals and objectives set out in the strategy. A number of priority projects have been shortlisted in addition to an extended list of projects for consideration. Priority projects provide information on the action, rationale, cost, timescale and offer a relevant example of a similar project delivered elsewhere.
- 6.2 Projects have been categorised into the four hub areas where intervention is most appropriate, although projects may also be applicable to other areas.
- 6.3 For each of the five themes we have set out the following:

Quick Visible Wins: New Romney CCT will aim to achieve these goals within 1 year.

Short-term goals: New Romney CCT should be in a position to achieve or partially achieve these goals within 2 year of the strategy being adopted.

Medium-term goals: The CCT should be in a position to achieve or partially achieve these goals within 5 years.

Long-term goals: These include larger scale strategic plans that may be achieved within 10 years


Longer-term goals: These include longer term aims that may be achievable within 20 years

- 6.4 A range of specific projects have been suggested to help support the goals that have been set. The list of projects is not exhaustive and aims to provide an indicative schedule.
- 6.5 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 New Romney CCT.
 - **Indicative partners:** list of other possible partners who can support and complement the project. An index of acronyms for each organisation is listed in Section 8 of this document.
 - **Measurement:** potential measurements that can be used to benchmark the progress of specific actions within the strategy.
- 6.6 To ensure that the relevant goals and actions are achieved a number of **quick visible wins** have been suggested. The measures are intended to be, where possible; **specific, measurable, achievable, realistic** and **timed**. Each performance measure also has a **timescale** to measure completion.

Priority Projects

- 6.7 A number of potential priority projects have been identified for New Romney, responding to the rationale and objectives identified in the baseline analysis and through consultation with the New Romney CCT. **It is important to re-iterate that that due to New Romney's important role as a 'Rural District Service Centre' the impact of the projects being proposed will extend well beyond the geographical boundaries of the town.** Table 6.1 outlines the most important project ideas as identified by New Romney CCT and provides an example of best practice elsewhere.

Table 6.1 Priority projects

| Project and Rationale | Example |
|---|--|
| <p>Community Hall and Sports Pavilion</p> <p>Development and creation of new Community Hall and Sports Pavilion on Station Road Sports Field to replace the existing dilapidated Maude Pavilion and provide a 21st Century leisure facility and a central community hub for all residents to use and enjoy.</p> <p>Rationale</p> <ul style="list-style-type: none"> • Need to create a strong social community hub with flexibility for a wide range of uses • Consultation shows evidence of demand and commitment to use the facility • More community facilities required to cater for new residents in housing developments, particularly young families. • Leisure and sports provisions mainly limited to Marsh Academy. <p>Cost: >£2.5m</p> <p>Time Scale: Medium term</p> <p>Spatial Area / Strategy Theme: Station Road & Littlestone Road / Culture & Leisure</p> <p>Project Lead and Partners: NRTC, NRCCT, NR Sports Club</p> | <p>Tottenham Community Sports Centre, London</p>  <p>The sports centre was one of the first in London, established over 40 years ago by a group of volunteers. The centre is still owned and run by the community today. Facilities of the centre include a main sports hall, crèche, multi-use studios, spa and community meeting rooms. The sports centre was recently awarded a £30,000 grant to develop a floodlit outdoor all weather sports area, providing local clubs with all year facilities.</p> |

Shopfront Improvement Programme

A programme of sympathetic improvements to New Romney High Street properties, including shopfronts and upper levels of buildings.

Rationale

- New Romney High Street is protected by Conservation Area status and includes a high number of Listed Buildings. However, several High Street properties are in poor decorative order, or have insensitive shop signage.
- Supporting a high-quality character and identity for the town will attract visitors and engender civic pride

Cost: Approx. £2,000-£10,000 per building, dependent upon scope of works.

Time Scale: Medium term

Spatial Area / Strategy Theme: High Street / Community & Service

Project Lead & Partners: NRTC, NRCCT, Traders Association, Local Traders

Heritage Highlighting

Introduce small-scale signage (free standing or other) throughout the town centre and, where appropriate, across the parish to highlight historic stories in a light-touch, publicly accessible way. Potential to develop a larger heritage trail around the town for visitors and residents.

