

The title of the report, "Romney Marsh Socio-Economic Action Plan", displayed in a large, bold, black sans-serif font within a white rectangular box. The background of the cover is a collage of images showing a beach at sunset, with waves and sand, overlaid with a grid of semi-transparent squares in various shades of blue, green, and grey.The names of the client organizations: "Shepway District Council, Kent County Council and the Nuclear Decommissioning Authority & Magnox," displayed in a black sans-serif font within a white rectangular box.The author information: "A Report by Regeneris Consulting", displayed in a black sans-serif font within a white rectangular box.

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Summary: A Socio-Economic Plan for Romney Marsh

1. The Romney Marsh Socio-Economic Plan is a major new strategy designed to support the evolution of the area's economy and community over the next decade. The plan is the result of over 6 months work supported by Shepway District Council, The Nuclear Decommissioning Authority and Magnox Ltd.

Why Produce the Plan Now?

2. Romney Marsh is at a very interesting and challenging time in its History. The decommissioning of Dungeness A and B, at the same time as the economic downturn will create significant economic and social challenges for Romney Marsh. Jobs will be lost and businesses will find it harder to operate successfully in an area which already has some pockets of significant deprivation.
3. At the same time, Romney Marsh is unique, an exciting and interesting landscape, as well as being a place people are proud to be associated with. The area also has an active and enterprising population who are eager to get involved in improving the area.
4. The plan is a concerted response to address the challenges and capitalise upon the opportunities so that Romney Marsh becomes a better place to live, work and visit. It will do this in four ways:
 - ...by highlighting some of the area's significant economic and social challenges.
 - ...by bringing people together and making the most of the excellent projects already being delivered on Romney Marsh
 - ...by involving local people and giving them more of a stake in their local community and local economy
 - ...by providing a framework and a strategy to bring new funding into the area through new projects and new approaches.

Principles of the Plan

5. The Romney Marsh Socio-Economic Plan is built upon strong statistical work and consultation with local organisations and stakeholders. Using this information we have developed 9 'Principles' upon which the plan is built; it is intended that these will be the foundations upon which the plan will be delivered.
6. As such, the plan will:
 - Recognise the importance of young people to the future of Romney Marsh and providing opportunities for them to stay and flourish in the area
 - Focus on innovation and new approaches and think differently
 - Ensure there is greater recognition of Romney Marsh from those outside of the area

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- Recognise the importance of Ashford and Folkestone as locations to work and learn
- Acknowledge functions of different places within the area and celebrate the offer at each of Romney Marsh's towns
- Communicate clear messages both internally and externally; making sure that partners are all working towards the same objectives in partnership
- Acknowledge the deprivation and disengagement that exists in certain locations
- Acknowledge the need to continue to lobby for Dungeness C
- Acknowledge the long term nature of the project; it will take time to deliver long term sustainable benefits to Romney Marsh.

Timing of the Plan

7. The most important date in the delivery of this plan is 2016. This is the time when the majority of the job losses related to the decommissioning of Dungeness A will occur.
8. With 2016 in mind, the delivery of the plan will start straight away, ensuring that the impact of the job losses are countered as well as putting the structures in place to deliver positive activities in Romney Marsh for decades to come.
9. The projects in the plan are a mix of immediate actions, 'quick wins', medium term projects and longer term interventions. We have also outlined a number of immediate projects which focus specifically on supporting people who lose their jobs as a result of the closure of the power stations.

Who will deliver the Plan?

10. Ultimately the project will be delivered by local people alongside local and regional delivery organisations. To support this, a new Romney Marsh Improvement Partnership will be established.
11. This will be a relatively small group of key individuals who will take ownership of the plan and help ensure that principles are adhered to and objectives achieved. The group's responsibilities will include:
 - ...ensuring awareness of principles and objectives of the plan
 - ...local, regional and national political lobbying
 - ...bidding for funding
 - ...strategic responsibility for the delivery of projects
 - ...liaison with businesses within the area
 - ...monitoring of innovative, targeted interventions within Romney Marsh
 - ...developing the marketing proposition for Romney Marsh and promoting the area
 - ...promotion to, and liaison with property developers and potential investors.
12. The partnership will work closely with local people to ensure that activities delivered within the bid are undertaken with full involvement of local people and businesses.

Priority Areas for Delivery

13. The actions and projects of Romney Marsh Socio-Economic Plan are built around 3 themes:

- Priority Area 1: Supporting Local Employment
- Priority Area 2: Diversifying the Business Base
- Priority Area 3: Helping Romney Marsh Remain a Great Place to Live

14. These are each summarised below:

Priority Area 1: Supporting Local Employment

15. Supporting local people to maximise their skills potential and access employment is a significant priority of this plan. A skilled, economically active population is inherent to all other activities and objectives outlined in this document.

16. The aim of the activity outlined under this priority area is to ensure that....

- ...everyone in Romney Marsh has the opportunity to maximise their skills and qualifications
- ...everyone in Romney Marsh will have access to employment, work experience or (at the very least) some meaningful activity which will increase their employability
- ...local residents will not be disadvantaged by living in Romney Marsh when it comes to accessing skills and employment.

17. To achieve this a number of projects have been developed:

- **Energy to Engineers** – A coordinated project to offer employees from Dungeness A and B the opportunity to use their transferable skills to gain relevant and employer desirable engineering qualifications.
- **Skills for Decommissioning** – Provision of specific training to ensure that local people (and particularly those currently employed within the power stations) are given the training they need to gain employment within the decommissioning process.
- **Building the FE Offer in Romney Marsh** – Supporting the Marsh Academy's objectives of creating relevant FE provision for all members of the Romney Marsh community.
- **Targeted Apprenticeship Programme** – Concerted programme of activity to support young people in Romney Marsh to access apprenticeships.
- **Job and Experience Brokerage** – A matching service to ensure that local people are able to access jobs and work experiences within Romney Marsh and wider sub-region.
- **Travel to Work and Education** – Provision of appropriate and sustainable community and public transport to ensure that local people can travel to work and

education.

18. This priority area also recognises that Romney Marsh needs to be ready to capitalise upon current and future growth sectors (such as tourism, aviation, green energy and health & social care) to ensure that local people are ready for opportunities when they emerge.

Priority Area 2: Diversifying the Business Base

19. Romney Marsh already has an enterprising population with the potential to grow the area's small business base and ultimately create jobs. Activity in this priority will support this and help achieve the following objectives:

- ...SMEs will help Romney Marsh evolve into a more diverse and resilient economy.
- ...every entrepreneur and potential entrepreneur will be given the support they need to start and grow their businesses.
- ...any new sectors growing in the local economy will be supported in a coordinated, collaborative way.
- ...every young person in Romney Marsh is given an enterprise education and the chance to understand how businesses work.

20. To achieve this a number of projects have been developed:

- **Enterprise Facilitation:** Delivery of Enterprise Facilitation in Romney Marsh to identify and provide intensive support for individuals with the capability of delivering successful businesses or social enterprises.
- **Business Grant Programme** – Building upon the successful 'Expansion East Kent' RGF bid to ensure financial support is provided for those who wish to start or grow small business in Romney Marsh.
- **Enterprise Education** – Offer Enterprise Education to stimulate a culture of enterprise within Romney Marsh.
- **Development of the Romney Marsh Visitor Brand** – Develop a new brand to promote Romney Marsh as a single visitor destination.
- **Romney Marsh Food Project** – This project uses food as a common theme to stimulate sales for local farmers and businesses as well as enhancing the local visitor offer and increasing local engagement.
- **New Romney Flexible Start Up Space** Development of appropriate, flexible space within a visible acknowledged hub for business and enterprise in New Romney.

21. Inherent in this section of the strategy is clearly an enhanced role for businesses (existing and future) in the evolution of the area. It is important to acknowledge that this includes social enterprises and even certain types of charitable organisations. Indeed, given current economic conditions, civil society organisations will play an important role in providing experience and activity which will ultimately lead to the creation of businesses and a more enterprising culture locally.

Priority Area 3: Helping Romney Marsh Remain a Great Place to Live

22. With partners reporting an excellent quality of environment and well established communities, in many respects Romney Marsh starts from a relatively strong base. It is important that partners build on this to...
- ...develop a collective sense of civic pride in Romney Marsh
 - ...ensure that where possible, people do not have to leave Romney Marsh to enjoy their leisure time
 - ...ensure that Romney Marsh makes the most of its environmental assets
 - ...ensure that people in Romney Marsh who are either economically or socially excluded are given more opportunities to participate in local activities
 - ...ensure that young people are valued and respected as members of Romney Marsh's community
 - ...use the area's active voluntary sector as a means to encourage activity for all.
23. To achieve these projects, a number of projects have been proposed:
- **Self-Developed Projects Fund** – A small fund to encourage local people to think innovatively about the type of projects they would like to see delivered locally.
 - **Town Centre Discount Project** – Provision of an agreed discount in participating shops within Romney Marsh's town centres.
 - **Youth Cafes** – Prominent local spaces run by young people for them and their peers.
 - **Community Gardens** – Development of space or spaces which can become the focal point of community engagement and interaction within Romney Marsh.
 - **Public Realm Improvements** – Address issues of dilapidation at certain locations within Romney Marsh to create improved environments for local people and visitors
24. Higher level recommendations are made to ensure that Romney Marsh addresses current deficiencies in relation to broadband infrastructure, supports the delivery of the right housing mix and lobbies for improved internal and external transport links.
25. This priority area also acknowledges the importance of the local natural environment to the area's future (both in economic and social terms) and recommends a working group is set up to ensure the area capitalises on the benefits available from its surroundings.
26. Finally, Priority Area 3 also stresses the importance of working with schools (particularly the Marsh Academy) to ensure that the number of young people participating in the plan is maximised.

Resourcing the Plan

The Romney Marsh Socio Economic Plan has been developed at a time when there is considerable pressure on the public purse. This will obviously have an impact on the ability of partners to secure funds for delivery.

27. Despite these challenges, partners are committed to the delivery of this plan and will develop funding packages to ensure that much of the activity outlined as possible is delivered.
- The NDA has a significant economic development budget; bids for which will form the basis of a number of projects.
 - Similarly, Magnox have developed a new national socio-economic strategy with resources for delivery; Romney Marsh has been identified as one of their priority areas.
 - Shepway District Council has announced £1m of funding to be spent on business support and employment projects over the next 3 years; some of this will be allocated to supporting businesses and residents in the area.
 - Kent County Council has recently been successful in a £40m bid to the government's Regional Growth Fund. This will support a business grant programme for which local businesses will be eligible.
 - More important than any funding will be the positive activities of local people. The initial phases of many of the projects are dependent upon the commitment and involvement of local partners. Ensuring their involvement will be where this plan begins.

1. Introduction to the Plan

Why produce the Plan

- 1.1 This Socio-economic plan has been developed at an important point for Romney Marsh. The decommissioning of Dungeness A and B, at the same time as the economic downturn will create significant economic and social challenges for Romney Marsh. This alongside persistent issues of rural isolation, disengagement and inactivity amongst a significant minority within the population combines to create significant challenges for the area which need to be addressed.
- 1.2 However, the area is unique, an exciting and interesting landscape, as well as being a place people are proud to be associated with and there are many opportunities which could be capitalised upon.
- 1.3 This plan considers both challenges and opportunities to form an efficient response which will help Romney Marsh to become an appealing location for residents, businesses and visitors.

Background to the plan

- 1.4 The plan's main purpose is to ensure that Romney Marsh overcomes the challenges associated with the closure of the power stations at Dungeness and becomes a stronger more resilient location.
- 1.5 The plan has been developed by Shepway District Council, Kent County Council, the Nuclear Decommissioning Authority and Magnox with the support of the Dungeness Site Stakeholder Group (SSG). It represents the first stage in developing new partnerships which will ultimately ensure that Romney Marsh becomes a successful location.
- 1.6 The plan has been built upon a robust evidence base which includes a full economic impact assessment of the decommissioning of the power stations (see Appendix A) and a detailed baseline of the current socio-economic conditions within Romney Marsh (Appendix B). These provide contemporary information which will be invaluable for future planning and funding bids.

Purpose of the plan

- 1.7 The decommissioning and ultimate closure of Dungeness A and B, and the uncertainty regarding Dungeness C, has created a situation where coordinated action is critical. However, the timescales involved do give partners the opportunity to plan for a successful future.
- 1.8 The plan is intended to be viewed and used by a broad stakeholder group, primarily at the local and sub-regional level, but with salience at regional and national levels. It is envisaged that the plan will be used in the following way:
 - To highlight some of the area's significant economic and social challenges - which

are not always recognised at the sub-regional and national level

- As a tool for accessing funding – this document details projects designed to address the issues identified in the impact assessment together with information on funding sources.
- To bring people together – while there has been some excellent project work on Romney Marsh piecemeal approaches have limited success and this plan aims to bring partners together to ensure a bigger impact and more sustainable outcomes.
- To generate involvement - much of this document sets a framework for involving local people and giving them more of a stake in their local community and local economy (this in itself will be critical to the success of this plan).

How has the plan been produced?

- 1.9 This plan has been developed through a partnership formed between Shepway District Council, Kent County Council, Magnox, Nuclear Decommissioning Authority and the Dungeness SSG. The project has included a detailed assessment of the economic impact of decommissioning in the area, consultation with stakeholders and local people and ultimately the development of projects which will form part of the response.

Outline of the Rest of the Document

- 1.10 The remainder of the document is set out in the following way:

- **Background to the Plan** – Outlines the evidence which underpins the rest of the document
- **Principles of the Plan** – Outlines high level principles which underpin the document and should be inherent in any partnership response
- **Phasing the Plan (The Importance of 2016)** - Outlines the recommended time line for the delivery of the plan
- **Developing a Strong Partnership Model** – Recommends the structure for the creation of a new partnership model for Romney Marsh
- **Priority Area 1: Supporting Local Employment** – Outlines specific projects aimed at maximising employment opportunities and skills for local residents
- **Priority Area 2: Supporting a Diverse Local Economy** – Outlines projects to ensure that the local economy is able to diversify and the economic influence of the Dungeness A and B diminishes
- **Priority Area 3: Helping Romney Marsh Remain a Great Place to Live** – Outlines projects to ensure that as well as an excellent quality of life, Romney Marsh also develops a stronger sense of community and civic pride.
- **Immediate Next Steps** - Outlines immediate actions for local partners as well as

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looking at options for funding the plan

- 1.11 Summaries of the socio-economic baseline and the economic impact of the Dungeness decommissioning are included in the appendices of this document.

2. Principles of the Socio-Economic Plan

2.12 This plan is built around a number of key principles which underpin all of the identified projects and these principles should remain central to partner's thinking as they start delivery.

2.13 The principles are outlined in turn below:

Recognise the importance of young people to the future of Romney Marsh

2.14 Arguably the biggest challenge for Romney Marsh is convincing young people to remain in the area. The out-migration of young people has created a situation where, soon, one third of all residents will be of retirement age. Ensuring that young people in Romney Marsh are included and have the best possible access to opportunities to learn, work and enjoy themselves locally is critical.

Focus on Innovation and New Approaches

2.15 The Kent Rural Development Framework outlines the need to take innovative and entrepreneurial approaches to addressing the economic and social challenges facing Kent's rural areas. The plan's delivery needs to embrace innovation and new approaches to ensure that Romney Marsh becomes an example to other rural areas; a place that is prepared to take calculated risks to ensure, enhanced, sustainable improvements.

Ensuring there is Greater Recognition of Romney Marsh

2.16 Although Romney Marsh has a number of definitive selling points and distinctive locations, the area suffers from weak external perceptions and recognition. A critical underlying principle of this plan is ensuring that people outside the area are more aware of Romney Marsh and understand exactly what the area has to offer.

Recognise the importance of Ashford and Folkestone

2.17 Locations in the vicinity of Romney Marsh have a strong economic relationship with the area. Folkestone and Ashford specifically, have strong links as providers of jobs and education (As well as providing a number of employees to Dungeness A and B). It is important that partners acknowledge that success in other areas has the potential to drive improvement in Romney Marsh. Ashford in particular has the potential to create a significant number of jobs (17,000) in the next decade - each of these is a potential opportunity for residents of Romney Marsh.