Rationale

- The Town's heritage is an asset, which can be shared with visitors through its public spaces, as well as dedicated heritage assets such as the Town Hall
- Using public spaces (rather than formal settings such as museums) to celebrate New Romney's heritage minimises revenue costs, such as staffing

Cost: £15,000 - £25,000

Time Scale: Short to medium term

Selsdon Village, Croydon

A programme of building frontage improvement works were undertaken by Croydon Council in this locally-significant heritage area. The works included new shop signs, refurbished shop frontages and restoration works to high-level heritage features.

Pembury Terrace, part of the Croydon Building Frontage Improvement Programme. We Made That & HASSELL



Creekmouth Heritage Project, Barkingside

A combination of high quality enamel signs and engraved paving slabs were used to promote local heritage stories and newly commissioned artworks.



Creekmouth Heritage Project, engraved paving. Objectif

Spatial Area / Strategy Theme: All / Tourism & Heritage

Project Lead & Partners: NRTC, NRCCT

Public Realm Upgrades to High Street

Improving the High Street environment for residents and visitors, including decluttering, footway widening where possible and treating parking bays as part of the footway to provide additional pedestrian space when they are not in use and reduce perceived carriageway width.

Rationale

- The High Street is performing well but is currently traffic-dominated. Improvements can be made without impacting the function of the road
- Investigating the potential to widen footways could provide opportunities for street trading, bringing vibrancy to the High Street
- Creating a high-quality environment will improve perceptions of the town and support its identity as a desirable destination.

Cost: £300,000 - £500,000

Time Scale: Medium term

Spatial Area / Strategy Theme: High Street / Community & Service

Project Lead & Partners: NRTC, NRCCT, KCC, (Highways), SDC, NR Traders Association, Local Traders

Poynton Highway Interventions, Cheshire

A series of improvements aiming to rejuvenate and uplift the centre of the village and manage the interaction of people and traffic. This was achieved whilst retaining the road's ability to handle the required volume of traffic.



Park Lane, Poynton public realm improvements. Hamilton Baillee & Arup Associates

CineMarsh

New community cinema, providing a programme of films and media to enjoy whilst reinvesting profits into the community's needs. Cinema can be set up utilising existing facilities in New Romney.

Rationale

- Limited evening leisure offer in New Romney for residents and visitors.
- Potential to provide sustainable source of income for future projects benefiting local residents
- Provides opportunities for employment, training and volunteering.

Cost: £165,000 - £200,000

Spatial Area / Strategy Theme: Station Road & Littlestone Road / Culture & Leisure

Time Scale: Short Term

Project Lead & Partners: Marsh Academy, NRCCT, Magnox Ltd, RMP

Provision of new industrial space

Additional flexible grow on space for start-ups and SMEs at Mountfield Industrial Estate (based on "project fledgling").

Rationale

- Mountfield Road Industrial Estate is fully let, suggesting strong demand for industrial space in this area.
- Some existing companies are seeking to expand and inability to provide something locally will mean they will relocate and reduce the availability of local jobs.
- Masterplanning of Mountfield Road Industrial Estate will improve the business environment

Electric Palace Cinema, Hastings

Independent community cinema in Hastings Old Town, screening a wide variety of alternative films, classic movies, world cinema and films by local filmmakers.

Functioning as a 'not for profit' organisation, the cinema relies on ticket sales and a volunteer team to run the cinema. The cinema subsidises ticket prices to provide an accessible and regular programme for all.



Building Bloqs, London

Provides flexible pay-as-you-go space to access on a flexible basis, depending on the space requirements of start-ups and SMEs. This removes the fixed costs of rent and rates found with permanent workshop spaces, enabling small businesses to grow.



Workshop hall with partitioned spaces for rent.

- Currently little provision for start-ups and SMEs

Cost: £5m

Time Scale: Short to Medium term

Spatial Area / Strategy Theme: Mountfield Road / Business & Enterprise

Project Lead & Partners SDC, RRC, NRCCT

St Martins Field Bandstand

Potential to facilitate space for meanwhile uses and events during the year – in particular during peak season (i.e. during July festivals). Use of space would complement heritage site location.