Acknowledge functions of different places within the area.

2.18 Although Romney Marsh needs a more recognisable identity, it is important that locations within the area are also encouraged to capitalise upon their own unique identities, ultimately generating more interest and value. For instance:

- New Romney, clearly already functions as the commercial and educational heart of Romney Marsh, (NB Academy Sports Centre – see Lydd below).

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- Lydd, has brings historic core as well as proximity to nature reserves that could be capitalised upn.
- Dymchurch offers a traditional English 'Seaside' offer including accommodation and attractive beaches
- Hythe offers a more 'upmarket' visitor offer
- Much of Romney Marsh provides a distinct 'Living Landscape' hosting productive farmland, unique habitats and areas of natural beauty.

Communication of clear messages both internally and externally

- 2.19 It is important that clear and consistent messages are communicated with regards to Romney Marsh. Achieving consistency when referring to both challenges and opportunities will be critical in ensuring that the area is able to generate the investment and lever the resources to deliver the projects within this report.

Deprivation - Acknowledge phenomena and challenges that exist beyond the statistics

- 2.20 While statistics do not suggest that Romney Marsh as a whole is a deprived location there is still a reasonable proportion of the Romney Marsh population who exhibit characteristics of being socially and economically excluded (particularly in Lydd and Dymchurch – Romney Marsh access to services domain) and there are particular issues relating to for example, qualifications and health. It is important that the delivery of this strategy responds to their needs and ensures that adequate resources are provided for outreach and engagement with these groups.

Acknowledge the Need to Continue to Lobby for Dungeness C

- 2.21 Although this work is largely predicated on the economic and social challenges associated with the end of nuclear power generation, the lobbying for a new power station in the area continues. There is very strong support locally for Dungeness C and as such, any new partnership arrangements should count the continued lobbying for this within their core roles and responsibilities.

Acknowledge the long term nature of the project

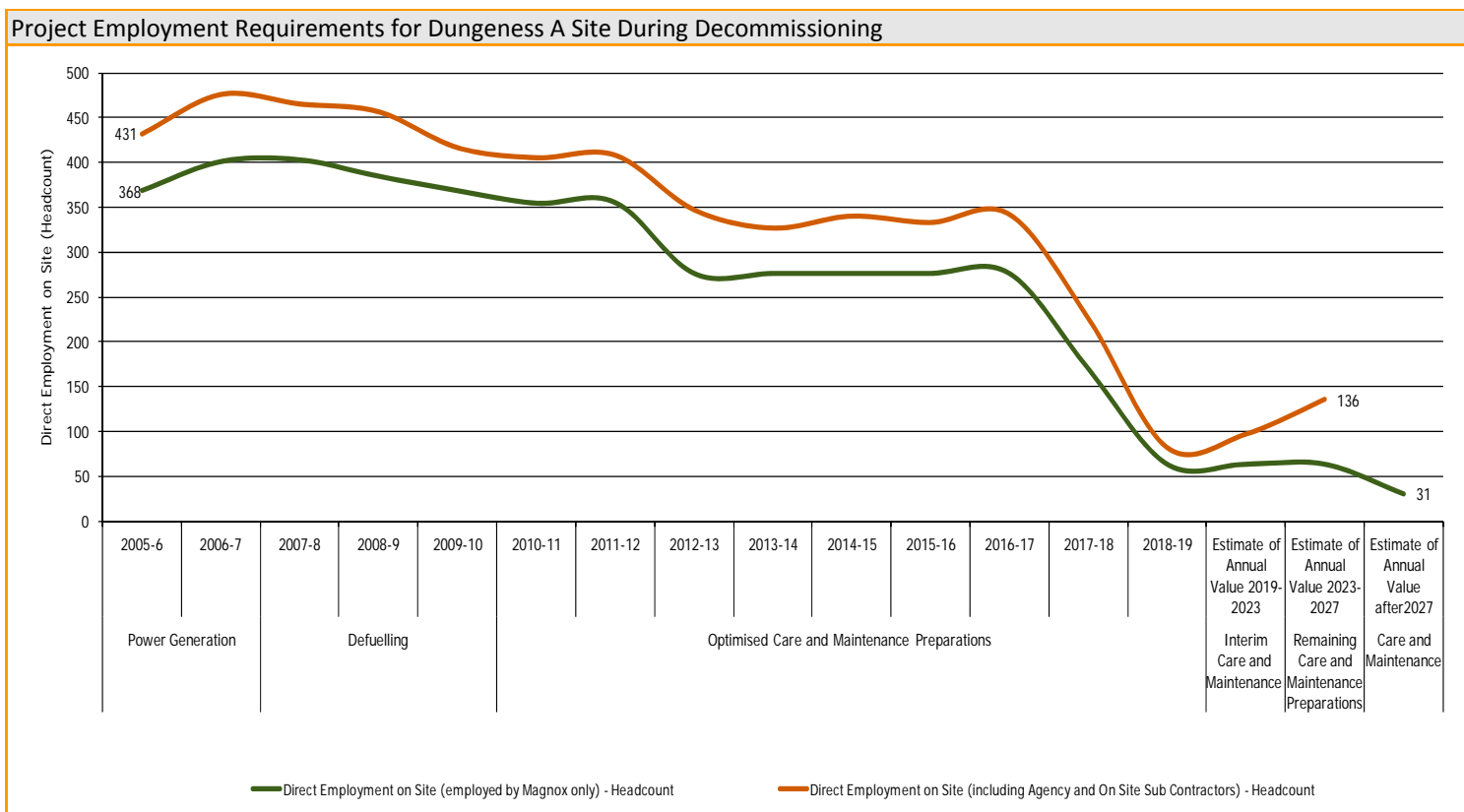
- 2.22 The decommissioning and closure of Dungeness A and B is, in total a 100 year project, whilst the process of job losses will also take between 5 and 10 years to play out. This, alongside the time it takes to bring about tangible and sustainable change in an area, means that partners must be realistic with their expectations in relation to this strategy. To change the economic function, employment profile and habits of a population is a generation's work; this strategy is very much the starting point.

3. Phasing the Plan (The Importance of 2016)

3.23 It is important to recognise that the actions outlined within this plan are not all intended to be delivered immediately. Getting the timing right of projects will be critical to ensuring that they achieve the best possible impact; as such, this section considers what should be done and when.

Phasing of the Negative Impacts of Decommissioning

3.24 Since the decommissioning of Dungeness A commenced the workforce has not declined significantly. Indeed, for the next 5 or 6 years, there will still be a reasonable supply of opportunities within the decommissioning process. Whilst this is in itself is an opportunity in the short term, it is important that partners recognise the sudden impact of job losses in the period 2016-2018 has the potential to have a significant effect locally. In addition, this is likely to be exacerbated by the scheduled decommissioning of Dungeness B, which is likely to commence in 2018.



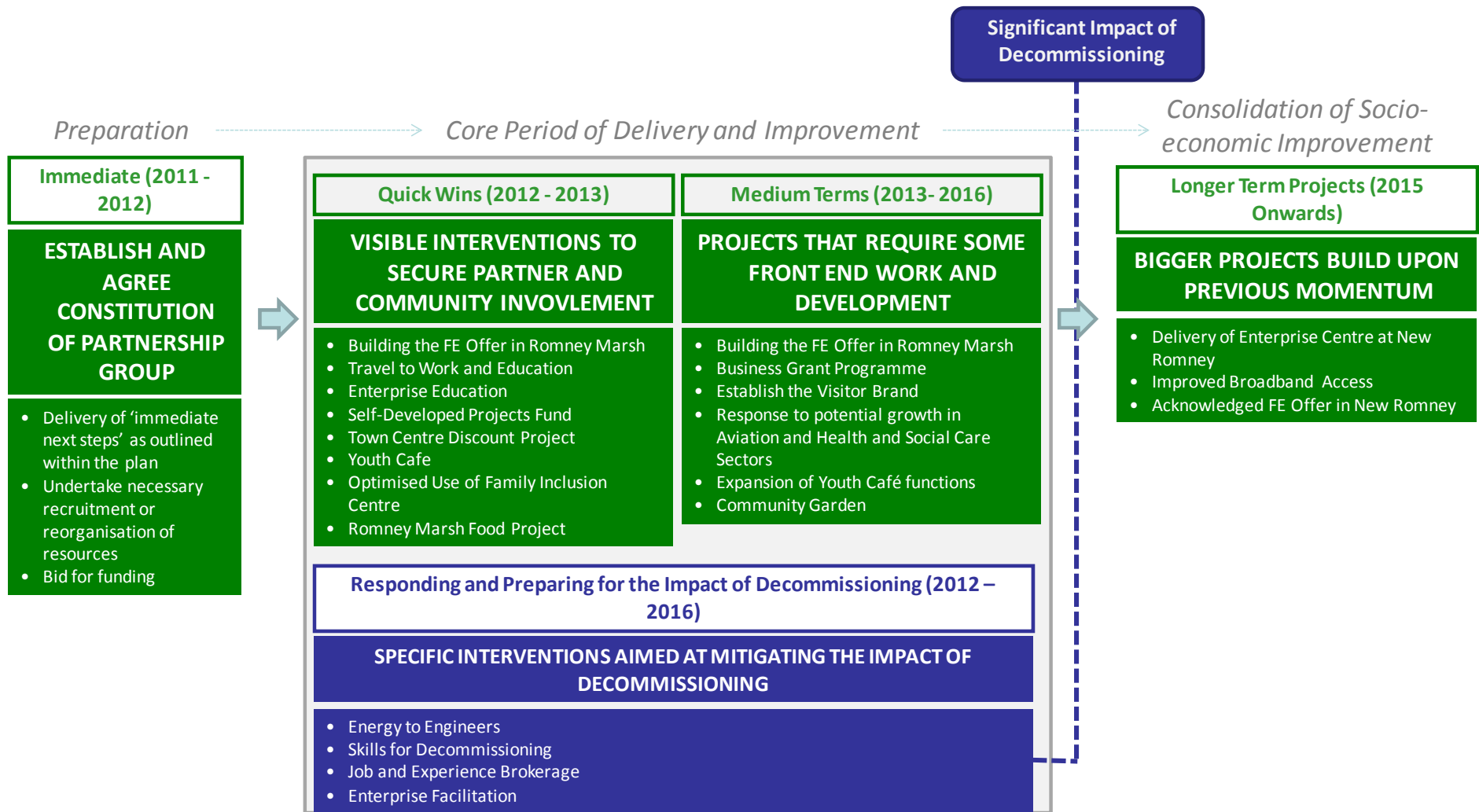
NOTE: Data not available to calculate sub contractor headcount for the final period
Source: Based on Magnox Information and Regeneris Consulting Calculations

3.25 It is important that partners build interventions around the preparation for what will be a period of economic challenge for Romney Marsh. That said, this will also need to be balanced with the need to address some of the persistent issues that exist within the area and generate some ‘quick wins’.

Outline Phasing

- 3.26 The projects and actions outlined in this document are intended to inform over 5 years of delivery within Romney Marsh. That is not to say that projects are neatly ordered and sequential, 'immediate next steps' outlined in all projects should all be actioned in the near future as part of the initial decision making phase.
- 3.27 In terms of planning the delivery of the projects, they have been grouped under the following headings:
- *Immediate* – Before commencing delivery of specific interventions it is imperative that an appropriate delivery vehicle is established to coordinate activities. This will also be a period where initial roles and responsibilities are attributed and initial funding is sought.
 - *Quick Wins*: These are projects that will require little development work and can be delivered within existing mechanisms. Some may require some funding whilst others are largely dependent on the willingness of local people and deliverers to contribute time voluntarily.
 - *Medium Term – Development Required*: These projects will require more development and in most cases funding. To deliver these projects some bidding is required as well as discussions with mainstream providers to ensure the 'bending' of mainstream delivery to ensure effective, high impact delivery.
 - *Responding to and Preparing for Decommissioning*: These projects are designed specifically to counter the negative impacts of decommissioning. As a result, they are intended to commence now in preparation for the impacts that will take place in 2016 and should form the basis of bids to NDA, Magnox and EDF.
 - *Longer Term Activities*: These are larger capital projects which require a longer lead in time, but should be a key element of the legacy of this strategy.
- 3.28 A summary of the phasing model, including projects is outlined below:

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3.29 The 'timescale' for delivering these projects is only suggested and is based on delivery of similar projects elsewhere. Partners need to prioritise projects themselves in relation to local priorities and desired impact.

4. Developing Strong Partnership Models

4.30 If partners in Romney Marsh do nothing else with this plan, they should use it as the mechanism to establish a stronger local partnership model which can not only take ownership of this document, but can also take more strategic responsibility over the future of the area.

4.31 This section provides options on how this could be done.

The Need for a New Partnership Model

4.32 Consultation and discussion in relation to this plan has suggested that there are a number of excellent projects and activities already being delivered in Romney Marsh. It is also clear that many of these are being delivered in quite a piecemeal and ad hoc way, with few links between activities. Other locations where decommissioning is taking place have recognised the need for more collaborative working, and have developed strong regeneration partnerships¹; Romney Marsh should follow this lead.

4.33 A number of partnerships exist locally, but these tend to focus upon specific locations or thematic areas. There is a feeling that there is no 'umbrella' body to bring all of these together and represent Romney Marsh as a single area.

4.34 Developing a partnership approach between various organisations and locations in Romney Marsh is imperative to achieving more effective and higher impact delivery within the area. Indeed, Shepway DC and Kent County Council need to take a clear lead ensuring that delivery within the area is well promoted and well known amongst other relevant providers and stakeholders.

Developing a Delivery Vehicle

4.35 In the development of this plan due consideration has been given to the 'vehicle' which will drive the organisation and oversight of activity in Romney Marsh in the coming years and decades. The recommendation is the formation of a new 'Improvement Partnership'.

Romney Marsh Improvement Partnership

4.36 It is suggested that partners seek to create an influential group with the appropriate political muscle to engage with businesses, developers and community representatives as well as taking responsibility for the social and economic evolution of the area.

4.37 Adoption of such a model would require considerable commitment from members. Possible 'core' activities could include:

- Ensure awareness of key strategic delivery and messages amongst the wider stakeholder groups
- Local, regional and national political lobbying

¹ <http://www.nda.gov.uk/news/beyond-chapelcross.cfm?renderforprint=1&>

- Bidding for funding
- Strategic responsibility for the delivery of projects
- On-going liaison with businesses within the area
- Continuing delivery and monitoring of innovative, targeted interventions within Romney Marsh
- Drive the marketing proposition for Romney Marsh;
- Promotion to, and liaison with property developers and potential investors.

Partners

4.38 The exact make up of the partnership, should be subject to discussion amongst relevant parties, it is envisaged that as a minimum the partnership board should include:

- A prominent chair (either the local MP or prominent local councillor)
- Representatives from Shepway DC and Kent County Council
- High level representation from Marsh Academy
- Representation from Magnox, EDF and the NDA
- Representation from the SSG
- Representation from the parish councils
- Representation from business community (potentially through Channel Chamber).
- Consideration also needs to be given to participation from relevant bodies in East Sussex

4.39 The group should remain streamlined, with a tight membership capable of making swift decisions for the area's benefit. Clearly there are other groups and delivery bodies who could be invited into the group on a permanent or occasional basis; as a result, it will be important to establish clear terms of reference, roles and responsibilities.

A Charter for Romney Marsh Improvement Partnership

4.40 It is important that the new partnership is able to clearly articulate the objectives of its activities to local people; a Neighbourhood Charter is one way of doing this. Neighbourhood Charters have been used in the past by other areas (particularly in rural localities) where there is a perceived need for targeted provision and more cohesive partnership working.

4.41 A charter would be a series of statements to which local partners would show their commitment to by signing up to. These could then be publicised to demonstrate to residents, businesses and visitors that Romney Marsh is evolving in an effective and co-ordinated way. More importantly, it also raises expectations and ambitions amongst local people.