Rationale

- Consultation suggests space is currently underutilised and the project has been supported by local residents
- Facilitation of space supports promotion of events and strengthens the leisure offer
- To provide a point for cultural events in New Romney and complement the bandstands that exist in the majority of Cinque Ports Towns possibly enabling a “Cinque Port” concert series.

Cost: £100,000

Time Scale: Short to Medium term

Spatial Area / Strategy Theme: High Street / Culture & Leisure

Project Lead & Partners: NRTC, NRCCT, SDC

Broadstairs Bandstand, Thanet

The bandstand holds regular events throughout the year, with a focused programme of events in July and August. There is amphitheatre style seating around the bandstand, in addition to a restaurant, cafe and tea shop.



“Folk Week” event attracting a large crowd facing the seafront.

Coastal Leisure Park

Development of a Cinque ports themed Coast park, incorporating a heritage Centre, Entertainment/Refreshment areas, play and leisure facilities and environmental friendly walkways.

Rationale

- Strong heritage links tied to the coast and maritime is a unique asset for New Romney which can be maximised.
- History and heritage twinned with iconic coastline, areas of natural beauty and excellent walking routes makes for an excellent tourist and visitor offer.

Cost: £1m

Time Scale: Longer term

Spatial Area / Strategy Theme: Coastal / Culture & Leisure

Project Lead & Partners: NRTC, NRCCT, SDC

Lower Leas Coastal Park, Kent

The Lower Leas Coastal Park in Folkestone comprises three broad recreational zones offering a range of facilities. The formal zone comprises pine avenues, gardens and flowers blooming all



year. The fun zone is home to the largest free adventure play area in the south east and the ever popular amphitheatre. Finally, The wild zone is a haven for quiet recreation, where sensitive habitat management allows wildlife to thrive.

Heritage Cinque Ports

Better utilise Cinque Port heritage through better representation, close working with cinque towns, utilising assets and raising awareness. Actions work towards the creation of a Cinque Port trail via the potential creation of a Virtual Tour App, providing an attractive tourist offer and improving access for local residents.

Rationale

- Consultation suggests strong heritage asset is currently underutilised, with limited collaboration between Cinque Port Towns.
- Opportunity to gain access to large number of visitors through improving connections to popular coastal towns.
- Collaboration and opportunity for Partnership working with other CCT's (within neighbouring towns of Hythe and Folkestone) and other Cinque Port Towns.

The Wild Atlantic Way, Ireland

The Wild Atlantic way is a coastal route travelling along the Irish West Coast. The route is clearly defined and branded using online marketing. The website includes information on a range of accommodation on the route, encouraging visitors to stop and spend money in the local areas.



Cost: £10k

Timescale: Medium

Spatial Area / Strategy Theme: All / Tourism & Heritage

Project Lead & Partners: NRTC, NRCCT, Hythe CCT, CPPWG

New Water Sports Facility

Build a new 21st century watersports facility which would attract a diverse range of visitors from a wide area to participate in a range of watersports, whilst providing seating and food/drink for spectators.

Rationale

- Consultation suggests participation in sport particularly among children
- Consultation indicates the coast is one of New Romney's and is currently being underutilised.
- Enhancing the sport and leisure offer is beneficial to the community and wider visitor economy.

Cost: >£1m

Time Scale: Long Term

Spatial Area / Strategy Theme: Coastal / Culture & Leisure

Project Lead & Partners: Varne Boat & Social Club, RNLI, NRCCT

Yellowwave Beach Sports, Brighton

The venue provides a full leisure experience centered around beach volleyball, with a café, clubhouse and event programme. Here engagement in sport is not just limited to participation, but the wider experience of the venue and the leisure aspects offered. Volleyball competition during the summer, drawing in a large crowd of spectators.



Romney Hythe& Dymchurch Railway Train Museum

To strengthen the RHDR offer by expanding the current facility and incorporate a new museum.