- 4.42 Statements for inclusion within the charter should be developed by the board; they could however, replay the objectives outlined in relation to each delivery area (As outlined below):

Exemplar Statements for Romney Marsh Charter

Romney Marsh Improvement Partnership has been formed to oversee activity which will ensure...

- ...everyone in Romney Marsh has the opportunity to maximise their skills and qualifications
- ...everyone in Romney Marsh will have access to employment, work experience or (at the very least) some meaningful activity which will increase their employability
- ...no one in Romney Marsh will be disadvantaged by living in Romney Marsh when it comes to accessing skills and employment.
- ...all options to grow and diversify the business base will be considered in a coordinated way
- ...any new sectors will be supported in a coordinated, collaborative way
- ...every young person in Romney Marsh is given an enterprise education and the chance to understand how businesses work
- ...every entrepreneur and potential entrepreneur will be given the support they need to start and grow their businesses.
- ...there is a collective sense of civic pride in Romney Marsh
- ... that where possible, people do not have to leave Romney Marsh to enjoy their leisure time
- ...that people in Romney Marsh who are either economically or socially excluded are given more opportunities to participate in local activities
- ...that young people are valued and respected as members of Romney Marsh's community
- ...that the area's active voluntary sector is used as a means to encourage activity for all.

- 4.43 Once agreed these statements can be discussed with local delivery partners to gain their commitment as well as an understanding of how they will deliver services that respond to specific issues. This will obviously mean some 'front-end' work, building relevant partnerships and delivering quick wins and increasing the appetite for change amongst local people and delivery bodies alike.
- 4.44 A high profile launch event locally could help develop a sense of partnership working and develop a mutual understanding between delivery bodies.

Staff Commitment

- 4.45 If this partnership (and the plan as a whole) is to be successful, there will need to be an increased staff resource for Romney Marsh. It is recommended that, if possible at least one officer position is created to oversee the interventions outlined within this strategy and manage the partnership on a day to day basis. This will clearly need to be factored into costing for delivery.
- 4.46 Projects outlined within the plan will also require additional staff resources including:
- An Enterprise Facilitator to provide a link between local people and entrepreneurial activities
 - Additional Resources at Marsh Academy and Romney Resource Centre to deliver skills and business support provision
 - Business liaison for job and experience brokerage

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- Lead for potential food project
- General 'Community Organisation' role for Priority Area 3.

4.47 Clearly, these staff requirements will not mean the recruitment of 5 or 6 new individuals to work in the area; many of the tasks could be subsumed in existing organisations and job descriptions. It is, however, highly important that adequate staff costs are built into project business plans and funding bids.

Community Organisers

4.48 In considering options related to community organising, partners should be aware of the government's Community Organisers programme.

4.49 The programme will recruit and train 500 senior community organisers, along with a further 4,500 part-time voluntary organisers, over four years. Much like the Enterprise Facilitators project outlined within this document, community organisers are intended to be members of the community who go out into their local areas and gather information with regard to what people want and need in their community.

4.50 It is intended that Community Organisers will be recruited and hosted by local community organisation which would receive a bursary (c £20,000) to employ a fully trained community organiser who will also be recruited locally and would be based within an appropriate community level organisation.

4.51 Further information about how Romney Marsh can be a host of the next tranche of Community Organiser recruitment can be found at <http://locality.org.uk/projects/community-organisers/host-organisation/>.

5. Priority Area 1: Supporting Local Employment

- 5.1 The employment impact of the decommissioning of Dungeness A and B will play out over a long period of time and will not generate the sort of sudden shock which may be associated with the closure of a major industrial plant.
- 5.2 However, this combined with the recent closure of Pfizer in Sandwich and the general impact of the economic downturn and public sector cuts has created some significant pressure in the wider sub-region. Add to this the significant (and often less visible) number of economically inactive and excluded people living on Romney Marsh and the reasons for supporting local employment opportunities becomes clear.
- 5.3 This section considers a broad response to some of the issues outlined above and introduces some specific project options which can be delivered to ensure that people in Romney Marsh are given maximum opportunity to become more skilled and employable whilst still living in the area. Indeed, the provision of new opportunities should not be overlooked in terms of its ability not only to generate wealth in the area, but also to retain the population and support a diverse and active community.

Strategy and Objectives

- 5.4 Supporting local people to maximise their skills potential and access employment is a significant priority of this plan. A skilled, economically active population is inherent to all other activities and objectives outlined in this document.
- 5.5 The aim of the activity below is to ensure that....
- ...everyone in Romney Marsh has the opportunity to maximise their skills and qualifications
 - ...everyone in Romney Marsh will have access to employment, work experience or (at the very least) some meaningful activity which will increase their employability
 - ...local residents will not be disadvantaged by living in Romney Marsh when it comes to accessing skills and employment.

Future Opportunities for Employment

- 5.6 Perhaps the most important issue linked to the closure of the power stations, will not necessarily be the immediate impact of jobs lost, but the removal of the future supply of well paid, skilled jobs within the local economy. Later sections consider how the economy can diversify, but it is worth reflecting upon where future jobs in Romney Marsh might come from:
- **Decommissioning** – Notwithstanding the fact that power generation could continue at Dungeness B until 2023 (and Dungeness C could be included in future tranches of new facilities), the most obvious area where existing employees can apply their skills

is within the decommissioning process. This has the potential to create a generation of employment opportunities within the area and could be a significant contributor to the local economy over the next 2 decades. Currently, it is suggested that this sector is not currently maximising the value it could create for the local economy.

- **Health and Social Care** – The socio-economic baseline which accompanies this document shows that over the next decade Romney Marsh will need to support a growing population above retirement age. Whilst the ageing of the population may create some challenges for the area, it will create opportunities within health and care professions.
- **Tourism** - Partners have suggested that Romney Marsh currently approaches tourism in quite an ‘ad-hoc’ way. The implication of this is that a more coordinated, better marketed approach could create more value in the local economy and more jobs for local people.
- **Energy** – Many areas which have faced the challenges created from decommissioning have developed specific strategies related to power generation and particularly green energy (<http://britainsenergycoast.com/> and <http://www.bbc.co.uk/news/10346372>). The lack of available land and appropriate conditions probably don’t make this such a priority for Romney Marsh, it is however, worthy of consideration and maintaining a watching brief. Indeed, local partners produced the Everyone’s Energy, a report which considered options to develop renewable energy on Romney Marsh.
- **Aviation** – The potential expansion of Lydd Airport could bring with it several hundred new jobs. Although this remains uncertain, the potential impact upon employment makes it worthy of consideration here.
- **Agriculture** – Romney Marsh still has a significant relatively high proportion of jobs in agriculture. This should not be overlooked as a future employer for residents of the area.

5.7 It is important to be realistic about the type of jobs that sectors above might create. It is highly unlikely that new employment creation will be able to provide a like for like substitution for those in nuclear power. For example, the Gross Value Added (GVA) or value to the local economy, of jobs at Dungeness averages between £50,000 and £70,000. Jobs in Recreation and Tourism provide GVA of £16,000 on average, Retail jobs provide £22,000 and Crop productions £4,000.

5.8 The likely lower value of new jobs locally alongside the plans for job creation at other nearby locations (in particular Ashford) provide a strong rationale for connecting people to commute from Romney Marsh to other locations in East Kent.

Interventions

5.9 Interventions designed to support the up-skilling and employability of Romney Marsh residents are outlined below. These are outlined under the following headings:

- Retaining skills in Romney Marsh

- Generating new skills for Romney Marsh
- Getting People into Work
- Other Interventions for Consideration

Retaining Skilled People in Romney Marsh

- 5.10 The presence of the power stations has provided Romney Marsh with an ongoing supply of highly skilled and well rewarded employment. To many, the end of this will have a significant impact on the appeal of the area as location to live (this will be further exacerbated by other the creation new nuclear jobs at other locations in the UK).
- 5.11 Potential out-migration of more skilled members of the Romney Marsh population, will ultimately have a negative impact upon the local economy, with less money being spent in local shops and on local services, it will also make the area less attractive to any potential investors. It is important that partners do all they can to retain skilled residents, even if it means that they work outside of the area.
- 5.12 If this is to happen, then it will be important to support the existing local workforce to develop new skills which better reflect the demand of the sub-regional and regional business base ('Skills Retention' is a key theme of the East Kent Growth Strategy). Interventions below are designed to ensure that those who are looking for new opportunities are able to do so whilst remaining in Romney Marsh.
- 5.13 The first project outlined here is designed to harness the transferable skills within the Romney Marsh workforce and use these to address a national skills gap.

Energy to Engineers – A coordinated project to offer employees from Dungeness A and B the opportunity to use their transferable skills to gain relevant and employer desirable engineering qualifications.	
Description – Components	<ul style="list-style-type: none"> • The latest 'Manpower' survey of employers also suggested that engineers are the most difficult job to fill in the UK economy. http://www.siliconrepublic.com/careers-centre/item/22148-talent-survey-highlights-ma - This project is a direct response to this. • Identify and work with an appropriate HE provider to provide specific training to build upon transferable skills and qualifications gained within the nuclear sector to gain qualifications to support a career in other aspects of engineering. This would be a time limited project which would clearly only support a small number of individuals. With the right links to job brokerage this could play an important role in ensuring that Romney Marsh retains its most skilled workers. • A key precursor to this would be skills mapping; identifying the nature of the transferable skills and the gaps that need to be filled. Identifying the right HE partners will also be critical.
Potential Partners (Lead and Partners)	Lead: University of Greenwich School of Engineering, K College, Canterbury College Partners: Marsh Academy, Romney Resource Centre, Magnox, NDA
Strategic Links	<ul style="list-style-type: none"> • The East Kent Growth Strategy outlines the importance of retaining skilled workers within the area • Even before this strategy was developed, the East Kent Local Investment Plan had identified the potential impact of the loss of the skilled workforce from Dungeness. • 'Learning to Work' is a key element of Shepway Regeneration Strategy, including 'identify potential funding routes for education and skills programmes for all parties' – is specifically outlined as a challenge for the strategy.
Funding and resourcing requirements	<ul style="list-style-type: none"> • Full project costs will require scoping from partners' assessment of demand for the project. • Initial pilot project is advisable; this would probably cost around £50,000. Full project would probably cost between £250,000 and £500,000 (Again depending on demand and the nature of the delivery required).

Risks	<ul style="list-style-type: none"> • Low demand for the project can be avoided through good front end consultation and piloting of provision. • Lack of jobs at the end of training is also a risk. Ensuring good business involvement at an early stage will obviously play a part in mitigating this.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Cranfield University previously provided subsidised courses to help those with relevant skills to retrain in disciplines where there was a demand for engineering professionals. http://www.cranfield.ac.uk/news/pressreleases/2009/page45386.html. This was delivered through a mix of short courses and longer term assessed modules
Immediate Next Steps	<ul style="list-style-type: none"> • Liaise with appropriate HE partners • Assess demand amongst current workforce • Scope out potential course structure.

5.14 As stated previously, there will be a significant number of potential jobs for local people created by the decommissioning process. The project below is designed to ensure that existing employees and local people have the opportunities to benefit from these opportunities.

Skills for Decommissioning – Provision of specific training to ensure that local people (and particularly those currently employed within the power stations) are given the training they need to gain employment within the decommissioning process.	
Description – Components	<p>Provision (locally) of training courses to ensure that local people are adequately qualified to participate in opportunities emerging from the decommissioning process. City and Guilds offer 2 qualifications in this respect:</p> <ul style="list-style-type: none"> • Level 2- for those working in the nuclear industry in technical support and want to advance their career by demonstrating skills relating to decontamination operations, dismantling plants and equipment or in maintenance and monitoring activities. • Level 3 - For those working in either a supervisor's role or a technical role, in the nuclear industry working on engineering plants and equipment. <p>In addition to the provision of these courses at an appropriate location, the feasibility of foundation courses should also be considered to provide local people (without a background in Nuclear Power) with a route into these course and ultimately employment.</p> <p>Clearly, if this is to be successful, qualifications need to be linked to specific employment opportunities. <u>It will be important that Magnox, EDF and other partners build appropriate local employment clauses into contracts related to decommissioning.</u></p>
Potential Partners (Lead and Partners)	<p>Lead: Romney Resource Centre/ Marsh Academy & appropriate FE provider (e.g. Nuclear Skills Academy at Sussex Coast College in Hastings)</p> <p>Partners: Magnox, EDF, NDA,</p>
Strategic Links	<ul style="list-style-type: none"> • The East Kent Growth Strategy outlines the importance of retaining skilled workers within the area • Even before this strategy was developed, the East Kent Local Investment Plan had identified the potential impact of the loss of the skilled workforce from Dungeness. • ‘Learning to Work’ is a key element of Shepway Regeneration Strategy, including ‘identify potential funding routes for education and skills programmes for all parties’ – is specifically outlined as a challenge for the strategy.
Funding and resourcing requirements	<ul style="list-style-type: none"> • Full project costs will require full scoping from partners assessment of demand • Pilot project again is advisable with a full project likely to cost in the region £50,000 per year to deliver. • It may be necessary to build in a small budget to cover the costs of liaising and working with decommissioning contractors to ensure that they are obliged to recruit local people.
Risks	<ul style="list-style-type: none"> • Limited demand for decommissioning jobs amongst local employees could be overcome, by explaining the long term nature of the project • Difficulty in developing and policing clauses within decommissioning contracts will require close cooperation with Magnox and EDF.

Successful example(s) from elsewhere	<ul style="list-style-type: none"> • A very similar project is currently being delivered at Colleg Menai, linked to the decommissioning of the power station at Trawsfynydd and broader ‘Energy Island’ Project. http://www.menai.ac.uk/LincMenai/Courses-Detailed.aspx?CourseID=4294967641 • Bridgewater college also offers a foundation degree in Decommissioning as part of the Nuclear Skills Academy for the South West http://www.bridgewater.ac.uk/higher-education/course.php?sec4ID=430&secID=4 • Albeit on a smaller scale Sussex Coast College also has an NSA for Nuclear Power http://www.nuclear.nsacademy.co.uk/providers/sussex-coast-college-hastings-see <p>Partners should seek to undertake discussions with representatives of these courses to establish their applicability and (in the short term) identify opportunities for work in partnership to pilot provision in Romney Marsh.</p>
Immediate Next Steps	<ul style="list-style-type: none"> • Scope out demand amongst local workforce and local resident population • Speak with Colleg Menai and Bridgewater College to learn from their experience and identify opportunities for distance learning and remote provision.

5.15 The lack of visible routes to further and ongoing education is clearly limiting the ability of local people to maximise their potential. Romney Resource Centre does offer a wide variety of high quality training opportunities but has a finite capacity and local options for school leavers and for adults who are looking to gain new qualifications or gain new skills are fairly restricted.

5.16 This is, in part, an accessibility issue as options to learn do exist at Folkestone and Ashford. Accessing these however, does require an element of guidance, as such, the intervention below looks to bring a more flexible and visible form of HE and FE provision to Romney Marsh.