Rationale

- The railway is a key asset for the visitor economy which is currently underutilised
- Expanding facility and opening new museum provides employment and volunteer opportunities for local residents
- Contributes towards strengthening links with other coastal towns in Romney Marsh

Cost: £500,000 - £750,000

Time Scale: Medium Term

Spatial Area / Strategy Theme: Station Road & Littlestone Road / Tourism & Heritage

Project Lead & Partners: RHDR, NRCCT

Mangapps Railway Museum, Essex

The Mangapps Railway Museum is a heritage railway centre located near Burnham-on-Crouch in Essex. The museum houses an extensive collection of railway relics, working steam and diesel locomotives, and other collections. The

museum also offers train rides through the countryside.



Wider Projects

- 6.8 A number of wider projects were also identified and have been listed below. The projects below have been categorised as quick visible wins, short term, medium term, long term and longer term. For each project the spatial location for each has been identified along with the theme it most closely supports.

Table 6.2 List of Wider Projects

| Strategy Themes: C&S = Community & Service / T&H = Tourism & Heritage / C&L = Culture and Leisure / B&E = Business & Enterprise | | | | | |
|---|-------|---|----------|-----------------------------------|---|
| Area | Theme | Project | Costs | Project Lead & Partners | Measures |
| Quick Visible Win Projects | | | | | |
| All | C&L | Arts and crafts: provide support for Romney Marsh Art Society to support local artists, run art shows and advertise this to a wider audience. | <£1,000 | RM Arts Society, Visitors Centre, | Increase the number of arts and crafts events held within 2017 |
| All | C&L | Support JAM: provide further support to JAM on the Marsh to ensure the festival continues to grow. | <£1,000 | NRTC, NRCCT, JAM | Monitor the number of visitors to JAM in July 2017 |
| High Street | C&S | St Martins Field benches: new bench | <£1,000 | NRTC | Install new bench by end of 2017 |
| SR&LR | T&H | Romney Train experience: making better use of the asset by publicising the 90 th anniversary celebrations | N/A | RHDR | Run a local and regional PR campaign raising awareness of RHDR anniversary |
| Coastal | C&S | Flagstaff land notice board: erection of new notice board | £2,000 | NRTC | Install new notice board by end of 2017 |
| Coastal | C&S | Littlestone Green benches: new benches with New Romney town centre design or as appropriate | <£1,000 | NRTC, NRCCT | Install a number of new benches by end of 2017 |
| Short Term Projects | | | | | |
| All | C&L | Support JAM: provide further support to JAM on the Marsh to ensure the festival continues to grow. | <£1,000 | NRTC, NRCCT, JAM | Run a joint PR campaign JAM both locally, regionally and nationally to promote NR and JAM |
| All | C&S | Housing impact assessment: better understand the positive and negative impacts of proposed housing schemes to understand social infrastructure requirements. | <£10,000 | SDC, NRCCT | Commission housing impact assessment |

| Area | Theme | Project | Costs | Project Lead & Partners | Measures |
|-------------|-------|---|----------|--|--|
| High Street | C&S | Planters: install NRTC design spec planters | <£1,000 | NRTC, NRCCT | Install planters by 2019 |
| High Street | T&H | Large town sign: install large town sign in High Street vicinity | <£5,000 | NRTC, NRCCT | Install large town in High Street by 2019 |
| High Street | C&S | Replacement benches: benches outside Methodist church replaced with new town bench | <£1,000 | NRTC, NRCCT | Replace benches within 2 years |
| High Street | C&S | St Martins Field bollards: two new bollards on Fairfield road corner to match with same design as Ashford road corner i.e. black with cinque ports crest | <£1,000 | NRTC, NRCCT | Install new bollards by end of 2018 |
| High Street | C&S | St Martins Field planters: all current concrete planters to be replaced with NRTC bespoke metal design, with design to include town colours, town crest, town name and other crests as appropriate. | <£1,000 | NRTC, NRCCT | Install planters by 2019 |
| SR/LR | B&E | Masterplanning of Mountfield Road Industrial Estate: preliminary masterplanning of the final phase of development and feasibility of small business/skills base. | £70k | SDC, Magnox | Completion by Autumn 2017 |
| SR/LR | B&E | Links with learning providers and business: strengthening relationship between March Academy, MACH and Romney Resource Centre and businesses (i.e. workshops, networking events, steering groups/partnerships). | N/A | NRCCT, Traders Association, RRC, Marsh Academy | Hold a number of skills and business forum/workshops by 2019 |
| SR/LR | T&H | Cycle hire scheme: deliver cycle hire scheme and connect this with schemes in Dymchurch and Hythe. | N/A | NRCCT, RHDR | Install cycle hire scheme within RHDR station by 2019 |
| SR/LR | T&H | Golf stay and play: promoting “staycation” packages, combining the offer of golf rounds and accommodation for a weekend long offer. | N/A | NRCCT, Littlestone Golf Club, | Increase promotional activity for Stay and Play offer locally and regionally |
| Coastal | C&L | Maximising potential at the Varne Boat & Social Club: Maximising potential at the club engaging with schools and offering free sessions to encourage greater participation among children, expanding the café and clubhouse offer and provide viewing area for the public. | N/A | VBSC | Run a school awareness session within Marsh Academy whilst exploring options for expansion |
| Coastal | C&S | Flagstaff land railings: replacement railing with New Romney town centre design and colours | <£10,000 | NRTC, NRCCT | Replace railings by 2019 |