Building the FE Offer in Romney Marsh – Supporting the Marsh Academy and Romney Resource Centre’s objectives of creating relevant FE provision for all members of the Romney Marsh community.	
Description – Components	<ul style="list-style-type: none"> • This intervention builds upon existing delivery of some FE functions by Marsh Academy, expanding provision to include the broader population (including adult learning). • Marsh Academy currently offers NVQs in Motor Maintenance, Hair and Beauty and Construction as part of the existing curriculum. This however, is currently only delivered to existing students and does not include adult learning or indeed broader FE provision for current school leavers. • This intervention involves development of FE level curricula in order to take into account and deliver to the skills and qualifications needs employers in the wider East Kent areas. This will require the development of some regional employer intelligence and information that can be utilised in course design and development, as well as much closer interaction between business representatives and providers. • In the shorter term it is important that activities are developed at the Marsh Academy and Romney Resource Centre which can develop important momentum. This could include: <ul style="list-style-type: none"> - Making courses for existing students available for adults - Providing basic adult education linked to employability - Providing apprenticeships - Using Marsh Academy’s Microsoft sponsorship to deliver a full suite of IT related course for the community as a whole. • The long term aspiration of this project is to create a significant community education ‘campus’ in New Romney. This could not only act as a location for the delivery for an improved FE offer, but could also provide space for the administration of business support (see the following section) and specifically the core services offered by Romney Resource Centre. • Where possible, these interventions should be linked to other projects, particularly those related to job brokerage and work experience.
Potential Partners (Lead and Partners)	Lead: Marsh Academy/Romney Resource Centre Partners: K College,

Strategic Links	<ul style="list-style-type: none"> The Shepway Economic Regeneration Strategy recognises the need to ‘Enhance academic, vocational and enterprise opportunities for all Shepway’s children’.
Funding and resourcing requirements	<ul style="list-style-type: none"> The project can evolve and can go through a number of iterations to best meet the needs of local people. In the early stages, costs will be associated with enabling Marsh Academy to broaden its delivery to include adult education. As momentum builds it may be necessary to consider additional buildings which would require additional funding. Some marketing and outreach budget is worthy of consideration, particularly in relations to the more deprived communities within the area. An additional budget of around £60,000-£100,000 per year should provide the basis to complete the first stage of the projects evolution.
Risks	<ul style="list-style-type: none"> Engaging those within the community with the most to gain from this project could Appropriateness of school as a base for provision in short term
Successful example(s) from elsewhere	<p>This is clearly a challenging time for any education expansion project and there are currently very few successful examples of significant new FE provision being created in rural areas</p> <ul style="list-style-type: none"> Adult College for Rural East Sussex (acres) provide regular adult education a variety of locations in East Sussex across various locations http://www.acreslearning.org.uk/index.asp
Immediate Next Steps	<ul style="list-style-type: none"> Romney Resource Centre, K College and Marsh Academy to establish true costs of expanding existing provision Establish demand for IT related courses Consider capital implications of future iterations of the project.

5.17 The delivery of improved education infrastructure is only one element of providing improved opportunities for local young people to access employment. Partners are currently exploring opportunities to develop a more concerted apprenticeship and assisted employment programme in area.

Targeted Apprenticeship Programme – Concerted programme of activity to support young people in Romney Marsh to access apprenticeships and assisted employment.	
Description Components	<ul style="list-style-type: none"> Local and regional employment opportunities provide the potential to offer enhanced apprenticeship programmes within the area. These could apply to various sectors (including Nuclear Power and Decommissioning). Where a single employer is unable to provide the resource to employ an apprentice for the duration of their education, shared apprenticeship programmes have worked well elsewhere. In April 2012 Shepway DC will be developing a programme comprising grants to business to remove the bureaucracy and financial burden of taking on apprentices.
Potential Partners (Lead and Partners)	<p>Lead: Shepway DC</p> <p>Partners: Job Centre Plus, Kent Apprenticeships, FE Providers, Kent Association of Training Organisations, Channel Chamber and Connexions</p>
Strategic Links	<ul style="list-style-type: none"> The Shepway Economic Regeneration Strategy recognises the need to ‘Enhance academic, vocational and enterprise opportunities for all Shepway’s children’. ‘Learning to Work’ is a key element of Shepway Regeneration Strategy, including ‘identify potential funding routes for education and skills programmes for all parties’ – is specifically outlined as a challenge for the strategy.
Funding and resourcing requirements	<ul style="list-style-type: none"> Shepway DC is currently configuring a funding package to support this activity. Further budget is likely to be required to support the coordination of the programme (generally apprenticeship programmes require at least 2 FTEs to organise delivery.)
Risks	<ul style="list-style-type: none"> Ensuring business involvement from a diverse range of sectors within local and regional economies Funding cuts impact upon the ability of education partners becoming involved A common criticism of apprenticeship programmes is that they fail to engage the hardest to reach young people. This will be particularly important in terms of engaging young people in Romney Marsh’s most isolated locations.

Successful example(s) from elsewhere	<ul style="list-style-type: none"> Over the last 3 years the London Apprenticeships programme has been successful in placing over 10,000 young people into apprenticeships http://www.londonapprenticeship.co.uk/. Although this is delivered in a different context, the administration and organisation of the project has been acknowledged as being best practice for this type of work.
Immediate Next Steps	<ul style="list-style-type: none"> Continue dialogue with partners to develop

Getting People into Work

- 5.18 Although not as severe as perhaps reported in local media, the decline in permanent jobs in Romney Marsh has the potential to be a destabilising influence upon local people and subsequently on the local economy. Avoiding a situation where people feel they are ‘out of touch’ with the labour market is an important objective of this strategy. As such, the recommendation below seeks to more effectively link local people to opportunities locally and regionally:

<p>Job and Experience Brokerage – A matching service to ensure that local people are able to access jobs and work experiences within Romney Marsh and wider sub-region.</p>	
<p>Description – Components</p>	<p>This project takes a more coordinated and intensive approach to the matching of local people with jobs and job related experiences and tasters. This project would effectively act as a broker between employers and members of the local community looking for work. Ideally this would be delivered in two parts; a more formal sub-regional job brokerage service and a local work experience service</p> <p>Job Brokerage would require the cooperation of neighbouring districts and would seek to provide a service which would link people to specific opportunities within Ashford, Shepway and the wider East Kent/East Sussex area, this could include:</p> <ul style="list-style-type: none"> Building upon existing nationally delivered programmes (JCP and DWP) to ensure they are responsive to local needs. Provision of support to get local people into work by providing a personal service, bespoke service which delivers the following: <ul style="list-style-type: none"> Assisted job searching to find work opportunities (specifically targeted at key sectors) Advice about career pathways Sourcing relevant work experience and access to civil society placements to boost opportunities Business start up advice Access to work-related training Support in CV development and application development On the demand side, this project should seek to support business to access and recruit staff with the right needs for their business and (where relevant) their sector. Collection of ongoing intelligence on the job and recruitment needs of local (and regional) employers <p>Given the current challenging economic position this project could be expanded to include civil society organisations that can provide experience for people looking to remain active (albeit outside of formal employment).</p> <p>Work experience brokerage perhaps offers a more viable option for intervention in the short term. This would provide an intermediary for all members of the Romney Marsh community to ensure they are able to gain an understanding of potential employment options. This could include:</p> <ul style="list-style-type: none"> Day/Half day tours and activities for school groups; Week(+) long work experience placements for students; Response to specific career based email enquiries;

	<ul style="list-style-type: none"> Organised tours for members of workless population.
Potential Partners (Lead and Partners)	<p>Lead: Romney Resource Centre Partners: JCP, Marsh Academy, Shepway DC, Ashford Borough Council, Connexions</p>
Strategic Links	<ul style="list-style-type: none"> The evaluation of the CASK SRB project concluded that businesses in the east of Shepway and in Ashford would play a crucial role in the future of Romney Marsh once the process of decommissioning had commenced. 'Enhance academic, vocational and enterprise opportunities for all Shepway's children' and 'Create and maintain an Employment Roadmap, are both identified as objectives within the Shepway Regeneration Strategy.
Funding and resourcing requirements	<ul style="list-style-type: none"> Elements of the service could be delivered through re-profiling existing local support and JCP provision. A more targeted service could require around 2 additional staff positions as well as rent for appropriate space £75,000-£150,000 per year. Clearly if the project was to be delivered over a more significant area (i.e. East Kent) costs would be higher (although economies of scale could clearly be exploited).
Risks	<ul style="list-style-type: none"> Lack of funding to deliver the programme in a meaningful (which generates momentum) can be overcome by targeting delivery based on the scale of funding available. The emphasis should be on quality of outcomes, not quantity. Service will need to ensure it does not overlap with service offered by JCP Insufficient appropriate jobs created locally can be countered by engaging with employers further afield, particularly in Ashford and Shepway. Lack of business interest in using the service can be countered by using examples from elsewhere to demonstrate commercial benefits.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> Newham Workplace is probably the most oft cited example of successful job brokerage project. This provides a fully integrated service on the supply and demand side and targets some of the most deprived areas in East London http://www.newhamworkplace.co.uk/ The Cumbria Return to Work project focuses primarily on supporting those returning to work after a significant period of ill health. It has however, achieved significant success in dealing with people in rural areas http://www.cumbria.gov.uk/communityinformation/rtw/moreinfo.asp
Immediate Next Steps	<ul style="list-style-type: none"> Review other models of delivery and assess to gain clear idea of key success factors. Identify potential businesses who may consider involvement.

Targeting Hard to Reach Families

In addition to the recommendation above, Shepway District Council have recognised the need to target the hardest to reach families to address persisted, pan-generational worklessness. 'Working Families Everywhere' is an 18 month pilot scheme targeted at 40 families. Four Family Champions have been appointed and are due to start at the end of this month. Each would work with 10 families having long term worklessness issues.

5.19 Job brokerage and some local delivery of education and training will only counter some of the issue of inactivity and unemployment. Undoubtedly, in the future residents of Romney Marsh will have more need to leave the area to access employment and training outside of the area.

5.20 Currently, evidence suggests that a proportion of the local population have limited physical access to education and employment opportunities as a result of inadequate public transport and a lack of access to a car. The following project responds to this:

Travel to Work and Education – Provision of appropriate and sustainable community and public transport to ensure that local people can travel to work and education.

Description – Components	<ul style="list-style-type: none"> There are 2 preliminary activities which should be undertaken as part of this intervention: <ol style="list-style-type: none"> Lobby existing providers of public transport to establish rationale for current service
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	<p>provision – make the case for improved service.</p> <p>2. Improve marketing of existing Community transport services (such as the Kent Karrier) to ensure that take up is maximized</p> <ul style="list-style-type: none"> • Having undertaken the activities above, oversee the development of a new community transport service which links people to centres of employment and education (in particular Folkestone and Ashford). This could include individual transport options based on the previous (SRB funded) ‘Ride On’ Project (which provided scooters for local people to get to work). Alternatively, group transport could be provided by a fleet of mini busses operating direct services at a more convenient time for people who need to get to work or education in Ashford and Folkestone. • Clearly this model lends itself to establishing a suitable social enterprise. The remit of this could be expanded to include education and employment functions, particularly around motor maintenance. Indeed, the project could also include the maintenance and refurbishment of bikes to involve a wider number of people in the project.
Potential Partners (Lead and Partners)	<p>Lead: Shepway DC</p> <p>Partners: Kent County Council, Local 3rd sector organisation, Local Police, Existing transport operators</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> • Funding will largely be dependent upon the type of vehicles in operation and the scale of the service. • An initial budget for purchasing vehicles of around £40,000 alongside a marketing budget to ensure users are aware of the service • If the project is to be used to provide training to local people, further funding would be required. • Clearly the project has good revenue earning potential
Risks	<ul style="list-style-type: none"> • Difficulty in changing people’s travel habits is a key risk of the project which highlights the need for a strong planning phase and good marketing. • Getting pricing policy right will also be a key challenge for the project. Liaison with other successful projects and consultation with users will be critical to this.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Locally, Wealden Wheels is a strong example of strong local transport social enterprise http://www.wealdenwheels.co.uk/index.html • The Bike Station is Edinburgh's bicycle recycling and cycling promotion charity. They keep old and discarded bikes out of landfill, repairing as many as they can, to put them back on the road. They provide cycle training, bike maintenance training, as well as refurbished bikes, to promote cycling and healthy lifestyles across Edinburgh and the Lothians http://www.thebikestation.org.uk/
Immediate Next Steps	<ul style="list-style-type: none"> • Liaise with local people to assess their opinions on travel and preferred routes • Speak with Wealden Wheels to assess key success factors for Romney Marsh.

Other Potential Interventions for Consideration

5.21 The projects outlined above have been developed at a moment in time and are a reflection of the current needs of Romney Marsh, based on the information available. It is however, important to acknowledge that the period of impact of the closure of Dungeness A and B will be around 20 years. Over this period, things will change and new opportunities and challenges will become evident. It will be important to maintain a ‘watching brief’ over certain potential developments and interventions.

Should Ashford International Airport (at Lydd) receive planning permission, there will be the potential to create in excess of 200 jobs. It will be essential that measures are put in place to ensure that local people are best placed to benefit from these jobs. This will need to include specific industry training and tasters, as well as enhanced job brokerage to match candidates to positions at the airport.

6. Priority Area 2: Supporting the Diversification of the Local Economy

6.1 For five decades the Romney Marsh economy has been dominated by nuclear power generation. The baseline material and economic impact assessment accompanying this strategy have shown just how important this sector is to the local economy. As the power stations are gradually decommissioned and activity winds down, it is important that the area also begins to explore new specialisms and supports the diversification of its economic base. This section provides the basis for doing this.

Strategy and Objectives

6.2 Greater variety in the business base of Romney Marsh will come from 3 possible activities:

- 1) Increase in levels of enterprise formation
- 2) Growth in existing local businesses (in specific sectors)
- 3) Investment from new companies coming into the area

6.3 Although inward investment should not be ruled out; given current economic uncertainty, this strategy is best positioned to influence growth in existing businesses areas and the formation of new companies.

6.4 The broad objectives underpinning recommended activity within this section are outlined below. Partners will ensure that...

- ...SMEs will help Romney Marsh evolve into a more diverse and resilient economy
- ...every entrepreneur and potential entrepreneur will be given the support they need to start and grow their businesses.
- ...any new sectors growing in the local economy will be supported in a coordinated, collaborative way
- ...every young person in Romney Marsh is given an enterprise education and the chance to understand how businesses work

6.5 Inherent in this section of the strategy is clearly an enhanced role for businesses (existing and future) in the evolution of the area. It is important to acknowledge that this includes social enterprises and even certain types of charitable organisations. Indeed, given current economic conditions, civil society organisations will play an important role in providing experience and activity which will ultimately lead to the creation of businesses and a more enterprising culture locally.

The Interventions

6.6 It is currently very difficult to predict how the business base of Romney Marsh might change and what the challenges and opportunities associated with this might be. As such, it is

important that the projects outlined below are accompanied by improved communication with existing businesses, potential entrepreneurs and support providers. More than any other element of this work, supporting the diversification of the business base will need to be reactive to change.

6.7 Suggested projects are outlined below under the following headings:

- Business Start-Up and Entrepreneurship
- Developing Other Business Strengths
- Flexible Business Space
- Other Sectors and Interventions for Consideration

Business Start-up and Entrepreneurship

6.8 The creation of new businesses within Romney Marsh will provide a new sense of dynamism for the local economy which can potentially become a real driver of value locally. Given the relative isolation of Romney Marsh, a high level approach to business support is not really appropriate, what is required is a highly targeted project which helps a select number of local people realise their enterprise potential.

Enterprise Facilitation: Delivery of Enterprise Facilitation in Romney Marsh to identify and provide intensive support for individuals with the capability of delivering successful businesses or social enterprises.	
Description – Components	<ul style="list-style-type: none"> ● Commit to providing support to individuals who have a viable and market ready business / enterprise idea. This would involve identifying a small number of entrepreneurs within the area and giving them bespoke 1to1 support to get their goods and services to market. ● Enterprise Facilitation adopts a ‘bottom up’ approach such as the Sirolli model of enterprise support (or similar) which includes the following: <ul style="list-style-type: none"> ➤ Identification of specific individuals who have the ideas and capacity to deliver successful local businesses ➤ Bespoke market research support, identifying markets and opportunities to develop the business ➤ Provision of key expertise in finance and marketing to support the entrepreneur’s idea ➤ Mentoring and referral to relevant business support and professional services (where possible sourced locally) ➤ Ongoing support through initial growth phases. ➤ Specific support for those who want to set up businesses and work at home ➤ Where educational and skills barriers are identified, referral relationships will be established with local HE/FE provision ➤ Programme will be focussed solely on those with a relevant, market ready idea access to tailored resources to grow quickly and become successful. ➤ This will deliver new business role models for areas within area as well as employment and ultimately a contribution to productivity.
Potential Partners (Lead and Partners)	<p>Lead: Romney Resource Centre</p> <p>Partners*: Local community organisations, Providers of business support and training locally, Shepway DC</p> <p><i>* As businesses and social enterprises grow out of Enterprise Facilitation, they will be required to commit to ongoing involvement as enterprise ambassadors providing ongoing support for new businesses as they emerge in the borough.</i></p>

Strategic Links	<ul style="list-style-type: none"> • There are potential links to the 'Find your talent' project outlined in within the Shepway Regeneration Strategy. • The Regeneration Strategy also seeks to support a 5% increase in business start-up within the district.
Funding and resourcing requirements	<ul style="list-style-type: none"> • Would cost in the region of £50,000 for initial training of facilitators. • c. £50,000 FTE per facilitator per year in terms of salaries and on costs. • Additional marketing and events budget would also be useful.
Risks	<ul style="list-style-type: none"> • This project is focussed on bringing forward viable ideas and businesses and providing time intensive tailored support. This means that Enterprise Facilitation is not necessarily an 'output friendly' method of business support.
Successful Example(s) from Elsewhere	<ul style="list-style-type: none"> • The Enterprise Facilitation Model has been successfully delivered in Liverpool and has helped over 70 local people start new businesses http://www.enable-north.org.uk/index.php?page=sirulli
Immediate Next Steps	<ul style="list-style-type: none"> • More thorough consultation in relation to the number of people who may be interested in starting a business • Identify individuals within the local community who could take the role of enterprise facilitators • Liaise with potential skill providers.

6.9 In addition to more specific support, Shepway DC has recently announced the allocation of resources to provide support for local businesses. The exact nature of this support is currently being developed, clearly partners must engage with this process over the coming months to ensure Romney Marsh businesses can access support.

6.10 Currently, access to appropriate finance is the biggest barrier to business start-up and growth. At a sub-regional level, there are currently plans to develop a programme of grant funding for local businesses. **East Kent has recently been successful in securing £40M from the government's new Regional Growth Fund (RGF).** This will provide a springboard for businesses within Romney Marsh to access new forms of finance to fund business growth and employment.

Business Grant Programme – Building upon the successful 'Expansion East Kent' RGF bid to ensure financial support is provide for those who wish to start or grow small business in Romney Marsh	
Description – Components	<ul style="list-style-type: none"> • Provision of grant funding to local businesses both as seed funding and for those with the capacity to grow, should be seen as a priority for this project. This builds upon the activities outlined within the RGF bid. • The RGF bid splits this funding into 3 key streams of activity: <ul style="list-style-type: none"> ➢ Springboard – Grants of up to £25,000 for businesses employing less than 10 people ➢ Grant for Investment and Growth – Investment for larger companies with the potential for sustainable growth and job creation. ➢ Business Critical Infrastructure – Grants to support the delivery of infrastructure which has a direct influence on business growth. <p>The first 2 elements of the planned fund are probably the most relevant to the current Romney Marsh business base. It is important that partners also look to complement RGF funds with other sources; this should be an important element of future activity (such as an effective lobby to banks and other providers of business finance).</p> <p>As well as supporting conventional small businesses in the area, the programme should also look to support social enterprises as well as more conventional businesses.</p>
Potential Partners (Lead and Partners)	<p>Lead: Kent County Council, Shepway District Council</p> <p>Partners: Romney Marsh Resource Centre</p>
Strategic Links	<ul style="list-style-type: none"> • The Shepway Regeneration strategy outlines the need to provide support for business start up, it also pledges support for support schemes that meet the needs of local businesses. • The rationale for business finance and the RGF bid in inherent within the East Kent Growth Strategy

Funding and resourcing requirements	<ul style="list-style-type: none"> • Romney Marsh Partners should lobby and educate local businesses to ensure that they are positioned to bid for grant funds (this should be built into existing business support) • As a general target, partners should seek to distribute between 5 and 10 seed grants of up to £5,000 and 2 Springboard grants of £25,000 in Romney Marsh.
Risks	<ul style="list-style-type: none"> • A lack of demand for business grant funding is unlikely, partners should however, ensure that effective marketing of available grants
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • The Forth Valley leader project provides business grants of up to £10,000 for businesses developing new ideas in relation to sustainable tourism. http://www.fvl.org.uk/ • Leicestershire Rural Partnership offers a broad range of grants to local businesses, the structure of this fund could provide an interesting structure for Romney Marsh to replicate http://www.oakleaves.org.uk/rural-business-grants.html
Immediate Next Steps	<ul style="list-style-type: none"> • Liaison with relevant pattern administering the RGF funds • Liaise with businesses to assess the demand for different types of funding.

6.11 Enterprise is more than just local people starting businesses; it is also a culture and a set of characteristics and skills which people can apply in other areas of their lives.

6.12 In order to establish an enterprising culture, where residents of Romney Marsh are proactive (both in turning an idea into an operational business and applying an enterprising attitude to their everyday lives) it is necessary to provide a solid foundation. This needs to be incorporated into the education system at all levels. Enterprise needs to be acknowledged as key characteristic of the area both internally and externally.

Enterprise Education – Offer Enterprise Education to stimulate a culture of enterprise within Romney Marsh	
Description – Components	<p>Building upon the work already undertaken by Marsh Academy, this project will seek to provide an enhanced enterprise education service both to students and those in the wider community. Delivery could include:</p> <ul style="list-style-type: none"> • Enterprise lessons incorporated into the curriculum at primary schools. • Enterprise days provided by external enterprise companies, in which pupils work in teams to come up with a business idea and create a virtual business, using a virtual amount of set finance to spend on research and design, product manufacturing, sales and marketing. • Continuing professional development (CPD) of teachers, including work-place visits, to keep ahead of business developments and to understand fully what they are teaching. • Work-place visits by students, as well as school visits by local business role models, to increase understanding of how a business operates and the process of starting and running a business. • Opportunities for adults within the Romney Marsh to be provided with opportunities to receive some enterprise education
Potential Partners (Lead and Partners)	<p>Lead: Marsh Academy Partners: Romney Marsh Resource Centre, Shepway Business Partnership, Romney Marsh Chamber of Commerce</p>
Strategic Links	<ul style="list-style-type: none"> • The Shepway Regeneration Strategy specific ally outlines the aim to ‘Enhance academic, vocational and enterprise opportunities for all of the areas children) • There are potential links to the ‘Find your talent’ project outlined in within the Shepway Regeneration Strategy • The Regeneration Strategy also seeks to support a 5% increase in business start-up within the district
Funding and resourcing requirements	<ul style="list-style-type: none"> • Much of this project is about building on what is happening already and ensuring that enterprise education is provided to as many people as possible. To take the curriculum to a broader audience staff resource will be required. This could be delivered by existing staff or through a new enterprise facilitator. The annual cost would be in the region of £60,000 per year.
Risks	<ul style="list-style-type: none"> • Inability to generate consistency across all education providers regarding Enterprise Education suggests the need to provide some resources to monitor consistency.

	<ul style="list-style-type: none"> • Again, marketing may be required to ensure project can fully engage the business sector in the initiative
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Enterprise Academy forms an element of the Alliance LEGI programme. This is a virtual academy providing students with information and courses on starting a business and various skills required such as management, marketing and finance. Teachers will be trained in business issues while the presence of business people in schools will be encouraged. http://www.neighbourhood.gov.uk/page.asp?id=1612
Immediate Next Steps	<ul style="list-style-type: none"> • Bring education and business support providers together to look at the viability of creating a more significant enterprise curriculum. • Liaise with local businesses to ensure businesses are encouraged to become involved.

6.13 Enterprise education will, over time, create a workforce that is more predisposed to starting their own businesses. To enhance this, it is useful to have projects which give students and residents alike, exposure to running a business in the real world. In Romney Marsh, this could potentially be achieved whilst also addressing challenges associated with connectivity and isolation by linking potential entrepreneurs to the ‘Travel to Work and Education Project’

Developing Potential Business Strengths

Tourism

6.14 Given their coastal location, it is not unusual for localities hosting nuclear power stations to pursue tourism when trying to diversify their economy. This has certainly been the case for Llyn Trawsfynydd in Wales and, to a lesser extent in Cumbria. Romney Marsh, however, has something different and arguably a little bit special. The offer in Romney Marsh includes:

- A traditional seaside offer at Dymchurch
- A higher end offer at Hythe
- A unique internationally significant shingle landscape at Dungeness and tranquil rural hinterland
- 2 highly regarded golf courses at Littlestone and Lydd
- Ideal conditions for kite and windsurfing at Greatstone and Littlestone
- Miles of quiet roads ideal for cycling and a network of way, marked walking routes including the Royal Military Canal Footpath
- A range of small/medium scale attractions
- One of the UK’s best sea angling locations

6.15 Currently, these components are all marketed in a slightly ad hoc way (or not at all). The development of a single visitor brand for Romney Marsh has the potential to create a critical mass of visitors which could generate more value within the local economy and ultimately more jobs for local people.

Development of the Romney Marsh Visitor Brand – Develop a new brand to promote Romney Marsh as a single visitor destination.	
Description – Components	<ul style="list-style-type: none"> Develop a marketable brand and identity for the area (ideally which draws upon the specific nuances of places within the area) which reflects both the visitor offer. Develop a clear dissemination and implementation process to ensure that Romney Marsh is marketed on a national scale and is promoted to tour operators and to hotels in Kent, East Sussex and London: <ul style="list-style-type: none"> ➤ Focus on existing USPs (History, Beauty, Quirkiness and Activity) ➤ Balance between the needs of local, national and potentially international visitors ➤ Define selling points in relation to other visitor and tourist location ➤ Consider more peripheral markets for targeted approaches Any Branding project should be accompanied by a clear idea on marketing and dissemination. The brand should be prominently located around Romney Marsh and serve to create a stronger sense of destination and the feeling of being in a single place. Based on stakeholder consultation it will probably be necessary to provide a budget to recruit involve local holiday accommodation and those that run specific local attractions. Involve them in marketing, but also assess gaps in their offer, and identify opportunities to fill these gaps and support them in ‘raising their game’. <p><i>*should resources allow, partners may wish to fund a temporary brand/location manager for the area who would be the point of contact for enquiries as well as being the individual responsible for brokering new collaborative arrangements.</i></p>
Potential Partners (Lead and Partners)	<p>Lead: A new Romney Marsh Regeneration Board (the improvement partnership?)</p> <p>Partners: Kent County Council, Shepway District Council, Visit Kent, Discover Folkestone Hythe & Romney Marsh, Invest in Kent, The LEP</p>
Strategic Links	<ul style="list-style-type: none"> The Shepway Coastal Regeneration Strategy identifies 3 possible responses to the development of the tourism offer. Realising the potential: This option is about taking a more positive and forward looking approach to realising the full potential of the Shepway coast, viewing it as a significant asset to be nurtured rather than simply a management burden. The Shepway Regeneration Strategy also identifies the need to ‘Effectively promote the district as a visitor destination’
Funding and resourcing requirements	<ul style="list-style-type: none"> To employ a branding agency to work with partners to create a brand and marketing strategy would cost between £20,000 and £50,000. Clearly the area should also seek to generate some budget to actively market the area. The scale of this is largely dependent on the resource available and the nature of the recommended campaign.
Risks	<ul style="list-style-type: none"> Kent and Medway Visitor Survey suggests that the average spend per visit is around £8.33 (the lowest in the County), as such it is important that as well as marketing effort is put in to increase the quality of the offer Inability to define the specifics of the offer is a risk, as such it is important to include some ‘front end’ brainstorming of exactly what Romney Marsh has to offer.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> There are a number of successful marketing campaigns which bring together more than one location under a single campaign: <ul style="list-style-type: none"> - http://www.englishgolfcoast.com/ - http://www.northlondonshire.co.uk/ - http://www.essex-sunshine-coast.org.uk/
Immediate Next Steps	<ul style="list-style-type: none"> More significant consideration of the component parts of the offer amongst partners Informal liaison with businesses within the tourism sector to establish buy in.

Food and Agriculture

- 6.16 Romney Marsh’s rich agricultural heritage has become somewhat overshadowed by the presence of the power station in recent years.
- 6.17 Despite the closure of the Romney Marsh Potato Company and a general decline in

employment in agriculture and food processing locally, these activities remain an important constituent of the local economy. In addition, there is genuine passion amongst local partners to resurrect Romney Marsh’s food heritage and turn it into a driver for economic growth.

Romney Marsh Food Project – This project uses food as a common theme to stimulate sales for local farmers as well as enhancing the local visitor offer and increasing local engagement.	
Description – Components	<p>This project is intended to use food as the common theme cutting across a number of disciplines to strengthen the food sector, but also to achieve community engagement and health related outcomes. Potential elements could include:</p> <ul style="list-style-type: none"> • Establishment of a cooperative to enable food producers (farming and fishing)in Romney Marsh to sell to more significant markets • Development of a single brand under which Romney Marsh food can be promoted and sold. • Campaigns to encourage buying local produce • Investigation of new crops that can be produced commercially in the area (wine has been referenced by partners). • Educate local people on the benefits of healthy eating and seasonal and slow foods • Development of small scale agricultural projects to encourage community involvement • Longer term potential to develop event and food tourism offer
Potential Partners (Lead and Partners)	<p>Lead: Produced in Kent – Partners: Shepway DC, Sustain</p>
Strategic Links	<ul style="list-style-type: none"> • This could in part have some impact on objectives of buying locally and defining the area’s visitor offer (both referenced within the Shepway Regeneration Strategy)
Funding and resourcing requirements	<ul style="list-style-type: none"> • To deliver this project from what is pretty much a standing start will incur some significant costs. • Based on other projects, to develop the momentum and critical mass to deliver this project investment of £200,000 or more will be required. • Smaller projects could be considered, but they are unlikely to deliver the commercial impetus that is required.
Risks	<ul style="list-style-type: none"> • The potential lack of buy in from producers means that it will be important to undertake some front end engagement work before the project goes live. • Lack of demand for Romney Marsh produce may be an issue as producers attempt to sell into a competitive market. Involvement of external experts will be crucial to ensuring this is avoided.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Tideswell awarded £400,000 by the Lottery Village SOS project. This money was invested to create a strong brand linked to production of local food. Applying a cooperative model, local people began producing goods for sale as well as hosting regular food based events. A cooking school has also been opened http://www.tastetideswell.co.uk/. • The Farm Collective brings together a range of farmers from the south of England and uses their produce to sell in a successful store in central London. A Foundation linked to this co-op reinvests monies back into training and development at the farms. http://www.farmcollective.com/.
Immediate Next Steps	<ul style="list-style-type: none"> • Liaise with local producers to gain buy in. • Speak to other food cooperative and buyers. • Narrow down the products where Romney Marsh has a comparative advantage and consider potential markets.

Potential provision of flexible business space

6.18 In the longer term, as the area becomes more enterprising, and more people look to start their own business, it will be important to ensure that the space is available to start up and grow in a professional and flexible environment. This is particularly important as businesses increasingly seek to look towards more flexible models of working.