| Area | Theme | Project | Costs | Project Lead & Partners | Measures |
|-----------------------------|-------|--|------------|-----------------------------------|---|
| Medium Term Projects | | | | | |
| All | T&H | *Publicity and awareness: improved position on social media, lobbying visit Kent, 5 th continent, Romney Marsh Partnership, Kent wildlife trust, joined up offer with coastal towns, | <£5,000 | NRCCT, RMP, KWT, NRTC | CCT present on all social media platforms by 2022 |
| All | T&H | *Improving connections with Visit Kent: better utilise exposure provided by Visit Kent by attaining membership. | c. £10,000 | NRCCT, VisitKent, NRTC | More New Romney exposure on VisitKent website and membership with VisitKent in place. |
| All | C&S | Car parks: purchasing freehold of town's car parks to collect revenue. Seek s.106 contribution towards funding of the purchasing of the Town's car parks from SDC. | N/A | NRCCT, NRTC, Shepway DC, | Negotiations with SDC in progress with s.106 provisionally agreed by 2022 |
| All | B&E | Mountfield Industrial Estate: servicing of land to allow expansion of existing businesses and small business space. | £5m | SDC, Government funding, CCF | Provision of service road to open up the estate for development. Potential build of business centre and skills centre by 2020 subject to funding. Take up of accommodation. |
| All | T&H | Accommodation strategy: dependent on the outcome of the SDC Destination Management Plan; look at the need for offering new good quality midrange and high end accommodation within New Romney and nearby area. In addition, better utilising existing guest houses. | <£10,000 | NRCCT, NRTC, SDC | Accommodation strategy led by CCT, accommodation providers and other organisations adopted by 2022. |
| All | T&H | Destination management plan: devise a destination management plan for New Romney which would assist NRCCT in achieving their overall vision. Destination plan would need to complement and support the Shepway DC destination management plan. | N/A | NRCCT, NRTC | Destination management plan adopted by 2022. |
| All | T&H | Visitor survey: with support from Visit Kent, conduct a visitor survey which could provide information to inform decision making. | <£1,000 | NRCCT, VisitKent, Visitors Centre | Comprehensive visitor survey now in place and running at regular intervals throughout the year |