New Romney Flexible Start Up Space Development of appropriate, flexible space within a visible acknowledged hub for business and enterprise in New Romney.	
Description – Components	<p>Demand for business space in Shepway is now largely for spaces of less than 100 square feet. At the moment this space is not readily available and there is certainly no acknowledged ‘hub’ for enterprise and new businesses within area.</p> <p>To address this, this project seeks to develop new business space in New Romney and Lydd that not only is a location for new and existing micro businesses, but also provides the support they need to flourish in the area. As a minimum, this should include:</p> <ul style="list-style-type: none"> • Clear, specific offer to businesses from Romney Marsh and the wider East Kent area • Space for home workers on a highly flexible basis and host meetings • Shared administrative services • Shared meeting spaces • Support for peer to peer networking and support. • Some basic business support related to the operation of the business • Potential to grow, and ultimately graduate, to other locations in the area (such as Mountfield Road) • Good infrastructure including parking and internet connectivity. <p>This could potentially involve re-examining The Marsh Academy’s plans to build an Enterprise Centre in New Romney. Plans for this development were to provide a space for enterprise education and ‘spin-outs’ from the school, but also to provide incubator space for use by the community as a whole.</p>
Responsibilities (Lead and Partners)	<p>Lead: Shepway DC</p> <p>Partners: Kent County Council, Romney Resource Centre, Shepway Business Partnership, Shepway DC, Romney Marsh Chamber of Commerce.</p>
Strategic Links	<ul style="list-style-type: none"> • The Shepway Regeneration Strategy outlines a desire to create a new enterprise centre within the borough.
Funding and resourcing requirements	<ul style="list-style-type: none"> • The cost of delivering a new enterprise centre could range from as little as £100,000 in build costs (not taking into account the cost of buying the land. Clearly costs can rise depending on the infrastructure requirements and the space required for other activities (for instance cafe, educational space etc). • Shepway District Council is committed to supporting the development of appropriate business space in the area and also has land holdings which could be used to develop an appropriate facility. • A more realistic cost estimate would be in the region of £350,000
Risks	<ul style="list-style-type: none"> • Potential lack of demand for business space highlights the need to undertake initial feasibility studies. • Capital funding is currently scarce; again, preliminary work will be required to demonstrate a strong economic case for intervention.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • The base at Dartford has recently been completed at a cost of £4.7m, although this is significantly bigger than would be required in Romney Marsh, it does provide a useful comparator http://www.thebasedartford.co.uk/. • The decommissioning of Hunterston A identified the need to provide an enterprise outreach service and new incubator units to stimulate growth of new businesses. Their initial experiences could provide important learning points for Romney Marsh.
Immediate Next Steps	<ul style="list-style-type: none"> • Liaise with regional partners as a precursor to feasibility and testing • Work with Marsh Academy to understand the mechanism for delivering their existing plans for an enterprise centre.

Other Potential Sectors and Interventions for Consideration

- 6.19 The current economic uncertainty make it very difficult to accurately forecast exactly what the future opportunities will be to support diversification of the business base in Romney Marsh. As such, it is very important that local partners are aware of changing characteristics and trends in relation to the local economy. Regional and sub regional partners must ensure that clear messages in this respect are communicated to those providing projects and support in the area.

6.20 The number of ‘unknowns’ also means it is difficult to predict the nature of the opportunities in specific sectors. Tourism and food have been highlighted above because they are already strongly represented in the local economy and there is an opportunity to build upon this. There are however, other sectors which also have the potential for growth in the future, two of these are aviation and health and social care.

- The potential expansion of London Ashford (at Lydd) again has the potential to support the objectives of this strategy. As a sector, aviation tends to require its suppliers to locate close to airports, so it is fair to assume that the airport itself will bring new businesses into the area and create local supply chain and employment opportunities. Should the decision favour the airport expansion, it will be important that local partners work closely with the airport to ensure that opportunities for local businesses are maximised within both the construction and operation phases.
- As referenced previously, the Health and Social Care sector will become increasingly important for Romney Marsh. This sector is already forecast to grow at a national level, given the forecast demographic changes (over the next 2 decades) in Romney Marsh, it is fair to assume that there will be business opportunities too. It will be important to monitor the evolution of this sector and ensure that it develops in a way that benefits local people. In supporting this sector it is also worth considering the opportunities to develop local social enterprises which can best meet the needs of local people, whilst also re-investing revenue locally.

7. Priority Area 3: Helping Romney Marsh Remain a Great Place to Live

- 7.1 The previous 2 sections have outlined activity which is designed specifically to improve the local economy (particularly in light of the decommissioning of Dungeness A and B). It is however important to remember that an equally important part of this strategy is ensuring that the Romney Marsh remains a pleasant place to live and that an opportunity is not missed to strengthen the sense of community in the area.
- 7.2 Other areas which have lost a significant employer (not least the closure of the coal mines in the 1980s) have also witnessed a decline in the sense of community and in civic pride. It is important that efforts are made to ensure that this does not happen in Romney Marsh. In fact, this plan should ensure that the area actually becomes a place where people want to live and participate in their local community.
- 7.3 In addition to this, Romney Marsh must ensure that this plan is used to set the foundations for the successful evolution of the area for years to come. This means that the area must make provision for strong infrastructure, housing and amenities. All of these will be critical in ensuring that new residents, businesses and visitors not only want to come to the area, but also want to stay.

Strategy and Objectives

- 7.4 With partners reporting an excellent quality of environment and a number of well established communities, in many respects Romney Marsh starts from a relatively strong base. It is important that partners build on this to...
- ...develop a collective sense of civic pride in Romney Marsh
 - ...ensure that where possible, people do not have to leave Romney Marsh to enjoy their leisure time
 - ...ensure that Romney Marsh makes the most of its environmental assets
 - ...ensure that people in Romney Marsh who are either economically or socially excluded are given more opportunities to participate in local activities
 - ...ensure that young people are valued and respected as members of Romney Marsh's community
 - ...use the area's active voluntary sector as a means to encourage activity for all.

The Interventions

- 7.5 Interventions within this section are, on the whole, related to increasing participation in local activities and generating sense of civic pride within the community. Projects are ordered under the following headings:

- Incentivising Local Involvement
- Spaces for Community
- Improved Places
- The Role of Marsh Academy in the Local Community
- Value from the Environment

7.6 There is also consideration of other areas which will impact upon the ‘liveability’ of the area. These are considered briefly under the heading ‘Bigger Picture’.

Incentivise Local Involvement

7.7 Local ownership of this strategy is an important theme that runs throughout this strategy; nowhere is this more important than in mobilising the local community to become more involved (and where possible to lead) activities within their communities. The project below is designed to incentivise involvement of local people, and give them the opportunity to define and develop the projects they want:

Self-Developed Projects Fund – A small fund to encourage local people to think innovatively about the type of projects they would like to see delivered locally.	
Description – Components	<ul style="list-style-type: none"> • This project seeks to provide the mechanism to allow people to come up with ideas and get funding for the projects they would like to see delivered in Romney Marsh. • Establishing a modest ‘seed’ fund, this project would undertake a well publicized series of events and processes to select a small number of local projects which would then receive initial funding. This could be achieved through: <ul style="list-style-type: none"> ➢ Competitions with ‘prize funds’ based around certain groups within the community ➢ Retail space in town centres which local people can bid to run for a given period as a community enterprise (before graduating to more formal space) ➢ ‘Dragons Den’ type events where members of the community can pitch for funds to deliver their ideas • Ideally, this activity would be combined with some capacity building and support to ensure that ideas are given the best chance of succeeding. • The emphasis of the project should be on providing initial, front-end support for new projects, rather than providing resource for existing projects.
Potential Partners (Lead and Partners)	<p>Lead: Romney Marsh Improvement Partnership, Shepway DC</p> <p>Partners: Local voluntary organisations, External voluntary sector body (NCVO, Acievo)</p>
Strategic Links	<p>Shepway DC Corporate Objective</p> <ul style="list-style-type: none"> • Creating places where people want to live and work
Funding and resourcing requirements	<ul style="list-style-type: none"> • Grants could range from £50 to £1000; hence the budget for the project would be dependent upon the number and size of the grants. • A promotional and administration budget of around £10,000 would be useful for marketing and events. • A total of £30,000 - £40,000 per annum would be a reasonable budget for this element. •
Risks	<ul style="list-style-type: none"> • Lack of interest in voluntary projects within the local community could present some problems. Some initial capacity building and education events could overcome this. • Inability to engage harder to reach residents could impact on the real added value of the project.

	Some outreach to more deprived areas could help mitigate this.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • NESTA is currently funding a number of areas to empower local people to be more active within their community. The projects they are funding provide regularly updates on the NESTA website, they are also summarised in this document: http://www.nesta.org.uk/library/documents/NCSv17.pdf
Immediate Next Steps	<ul style="list-style-type: none"> • Scope out interest with local people • Liaise with voluntary sector representative bodies and share their experiences

7.8 As well as being given the chance to define their own interventions, residents of Romney Marsh should be encouraged to become more involved in the main town and village centres (in particular, Lydd, New Romney, St .Marys Bay, Littlestone, Greatstone and Dymchurch). The following project is designed to incentivise the use of existing centres as well as providing a boost for the local economy.

Town Centre Discount Project – Provision of an agreed discount in participating shops within Romney Marsh’s town centres.	
Description – Components	<p>Work in partnership with local retailers and other businesses in local town centres to offer a common discount for local people (between 5 and 10%). This serves 2 purposes:</p> <ul style="list-style-type: none"> • It encourages local people to make more use of town centres, increasing social interaction and giving people a shared sense of acting locally. • It keeps money within the locally economy reducing the ‘leakage’ which occurs when people use supermarkets or major retailers. <p>A discount card and publicity campaign can be developed alongside the development of the Romney Marsh brand and potential food project.</p>
Potential Partners (Lead and Partners)	<p>Lead: Romney Marsh Chamber of Commerce Partners: Shepway DC, Town Councils</p>
Strategic Links	<ul style="list-style-type: none"> • This project will encourage local purchasing (in line with the Shepway Regeneration Strategy)
Funding and resourcing requirements	<ul style="list-style-type: none"> • Funding costs are limited as discounts would be offered at the discretion of local shop keepers. Some budget would be required for initial marketing and administrations, but this could be done for a relatively modest amount.
Risks	<ul style="list-style-type: none"> • Lack of take up from shopkeepers is the most obvious risk to the success of this project. Close liaison would be important as well as being able to demonstrate the economic value of being involved in the scheme.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • On Roman Road High Street in East London a number of businesses have signed up to offer a 10% discount for local people http://www.romanroad.org/index.php?section=4 • EC1 Local is a specific card which offers a variety of offers to local people and those working in a local area http://www.ec1local.com/index.php
Immediate Next Steps	<ul style="list-style-type: none"> • Soft test with local shop keepers • Survey local town centre and supermarket users to understand if they would be prepared to used the scheme in the future.

Spaces for the Community

7.9 One of the key principles of this strategy is ensuring that residents (and particularly young people) are encouraged to stay in the area and play a part in its evolution. To do this, there needs to be opportunity for them to develop an affinity with the area. The key barrier to this at the current time is a lack social space and places they can call their own.

7.10 Partners should look to build upon existing spaces for young people (such as SenSes Youth New Romney and Lydd Youth Set) to create a network of facilities run by young people for young people within Romney Marsh.

Youth Cafes – Prominent local spaces run by young people for them and their peers.	
Description – Components	<ul style="list-style-type: none"> Youth cafes are youth run facilities in prominent locations within a given town or community. Young people are supported by local organisations to take ‘ownership’ of space and run it as they see fit. This can include internet facilities, commuter games, training facilities and obviously food and drink. In Romney Marsh an appropriate visible locations will give young people a new choice and a space where they can congregate. Delivering this project would require the provision of a relevant facility, equipment and furniture. One option to run this as a social enterprise, generating income to grow the facility further and deliver other activities. In addition to this, a youth cafe can also provide valuable work and business experience for young people. In the longer term this concept could be developed further to provide more variety to the evening offer for young people. This could perhaps include the delivery of a venue, which could host cinema and music events.
Potential Partners (Lead and Partners)	Lead: Marsh Academy, Romney Marsh Young People Partners: Shepway DC, SenSes, Lydd Youth Set)
Strategic Links	<ul style="list-style-type: none"> The project has clear links to the ‘Find Your Talent’ Pilot and a general desire to raise aspirations of young people.
Funding and resourcing requirements	<ul style="list-style-type: none"> The project would cost around £30-40,000 depending on the type of building and breadth of services it wishes to offer. The Cafe itself would have the potential to generate its own revenue and should seek to use this to become self sufficient once established.
Risks	<ul style="list-style-type: none"> Lack of appropriate buildings could pose a problem, although partners have suggested that there are spaces available (obviously, space in the near vicinity of the school would be more convenient) Lack of interest from young people could be a problem in the medium to long term. Building activity into the school curriculum and linking to other enterprise activities in this strategy could help increase involvement.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> A similar venture has successfully taken place in Rhyl. http://www.ryag.org.uk/policies/youthcafe08.pdf This example has a regular attendance of around 15-35 people and has provided a location for informal education as well as social activities. Princes Trust have created a useful survival guide for Youth Cafes http://www.princes-trust.org.uk/pdf/YouthCaf%C3%A9%20Survival%20Guide.pdf
Immediate Next Steps	<ul style="list-style-type: none"> Work with young people to test the appetite for involvement in this kind of project. Scope out potential buildings for use as a youth cafe.

7.11 In addition to providing space where young people can be engaged and take some ownership, it is also important to try and establish space which can be used by the community as a whole. Community Gardens are one way of doing this.

7.12 Romney Warren already has a community garden, like the delivery of Youth Cafe’s a collective network of spaces for young people could provide the basis for improved community cohesions, training and improved intergenerational relationships.

Community Gardens – Development of space or spaces which can become the focal point of community engagement and interaction within Romney Marsh.	
Description - Components	<ul style="list-style-type: none"> Prominent Community Gardens would act as a positive focal point for the community within Romney Marsh and would not only have a positive visual impact on the area but would also bring together the various groups that make up the community. The gardens should include a range of different features including allotments, organic gardening experiments, cash crop growing areas, mulch production areas, growing tunnels, wind turbines etc. Provision could also be made for leisure including small formal gardens, ponds, rough play areas, educational provision etc. Community gardens elsewhere in the country have offered a wide variety of activities including the

	<p>following:</p> <ul style="list-style-type: none"> ➤ Opportunities for the delivery of inter-generational projects; ➤ Provision for children with learning disabilities and behavioural problems; ➤ Courses for adults with severe learning disabilities; ➤ Provision for care in the community residents via local voluntary groups; ➤ Horticulture qualifications; ➤ Action for Employment volunteers; ➤ Courses (therapeutic, recreational and work orientated) are taught over fixed periods or offered on an open ended basis and accredited by continuous assessment; ➤ Therapeutic activities are provided through a limited number of placements; ➤ Food education interventions. <ul style="list-style-type: none"> ● This project should be delivered at several places within Romney Marsh, providing a vehicle for engagement in every town in Romney Marsh. ● This type of activity could also clearly be linked to a potential food project (see previous section).
Potential Partners (Lead and Partners)	<p>Lead: Kent Wildlife Trust, Kent Rural Partnership, Romney Marsh Countryside Project, Romney Warren Community Garden</p> <p>Partners: Marsh Academy, Local Voluntary Sector bodies, Lydd Allotments</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> ● Funding is dependent upon the number and scale of spaces identified. Assuming these are in public ownership and of reasonable size, with initial grant of £5,000 - £10,000 per space and modest annual running costs would meant around £25,000 pa could sustain the phased delivery of the project over a number of years.
Risks	<ul style="list-style-type: none"> ● Preparedness of various members of the community to work together may be an issue in the early stages of the project. Some initial engagement would be necessary. ● Lack of appropriate spaces, may not seem like an issue in a rural location, but finding prominent locations in the vicinity of town and visitor centres may prove more difficult (although in insurmountable)
Successful example(s) from elsewhere	<p>Where Community Gardens have been successful in the past (Springfield, Culpeper in Islington) Local people were involved in much of the work associated with the planning and creation of gardens. Residents can use the facility on a drop-in basis where help and advice could be given on gardening, food production, home economics and care of fauna. Whilst local schools and groups could use the space to as part of their curriculum offer</p> <p>http://www.culpeper.org.uk/culpeper_community_garden.cfm</p>
Immediate Next Steps	<ul style="list-style-type: none"> ● Assess interest amongst local people ● Identify potential sites and pilot approach ● Approach local garden centres to scope discounts for plants and materials.