| Area | Theme | Project | Costs | Project Lead & Partners | Measures |
|-------------|-------|--|---------------|-----------------------------------|--|
| All | T&H | Grazing on the Marsh: introduce a new food and drink festival to complement the emerging “Fifth Continent Festival Month” in July | £10,000 | NRTC, NRCCT, VisitKent, KWT, MACH | Grazing on the Marsh a well-established annual event by 2022 |
| High Street | C&S | *Signage: reassessment of signage at station road/A259 junction for consolidation. | <£10,000 | NRTC, NRCCT, KCC Highways, SDC | Signage reassessed and installed by 2022 |
| High Street | C&S | Town hall improvements and renovation: renovation of town hall with a view to increasing public access and range of uses | £100k - £300k | NRCCT, NRTC | All town hall improvements completed by 2022 |
| High Street | C&S | Traffic slowing: slowing of traffic between West Street and George Lane | N/A | NRTC, NRCCT, KCC Highways | New traffic measures introduced to slow traffic and improve High Street experience |
| High Street | C&S | New bins: replacement cast iron bins with town design | <£5,000 | NRTC, NRCCT | New bins installed by 2022 |
| High Street | C&S | Safety railings: in town colours and bespoke to include town crest cut out in town colours | <£5,000 | NRTC, NRCCT | New railings installed by 2022 |
| High Street | C&S | *Fairfield road recreation ground benches: replace all old design benches with town bench | <£1,000 | NRTC, NRCCT | New benches installed by 2022 |
| High Street | C&S | *Fairfield road recreation ground bins: new cast iron or metal bins with NRTC design, including New Romney and Crest. | <£1,000 | NRTC, NRCCT | New bins installed by 2022 |
| High Street | C&L | Fairfield Road Recreation ground – all weather sports playing surface between goal post ends | <£20,000 | NRTC, NRCCT | New all-weather pitch installed by 2022 |
| High Street | C&L | New Romney Bowls Club – all weather sports bowling green | <£50,000 | NR Bowls Club, NRCCT | New all-weather green installed by 2022 |
| SR/LR | C&L | Marsh Academy Theatre: the development of a Marsh Academy Theatre which will help promote the arts within school and locally. Increasing participation in the arts amongst the local community. | c. £50,000 | Marsh Academy | Regular performing arts shows and events held at Marsh Academy theatre by 2022 |
| SR/LR | B&E | Skills Centre: managed by Romney Resource Centre to accommodate all the various skill sectors that businesses and local people will be looking for in the future | £1m | RRC | New skills centre opened by 2022. |

| Area | Theme | Project | Costs | Project Lead & Partners | Measures |
|---------------------------|-------|---|------------------|--|--|
| Coastal | C&L | *Events on the Greens: ahead of aspirations for potentially more permanent structures on the Greens, consider 'trial runs' in the form of events and festivals on the site, either building on existing events or offering new ones. | £5,000 - £15,000 | NRTC, NRCCT, VisitKent, JAM, KWT | A range of events throughout the year piloted on the greens by 2022 |
| Coastal | C&S | *Littlestone Green Toilets & Cafe: Acquire toilet block on the Greens with aim to provide improved and more accessible toilet facilities and possible creation of café facility | £100k - £200k | NRTC, NRCCT | New toilets installed by 2022 |
| Coastal | T&H | 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. | £10,000 | NRCCT, VSBC | Beach strategy adopted with implementation due to begin by 2022 |
| Coastal | C&S | Littlestone Green railings: new railing with town colours and crest | <£10,000 | NRTC, NRCCT | New railings installed by 2022 |
| Coastal | C&S | Littlestone Green grant: £100k towards improvements on the coast | £100,000 | NRTC, NRCCT | Grant for Littlestone Green Improvements secured and ringfenced by 2022 |
| Long Term Projects | | | | | |
| All | C&S | New Trunk Road: New spine road from A259 | N/A | Shepway DC, KCC, Highways Agency | Plans for a new spine road in place and construction started by 2027 |
| High Street | C&S | Restoration of Assembly Rooms: renovation of Assembly Rooms to increase scope of potential uses and improve public access | £100k - £300k | NRTC, NRCCT | Assembly rooms restored and renovated by 2027 |
| SR/LR | C&S | Walk-in health centre: new multi-agency health centre with key services such as minor injuries unit, x-ray and pharmacist. | >£1m | NRCCT, Shepway DC, NHS, SKCCCG, KCC Social Services? | New health centre in place by 2027 |
| Coastal | C&L | Littlestone Green Bandstand: deliver a new "modern" bandstand/event space at Littlestone on Sea, improving opportunities for cultural events. | Circa £100,000 | NRCCT, NRTC | New events held on Littlestone Green focussed around the bandstand by 2027 |

| Area | Theme | Project | Costs | Project Lead & Partners | Measures |
|-----------------------------|-------|---|--------------------|---|---|
| Coastal | T&H | Seafront Natural Playspace: deliver new natural play facilities on The Greens, to attract families with a distinctive offer that sits comfortably alongside adjacent natural assets such as the beach and Site of Special Scientific Interest. | £100k - £200k | NRTC, NRCCT | New playspace installed on sea front by 2022 |
| Coastal | C&S | *Littlestone Green landscaping: money towards landscape architectural fees for improvements | <£50,000 | NRTC, NRCCT | Money raised for Littlestone Green landscaping and architect commissioned |
| Coastal | T&H | Seafront viewing point: Deliver a unique platform structure with views over Romney Marsh and out to sea as an 'attractor' for visitors, complimenting cultural and design offers at Folkestone and Dungeness. | £75,000 - £150,000 | NRTC, NRCCT | Seafront viewing platform in situ by 2027. Integrated as part of the wider NR coastal offer |
| Longer Term Projects | | | | | |
| All | T&H | National Park Designation: Lobby for Romney Marsh to receive national park designation and become England's 11 th National Park. | N/A | KWT, SDC, KCC, NRTC, NRCCT, VisitKent, SOMBRE | |

Note: * These projects have been deemed Medium Term, however they could be achieved in the short term. Likewise some projects noted in Long term may be adjusted either way.

7. Management and Organisation of the Coastal Community Team

- 7.1 This chapter provides an overview of the delivery mechanisms for the New Romney Economic Plan.

Resources

Table 7.1 Resourcing the plan

| Responsibility | Lead Organisation | Description |
|---------------------------------|---|--|
| Delivery Plan Ownership | NRCCT | The NRCCT 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 | NRCCT with support from partner organisations | NRCCT 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 | NRCCT and partner organisations | All projects will require NRCCT's involvement and support; however, the nature of the involvement will vary dependent on the project. Partner organisations will take the lead on specific projects. |
| External Funding | NRCCT with support from Shepway DC and RMP | NRCCT should take an active role in understanding what funding is available, however it will also be the responsibility of partner organisations to inform NRCCT of any pertinent funding that becomes available. |
| Project / intervention delivery | Partner organisations | NRCCT has limited capacity to deliver all projects. Whilst the NRCCT 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 2017

Communication with Community

- 7.2 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.
- 7.3 To ensure buy-in, NRCCT must encourage partner and community engagement in all projects where possible and feasible.
- 7.4 Whilst a number of public consultation sessions have been held, it is anticipated that a number of the projects listed will involve further public consultation with residents, local businesses and partner organisations.

- 7.5 It will also be important to keep the community and partner organisations informed of progress, challenges and new projects as they arise.
- 7.6 It has been suggested that following the completion of the New Romney Economic Plan and Action Plan the group will arrange regular meetings (i.e. monthly, quarterly) and hold a number of public meetings 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

- 7.7 The costs of the various projects listed in this strategy have been aggregated by the relevant theme in the strategy.
- 7.8 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.

Table 7.2 Projects Costs

| Theme | Lower Estimate | Higher Estimate |
|-------------------------|----------------|-----------------|
| Community and Service | £1.8m | £2.5m |
| Tourism and Heritage | £765k | £1.3m |
| Culture and Leisure | £4.9m | £5m |
| Business and Enterprise | £11.1m | £11.1m |
| Estimated Total | £18.6m | £19.9m |

Regeneris Consulting 2017

- 7.9 The operational cost of running the CCT has yet to be agreed however the CCT are partly funded by the Town Council 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 Summary

- 7.10 Funding the projects and action within this plan will pose the biggest challenge to the CCT and partners when faced with delivery.
- 7.11 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 NRCCT could potentially capitalise on, providing the interventions are strong and delivery mechanisms are robust.
- 7.12 A summary of the various funding sources is detailed in the table below.