Improved Public Realm

- 7.13 In addition to exploring the potential of expanding delivery of community gardens, there is certainly scope to improve the appearance of certain locations within Romney Marsh. Despite the acknowledged beauty of Romney Marshes location, there are certain sites in the areas which are in need of physical improvement (for the benefit of residents and visitors alike)

Public realm Improvements – Address issues of dilapidation at certain locations within Romney Marsh to create improved environments for local people and visitors	
Description - Components	<p>Pursue the improvement of public realm at certain location in Romney Marsh. This could include:</p> <ul style="list-style-type: none"> ● Improved surface materials (pavements and roadways) ● Tree planting ● Street furniture ● De-cluttering of signage ● Improve lighting

	<ul style="list-style-type: none"> Waymarking Public art <p>Local people should be engaged (perhaps through a public vote) to decide exactly which sites should be considered for improvement, although the A259 Coastal Strip, Dymchurch and Lydd centre and Greatstone all have strong cases for improvement.</p>
Potential Partners (Lead and Partners)	<p>Lead: Shepway District Council</p> <p>Partners: Town Councils</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> Funding is dependent upon the number and scale of improvements (notional budget for improvements between £150,000 and £300,000 per site) Initial budget will be required for design work (c. £15-£20k per site)
Risks	<ul style="list-style-type: none"> Agreeing budget in light of budgetary constraints Agreeing sites for improvements Variation in costs of materials
Successful example(s) from elsewhere	<ul style="list-style-type: none"> Dover Pride has overseen a number of public realm projects through the delivery of its public realm strategy http://www.doverpride.org.uk/completed_projects/public_realm.aspx CABE offered support for local partners who wish to improve streetscape. As part of this, they hold a database of best practice. http://webarchive.nationalarchives.gov.uk/20110118095356/http://www.cabe.org.uk/public-space/streets
Immediate Next Steps	<ul style="list-style-type: none"> Assess interest amongst local people Identify potential sites Take advice on initial design requirements.

The Role of the Marsh Academy in Supporting the Local Community

7.14 The role of the Marsh Academy in the positive evolution of Romney Marsh should not be downplayed. As well as being a significant local employer, the school provides one of the area's main community focal points. As well as its core educational functions, the school also supports enterprise education, intergenerational projects and engagement, alongside some provision of entertainment for young people.

7.15 The school has ambitious plans, many of which are directly linked to projects within this strategy, but at the very least support the objectives of this strategy. Long term plans for a new enterprise centre, delivery of IT courses and adult education have all been identified within this document. However, the development of a new Family Inclusion Centre provides the most immediate opportunity to strengthen the local community.

The Family Inclusion Centre

7.16 The centre will be dedicated to inclusion services for the Academy. This will include working with students who need additional help with literacy and numeracy; supporting vulnerable students with short or long-term interventions, for example with a school nurse or counsellor. The top floor of the centre will however, be dedicated to community use, for example, to provide family support services that residents currently need to travel to Ashford or Folkestone for. Adult education services and local youth groups will also be encouraged to use the Centre, although primarily for delivery of services

7.17 This centre provides an ideal example of how partners in Romney Marsh should structure responses to challenges within the local community. It responds to a specific issue, namely youth disengagement, and delivers services which otherwise would require a significant commute out of the area. Most importantly, it provides a prominent focal point for activity

and a hub from which activity can be delivered.

- 7.18 Partners should be supportive of the centre and identify ways in which the community space can be used to best serve the local area.

Other Schools

- 7.19 Whilst Marsh Academy is the most significant and high profile educational partner, it is important that partners also communicate with local primary schools to ensure that they are given adequate opportunities to participate in the delivery of the plan.

Value from Environment

- 7.20 In delivering the interventions outlined within this plan, it is important that partners seek to reinforce the impact of one of Romney Marsh's most important assets. The natural environment (including farmland, wildlife habitats and coastline) while acting as a major constraint for proposals such as Dungeness C is in many respects, also Romney Marsh's trump card and something that differentiates it from other locations.
- 7.21 The recent National Ecosystem Assessment² shows that high quality diverse environments supporting biodiversity and ecosystems generate significant benefits for the local regional economies. As such, the economic value of these spaces should not be overlooked.

Romney Marsh already has a number of relevant projects which support the enhancement of the local environment, these include– Romney Marsh Countryside Partnership, Romney Marsh Living Landscape, Romney Marsh Visitor Centre. As the area evolves, partners may wish to bring various groups and projects together as a sub-group of the new Improvement Partnership to ensure that issue relevant to the local environment continue to receive prominence.

Bigger Picture Interventions

- 7.22 This section has primarily focused on smaller interventions which can act as a fulcrum for community involvement and an increased sense of cooperation and civic pride on Romney Marsh.
- 7.23 There are though, a number of other areas and themes which perhaps don't fall within the auspices of this socio-economic strategy. They are though, areas of work and challenges which will be absolutely fundamental to making Romney Marsh more desirable effective place to live, work and visit. This are considered in turn below:

Transport Infrastructure

- 7.24 Public transport has already been identified as a key issue for Romney Marsh. A reliance on a bus service which is infrequent and inappropriate in its timing is not only a source of annoyance for local people, but also provides a barrier to employment and training. It is

² <http://uknea.unep-wcmc.org/Home/tabid/38/Default.aspx>

important that (in addition to any community transport intervention), partners maintain a strong lobby for the area to receive improved transport provision.

- 7.25 The road infrastructure is generally considered fit for purpose and is generally only prone to congestion at times during seasonal peaks. One of the objectives of this strategy is to encourage more people to come to the area and this will clearly need to be considered. In addition to this, if the airport expansion goes ahead then this will also increase the traffic on the roads. In both of these cases, a watching brief is recommended.

Broadband, IT and NGA

- 7.26 Like public transport, the inconsistent (and in some cases non-existent) provision of decent broadband is an issue for Romney Marsh with tangible economic consequences. Increasingly, distance learning, business support, business banking, sales and recruitment takes place online; the lack of a good service disadvantages residents who wish to undertake these activities.
- 7.27 There is a clear market failure which is preventing Romney Marsh residents from getting the sort of access (including Next Generation Access – NGA) which will enable them to participate fully in the opportunities that the internet provides for employment, business and learning.
- 7.28 Kent County Council, through the Kent Rural Development Framework promotes better ICT as a route to a dynamic, rural, knowledge economy. Indeed the development of a strong ICT infrastructure is seen as vital to enable rural businesses to compete and trade with their urban partners. KCC have already made resources available for parishes, villages and towns to bid to improve broadband access and the county continues pursue bids to BDUK for funding to improve access for all.
- 7.29 Whilst Romney Marsh is clearly a priority in this area and things are moving towards a successful conclusion; local people should be encouraged to play an active role within the lobby to government and BDUK. Mechanisms should also be put in place to record specific examples where people are prevented from participating in specific activities as a result of poor connectivity.

Housing

- 7.30 The East Kent Local Investment Plan (LIP) suggests that there are 67,000 homes within the sub-region below 'decent' standard. Romney Marsh is not immune to this and partners have suggested that in some parts of the area (Littlestone, Greatstone and Lydd in particular), there are a number of properties which are in need of improvement, or are coming to the end of their lifespan. Whilst there is little public partners can do about privately owned properties, it is important that the situation is monitored alongside national housing policy to ensure that the visual appeal of the area does not suffer.
- 7.31 The Shepway DC Core Strategy promotes a relative small increase in the number of residential properties within Romney Marsh over the next 10-15 years. The East Kent investment strategy promotes 400 new homes in New Romney whilst there are a number of small developments taking place in Lydd.

● Romney Marsh Socio Economic Plan ●

- 7.32 In the longer term, should the area achieve its objective of becoming a more popular place to live, intervention may be necessary to ensure that affordable housing is available to enable some local people to stay in the area. At the current time, this does not appear to be a priority.

8. Funding the Plan

- 8.1 Funding the actions within the plan will perhaps be the most significant challenge that partners will face in delivery.
- 8.2 This section looks at some of the available funds and makes recommendations on which funding sources are appropriate for the different funding sources.

The NDA Socio-Economic Fund

- 8.3 The NDA's Socio-Economic Vision is 'to support the creation of dynamic, sustainable local economies for communities living near the decommissioning sites'. The NDA's socio-economic policy sets out four priority themes for support:
- Employment – with a preference for higher value employment development
 - Education/skills – either related to decommissioning and clean-up or to support economic diversification
 - Economic and social infrastructure (including environmental remediation/improvement)
 - Economic diversification, including support for the local supply chain.
- 8.4 The NDA uses three methods to deliver socio-economic support – Direct NDA support, Support through NDA operations; and Support via Site License Companies (SLCs). The former of these delivery methods involves a specific NDA fund Proposals for funding from the NDA socio-economic fund are evaluated against a number of criteria:
- Does the proposal address a specific issue of deprivation, local community priority or economic opportunity?
 - Does the proposal meet relevant national and local government and the NDA's priorities and objectives?
 - Is the proposal widely supported by local partners?
 - Are good governance arrangements in place?
 - Have efforts been made to maximise the impact of any potential NDA funding?
 - Is the proposal sustainable post-NDA funding?
 - Is it an invest-to-save proposal?
 - Are expected outcomes clear?

Applicability

- 8.5 The evidence of need outlined in baseline information means that Romney Marsh has become a priority location by Mgnox. With this in mind, partners should work closely with the Mgnox and the NDA to further development priority projects to ensure they are ready for the application process.

Projects

8.6 The projects that are most relevant to the NDA socio-economic fund are:

- Energy to Engineers
- Skills for Decommissioning
- Job and Experience Brokerage
- Enterprise Facilitation
- Incubator units

Coastal Communities Fund³

8.7 The Coastal Communities Fund is a new fund designed to support the economic development of coastal communities and aspires to support a wide range of projects, including those that support charities, the environment, education and health. This fund is UK-wide and will be worth 50% of the gross revenue raised from the Crown Estate's marine activities. As such in April 2012 there will be £18.2 million available for Coastal Communities in England, and projects which can be supported include the development of renewable energy, skills improvement programmes, and projects improving and safeguarding the environment.

8.8 The Coastal Communities Fund will open for business in April 2012, and further details on how one can apply to the Fund will be published shortly on HM's Treasury website.

Applicability

8.9 As a new fund, this provides a considerable opportunity for Romney Marsh to promote itself as an exemplar coastal area, the number of economic 'shocks' to the area should also strengthen the case. Whilst objectives are not yet fully formed the focus on charities, and education are both well aligned with this plan.

Projects

8.10 Based on the limited information available to date, this fund could be applied to the following projects:

- Building the FE Offer in Romney Marsh
- Enterprise Education
- Self-Developed Projects Fund
- Youth Cafe
- Community Garden (Romney Warren)

Rural Development Programme for England (RDPE) - DEFRA⁴

8.11 The Rural Development Programme for England (RDPE) supports rural areas in a number of

³ http://www.hm-treasury.gov.uk/press_86_11.htm

⁴ <http://www.defra.gov.uk/rural/rdpe/>

ways which recognise the connections between agricultural and economic development, environmental stewardship and community sustainability. Funding is available to develop a wider rural business community and to enhance opportunities within communities where deprivation exists. One of the RDPE's 4 "axes" is to improve the quality of life in rural area while diversifying the rural economy.

Applicability

- 8.12 Again, it is possible to draw parallels between the objectives of this fund and the objectives of this plan. Developing and diversifying the local business community and developing community sustainability means that a number of the projects identified in this plan are potentially viable.

Projects

The projects that are worth of consideration in bidding for this fund are:

- Travel to Work and Education
- Enterprise Education
- Self-Developed Projects Fund
- Job and Experience Brokerage
- Enterprise Facilitation
- Business Grant Programme
- Delivery of Enterprise Centre at New Romney
- Romney Marsh Food Project
- Enterprise Centre

Roger De Haan Charitable Trust⁵

- 8.13 The Roger De Haan Charitable Trust primarily supports charitable causes and projects in East Kent (Shepway District in particular) and aims to make a substantial impact on the community where it is based. The main categories into which the Trust's support is channelled include education; arts, culture and heritage; community development and regeneration; amateur sport; projects to support young people; as well as health and welfare for older people.

Applicability

- 8.14 The local specificity of the fund should make this potential option for funding. Again, the focus on building the capacity of the local community and promoting education is an important part of this study and interventions are distinct enough to avoid duplicating of replacing any statutory services or existing projects (which would disqualify them from this fund).

⁵ <http://www.rdhct.org.uk/>

Projects

8.15 Based on the community and education focus, the following projects are worthy of consideration in relation to this fund:

- Enterprise Education
- Self-Developed Projects Fund
- Youth Cafe
- Building the FE Offer in Romney Marsh
- Community Gardens

Kent Downs and Marshes Leader Programme⁶

8.16 The Kent Downs and Marshes Leader Programme offers grants of up to £50,000 (with some match funding required) in three areas including: adding value to local products (with a particular focus on land based sectors); fostering sustainable rural tourism; assisting rural communities (and businesses) in managing change. The level of match funding required is decided on a project-by-project basis.

Applicability

8.17 Again, the geographic specificity of this fund makes this applicable to a number of projects. The focus on local projects and assisting rural areas in managing change has added salience for this project.

Projects

8.18 Projects worthy of consideration in relation to this fund are:

- Business Grant Programme
- Establish the Visitor Brand
- Town Centre Discount Project
- Romney Marsh Food Project
- Community Gardens

Kent County Council⁷

8.19 For the 2011/12 financial year Kent County Council has around £1.7 million available in grants across the whole county to inject into locally based projects aiming to achieve lasting community benefits. **Local County Councillors have to champion and support projects under the Local member grants.** The type of activities support by these grants varies greatly and ranges from marketing and training costs, to community safety schemes as well as sports and education related projects.

⁶ <http://www.kentruralnetwork.org.uk/leader>

⁷ http://www.kent.gov.uk/your_council/have_your_say/community_engagement/local_member_grants.aspx

Applicability

- 8.20 Realistically, Romney Marsh would be competing against a number of different areas across the county for a relatively small amount of funding. Given the number of areas with more visible issues of deprivation, KCC will probably have limited resource to spend on specific local projects within Romney Marsh. The county council will, however, be able to provide valuable assistance (and potential funding for some larger scale projects and aspirations).

Projects

- 8.21 It is important that local partners continue to work closely with Kent County Council to identify ways to deliver some of the bigger projects within this plan. For instance, KCC area already providing financial and staff resource to address issues related to broadband provision in Romney Marsh.
- 8.22 Opportunities should also be sought to work collaboratively to support the 'Travel to Work and Education Project', the delivery of FE provision in the area and a potential enterprise centre in New Romney. KCC should also be encouraged to support 'Job and Experience Brokerage' and 'Energy to Engineers' both of which have the potential to be adapted on a sub-regional level. Clearly, if the RGF bid is successful, KCC will be a major partner delivering business grants.

Shepway District Council

- 8.23 As the local authority, Shepway DC is responsible for the delivery of many of the statutory services in Romney Marsh. Where possible the council needs to be encouraged to 'bend' mainstream services to ensure that they are closely linked to the principles outlined within this strategy. In addition, the council should also seek to join Kent County Council in lobbying on behalf of the area.
- 8.24 More recently, Shepway DC has led in the formation of a new business forum for the area. With this group, Shepway DC has set up a fund that will be spent on creating more jobs in the Folkestone and Romney Marsh area over the next three years.
- 8.25 The council's proposals for allocating this money include:
- Apprenticeships/assisted employment: Significant 3 year programme of investment
 - Working Families Everywhere: 4 Family Champions focusing on 40 families – 18 month programme starting late 2011
 - Broadband improvements focussing on Lydd-on-Sea and Lympe/Stanford areas to improve the infrastructure
 - Incubator space for new businesses

Business support and advice Applicability

- 8.26 The majority of funding allocated by Shepway DC will be directly relevant to the delivery of projects outlined in this plan. The allocation of funding to support business growth and job creation is particularly timely and could create significant momentum for this plan.