Table 7.3 Summary of Funding Sources

| Geography | Source | Value | Time Period | Focus |
|-----------|--|--------|-------------|--|
| Local | Shepway District Council Discretionary Rate Relief | £0.25m | Up to 2016 | Enterprise |
| | Shepway District Council Apprenticeship Scheme | £0.1m | Up to 2018 | Vocational skills, up-skilling, social inclusion |

| | | | | |
|---|---|-------------------------|-----------------|--|
| County | De Haan Trust | Unspecific | Ongoing | education arts, culture and heritage, community development and regeneration, amateur sport, projects to support young people health and welfare of older people |
| | Community Funding | Up to £45,000 | Ongoing | Community organisations that are located in Shepway, or have a strong connection with the area, can apply for the ward budget. |
| | Community Chest | Up to £95,00 | 2017 onwards | Funding scheme that allocates grants to community groups and charities delivering projects for the benefit of Shepway residents. |
| | LEADER | Grants up to £50,000 | 2014 - 2020 | Rural enterprise and skills |
| | ERDF | £82.5m | 2015-2020 | Enterprise, innovation, trade, CLLD |
| | Kent & Medway (business loan fund) | £50,000 to £500,000 | Up to 2018 | Enterprise |
| | Kent County Council Combined Members Grant | Up to £20,000 | Ongoing | Local Events, activities, promotional materials, sports projects, mentoring support for community organisations |
| | Kent County Council Capital Grants for Sport | Unspecified | Ongoing | All applicants must prove how their project will increase participation in sporting activities. |
| | Kent Sport Small Grants for Organisations | £500 | 2017 | The aim of the Kent Sport Small Grants Scheme is to encourage and increase participation in sport and physical activity by residents within Kent County Council or Medway Council administrative areas |
| | Kent Community Foundation | Unspecified | Ongoing | Community Groups, Social Enterprise |
| LEP (subject to change due to EU membership) | Kent Big Society | Up to £100,000 | Ongoing | Culture and Social Enterprise |
| | 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 |
| | Big Lottery | No Value Set | Ongoing | Wider ranging |
| | Sport England | No Value Set | Ongoing | Sports and leisure in the community |
| | Arts Council | No Value Set | Ongoing | Arts and culture |
| | GREAT UK Challenge Fund | Unspecified | Ongoing | The purpose of the project is to encourage food and drink exports, create jobs and boost local tourism |
| | Magnox & NDA Socio-Economic Funding | No set value | Ongoing | Skills, Enterprise, Sites and Infrastructure |
| | Private Sector (local businesses or sector contributions e.g. Housing Developers) | No set value | Ongoing | Wide ranging |

Maximising Resources of CCT

- 7.13 New Romney CCT may need to consider how to generate income to sustain future projects. Ways to generate additional income may include:
- Charging entry fees for existing and new events held in New Romney
 - Generating income from New Romney car parks (would require negotiation with SDC)
 - Holding of fundraising events organised by the NRCCT
- 7.14 In the long term, New Romney Town Council and CCT members may also consider how to best utilise the land and buildings they own to deliver the relevant projects.
- 7.15 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

- 7.16 The New Romney Coastal Community Team will be spearheaded by New Romney Town 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.
- 7.17 It has been agreed that whilst New Romney Town Council and the core CCT group will be leading the team; it is expected that additional core group of members from the local community will be identified as part of the Coastal Community Team. It is anticipated that the team will be fluid and will evolve over time dependent on the aims, objectives and projects that have been identified.
- 7.18 The town council and initial members of the Coastal Community Team have already held a public drop-in exhibition to help raise awareness of the New Romney Economic Plan and encourage members of the local community to get involved with the action plan and become active members of the Coastal Community Team. There has also been local press coverage of the CCT activities.
- 7.19 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.
- 7.20 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.

8. Index of Abbreviations

| Abbreviation | Meaning |
|----------------|---|
| ABC | Ashford Borough Council |
| CCF | Coastal Communities Fund |
| CCT | Coastal Community Team |
| CPPWG | Cinque Ports Promotion Working Group |
| JAM | John Armitage Memorial |
| KCC | Kent County Council |
| KWT | Kent Wildlife Trust |
| NR Bowls Club | New Romney Bowls Club |
| NR Sports Club | New Romney Sports Club |
| NR Traders | New Romney Traders |
| NRCCT | New Romney Coastal Community Team |
| NRTC | New Romney Town Council |
| RHDR | Romney, Hythe and Dymchurch Railway |
| RMP | Romney Marsh Partnership |
| RNLI | Royal National Lifeboat Institution |
| RRC | Romney Resource Centre |
| SDC | Shepway District Council |
| SOMBRE | Save Our Marsh Block Rural Exploitation |
| VBSC | Varne Boat and Sailing Club |



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