Projects

8.27 Specific projects which could be funded by Shepway DC (our funding is already being focused down quite tightly to:

Include:

- Energy to Engineers
- Skills for Decommissioning
- Job and Experience Brokerage
- Travel to Work and Education
- Enterprise Facilitation
- Business Grant Programme
- Response to potential growth in Aviation and Health and Social Care Sectors
- Delivery of Enterprise Centre at New Romney
- Improved Broadband Access

Magnox

8.28 Magnox have recognised the need to prioritise Romney Marsh as location for Investment. They have previously an annual fund of around £150,000 which it used to fund socio-economic activities in the areas where it is currently involved in decommissioning. Last year the fund allocated grants of around £10-15,000 per project. These included area promotion activities, town centre projects and the production of this plan. From 2012 onward, Magnox will take responsibility for more of the delivery of the NDAs economic development funding.

Applicability

8.29 The community focus of a number of the project and the positive relationship which exists between Magnox and a number of the partners involved in this project mean that this funding should be seen as a viable option for a number of the projects outlined in this plan (particularly as match to other funds).

Projects

8.30 Project which tie in with the objectives outlined by Magnox include:

- Self-Developed Projects Fund
- Town Centre Discount Project
- Youth Cafe
- Romney Marsh Food Project
- Establish the Visitor Brand
- Community Garden

Grants and Loans for civil society organisations

- 8.31 Provision of support for and by civil society organisations is an important part of this plan, particularly Priority Area 3.
- 8.32 There are a plethora of funds (the RDCF being one) which offer support for community organisations that may become involved with the plan. Previously these were difficult to access and search; however, the 'Funding Central' website (<http://www.fundingcentral.org.uk/search.aspx>) provides an easily searchable, up to date database of grant funds and loans schemes.
- 8.33 Partners should provide some resource to work with voluntary and community organisations to identify where funds could be accessed to help deliver project in the plan and other activities which adhere to the objectives and principles outlined earlier in the document.

The Local Enterprise Partnership and Growing Places Fund

- 8.34 Local Enterprise Partnerships (LEPs) are relatively new vehicles for supporting economic growth in functional economic geographies. Romney Marsh sits in the Kent, Essex and East Sussex LEP area. As the LEP evolve, it is likely it will become responsible for delivering a number of new funds. The first example of this is the 'Growing Places Fund'

Growing Places Fund

- 8.35 The Growing Places Fund was put in place to support local infrastructure projects which unlock housing and economic growth, The LEP has received £32m. The Fund has 3 overriding objectives:
- To generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing;
 - To allow Local Enterprise Partnerships to prioritise the infrastructure they need, empowering them to deliver their economic strategies;
 - To establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment.

Applicability

- 8.36 Realistically, Romney Marsh is probably not currently considered a priority location in the context of such a big LEP area. With this in mind it is important that partners use the baseline information provide alongside this plan to ensure that the case is made for investment in Romney Marsh.

Appendix A Summary of the Economic Impact Assessment

Decommissioning of Dungeness Nuclear Power Stations

28. The detailed economic impact assessment forms an important component of the evidence required to access the resources needed to deliver the plan. Regeneris has undertaken a thorough study of the impacts, the findings of this exercise are summarised below.

The Current Economic Role Played by Dungeness A Site

29. Dungeness A is clearly an important component of the local economy – especially in terms of employment provision.
30. Around 354 people are directly employed by Magnox at A Site. Total direct employment increases to 432 jobs when sub contractors and agency workers are taken into account. In monetary terms, it is estimated that Dungeness A directly contributes GVA of around £17.5 million into the economy and also results in Exchequer benefits of around £14.8 million.
31. Direct and on site employment at Dungeness A accounts for around a fifth of all jobs in Lydd ward (within which the site is located) and around 8% of all jobs in the wider Romney Marsh area⁸. Possibly reflecting the geographically peripheral nature of the Dungeness A site, a high proportion of employees also live within the immediate local area – nearly two thirds of Magnox Ltd employees working at the site live within Shepway and more locally, a high proportion live within the Romney Marsh area.

Dungeness A Site: Local Employment Contribution				
Dungeness A Site Jobs	Direct Employment (headcount)		354	
	Direct, Agency and On Site Sub Contracting (headcount)		405	
Wider Geogs?		Total Jobs	A Site Direct Employment as a % of Total	A Site - All Onsite Employment as a % of Total
	Lydd	1,951	18%	21%
	Romney Marsh	4,792	7%	8%
	Shepway	35,257	1%	1%
	Kent	540,097	0.1%	0.1%

Source: Magnox and Business Register and Employment Survey (BRES)

32. When taking indirect and induced impacts into account the estimated economic impacts of Dungeness A Site are considerably higher. Combining all impacts, it is estimated that Dungeness A Site supports up to:
- Around 800 jobs and GVA of £34.1 million at the UK level
 - Around 490 jobs and GVA of around £19.8 million at the Kent level
 - Around 460 jobs and GVA of around £18.6 million at the Shepway level

⁸ For the purposes of this assessment the wider Romney Marsh area has been defined as incorporating five Shepway wards – Lydd, Romney Marsh, New Romney Coast, New Romney Town and Dymchurch and St Mary's Bay

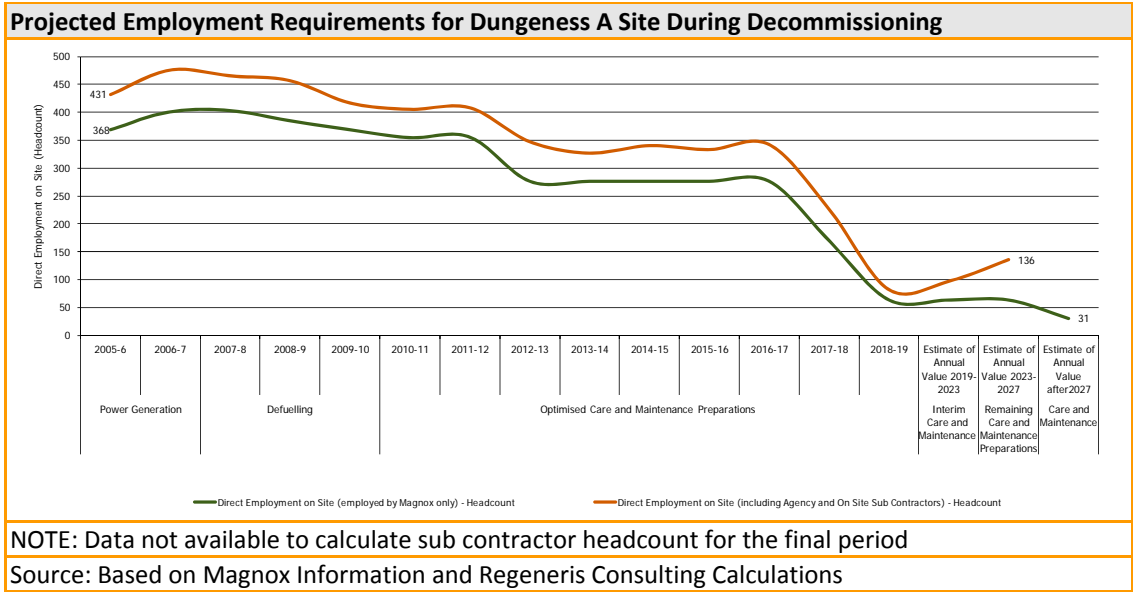
33. The disparities between these figures are representative of the comparatively low levels of indirect impacts at the Kent and Shepway levels relative to the UK level – the direct result of relatively low levels of supply chain expenditure by Dungeness A at the local level (and subsequently high levels of leakage from the local economy).
34. The economic contribution currently made by Dungeness A is summarised in the table below.

Dungeness A Site: Summary of Current Main Economic Impacts				
	Direct	Direct, Indirect and Induced		
		UK	Kent	Shepway
Turnover (£million)	£35.5	£84.3	£42.8	£38.9
GVA (£million)	£17.5	£34.1	£19.8	£18.6
Employment (inc sub contractors)	432	799	486	458
Exchequer (£million)	£14.8	N/A	N/A	N/A

Source: Based on Magnox information and Regeneris Consulting Calculations

The Changing Economic Role of Dungeness A during Decommissioning

35. At headline level decommissioning process will result in a significant decline in the levels of direct, induced and indirect economic impacts that result from the operations of Dungeness A. Previous analysis highlighted the dependence of the local (Romney Marsh and Shepway) economy and population on the jobs provided by Dungeness A Site – and reflecting this, that the decommissioning process will impact upon these areas in a disproportionate way. However, the timescales involved in decommissioning are significant in that they allow for an adjustment process to take place in the local economy.
36. The largest decline in the number of employees directly employed by Magnox Ltd is currently projected to take place from 2017-2019, when the direct employee level will fall by around 260 posts. This time period clearly represents a pivotal juncture for the local economy and population.
37. In the period after 2019, however, the demand for agency staff and sub contractors is projected to increase for a short period, as final preparations are made before the Care and Maintenance phase of decommissioning commences. This phase is expected to involve an upsurge in activity on site and in particular the carrying out of a number of specialist tasks / activities – hence the requirement for specialist support from sub-contractors.



38. These factors highlight that decommissioning represents less of a sudden and sharp shock to the Romney Marsh and Kent economies than, for example, the recent closure of Pfizer at Sandwich. The length and varied nature of the different phases of activity of decommissioning mean that Dungeness A’s impact on the local economy will continue until 2027 – albeit at a declining rate

39. The overall impacts of decommissioning on jobs are likely to be offset to a certain extent by a number of additional considerations –

- Not all those workers made redundant will be looking to re-enter the labour market – as discussed in this section, for example, some of those at risk from redundancy are nearing retirement age.
- Certain mechanisms and agreements have been put in place to allow the internal transfer of staff made redundant by decommissioning at Dungeness. These include the potential for internal staff transfers within Magnox (which build upon expertise and experience in decommissioning processes) and external staff transfers between Magnox and EDF. However, these transfers would take place on a national scale and whilst obviously a valuable intervention for employees, the potential loss of economically active and highly skilled residents represents a risk to the Romney Marsh economy.

8.37 The length of the decommissioning process means that Dungeness A will continue to require resource and manpower throughout the 90-100 year lifespan of decommissioning, albeit at a much reduced scale post 2027. It is important that the local economy is able to continue to service and take advantage of these needs, whilst automatically progressing any attempts to secure economic diversification.

8.38 At face value, the relatively low levels of direct expenditure in the local economy by Dungeness A Site would suggest that the impact of decommissioning on local suppliers / businesses would be relatively minor. However, anecdotal evidence suggests that there are some parts of the local economy which are reliant on Dungeness A Site – in particular, the local guest houses and related services which currently benefit year round from the high number of sub-contractors / temporary workers staying in the area. Locating these and

helping them to adjust will be key going forward

8.39 The projected changing economic impact of Dungeness A Site during decommissioning is summarised in the table below:

Dungeness A Site – Changes in Direct Impacts during Decommissioning					
	Average 2010/11	Average 2011 to 2019	Average 2019-2023	Average 2023-2027	Average 2027 and Beyond
Turnover (£million)	£35.5	£42.3	£9.6	£37.8	£2.6
GVA (£ million)	£17.5	£14.7	£4.6	£4.8	£2.2
Jobs (inc sub contractors)	432	334	121	192	N/A – see note below
Exchequer (£ million)	£14.8	£17.9	£4.3	£14.6	£1.6
NOTE: Data constraints mean that it has not been possible to estimated the number of sub contractors post 2027					
Source: Based on Magnox Information and Regeneris Consulting Calculations					

8.40 The table below summarises the changing nature of all impacts –including direct, indirect and induced impacts – during decommissioning:

Dungeness A Site – Changes in Total Direct, Indirect and Induced Impacts during Decommissioning						
		Average 2010/11	Average 2011 to 2019	Average 2019-2023	Average 2023-2027	Average 2027 and Beyond
UK	Turnover (£million)	£84.3	£79.8	£33.2	£64.7	£5.6
	GVA (£ million)	£34.1	£27.8	£13.8	£15.4	£3.2
	Jobs (inc sub contractors)	799	635	319	417	N/A – see note below
Kent	Turnover (£million)	£42.8	£49.0	£12.5	£41.0	£3.4
	GVA (£ million)	£19.8	£16.8	£5.5	£5.8	£2.4
	Jobs (inc sub contractors)	486	382	141	213	N/A – see note below
Shepway	Turnover (£million)	£38.9	£45.4	£10.8	£39.2	£3.0
	GVA (£ million)	£18.6	£15.6	£4.9	£5.2	£2.3
	Jobs (inc sub contractors)	458	356	130	201	N/A – see note below
NOTE: Data constraints mean that it has not been possible to estimated the number of sub contractors post 2027						
Source: Based on Magnox Information and Regeneris Consulting Calculations						

40. The local (Romney Marsh and Shepway) economy and population is fairly dependant on the jobs provided by Dungeness A Site – and reflecting this, the decommissioning process will impact upon these areas in a disproportionate way. As discussed above, the timescales involved in decommissioning are significant in that they allow for an adjustment process to take place in the local economy.

8.41 It is also worth noting that currently the decommissioning process is delivered by a number of contractors who have been recruited from outside the area. This in itself will have an impact upon the added value provided by these jobs.

The Nature and Quality of Employment Supported at Dungeness A Site

8.42 Significantly, jobs supported by Dungeness A tend to be full time, year round positions which have provided relatively secure forms of employment over a long time period. The number of FTE positions supported by Dungeness A is similar to the total headcount – reflecting the fact that the majority of the positions provided are full time and year round.

8.43 As would be expected given the nature of activities involved in nuclear power generation

and decommissioning, the core workforce at Dungeness A is highly skilled and specialised in nature. However, it is also important to note that in addition to these highly skilled workers, Dungeness A also provides other employment opportunities for workers with a relatively wide range of skills. This is significant as it means that jobs supported by the site are accessible to people with a wide range of skills and occupations in the local population.

Impact on Training Provision in the Romney Marsh Area

- 8.44 Given the nature of the activities taking place at Dungeness A Site, up skilling and training of staff is taken very seriously by Magnox. Staff (both those directly employed by Magnox and those subcontracting) receive a relatively high number of internal and external training days each year.
- 8.45 As such, whilst not necessarily a primary impact, it is important to recognise that role that Dungeness A Site plays in up skilling employees and hence the fact that the decommissioning process will result in the loss of a training mechanism for Romney Marsh residents.

Longer term events such as the decommissioning of Dungeness B Site

- 8.46 It is currently anticipated that Dungeness B Site will continue to generate power until either 2018 or 2023 whence it too will begin the decommissioning process. In the scope of this work it has not been possible to analyse the likely impact of decommissioning at Dungeness B Site in detail. However, consultation with the Station Manager at B Site has highlighted the important role that the facility plays locally. It is estimated that Dungeness B Site employs a workforce numbering 554 and contributes an estimated £29 million into the local economy
- 8.47 Detailed plans for the decommissioning of Dungeness B Site are yet to be laid out. However, it is likely that the decommissioning process will broadly follow a similar pattern as that being played out at Dungeness A Site. As such, it is unlikely that the start of decommissioning will result in the sudden loss of a high number of jobs. However, job losses and reductions in overall economic impact should be expected throughout the 2020s and 2030s as the early stages of decommissioning are completed.
- 8.48 It will be important for detailed analysis of the likely impacts of decommissioning – and perhaps more importantly the phasing of impacts – to be undertaken when the initial decommissioning plan has been published. In the interim period, however, it will be important that any actions taken to mitigate against the impacts of decommissioning at Dungeness A Site are designed in the context and understanding of future operations at Dungeness B Site.

Appendix B Romney Marsh Socio Economic Baseline

Introduction

41. This section draws on a broad range of indicators to provide an analysis of the current socio-economic characteristic and issues for Romney Marsh⁹. A full review of official datasets has been carried out and this section summarises the key points arising from this review.

Figure 8-1 Shepway District – Context Map



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42. To ensure a thorough understanding of the Romney Marsh socio-economic context, the following analysis looks at a range of comparator geographies which are used to benchmark and put into context local performance. These are Kent County, South East Region, and England. Where data is not available at ward level, Shepway District is instead used as a proxy.

⁹ In this document the term Romney Marsh is used to refer to the south west part of Shepway District consisting of the following wards: Dymchurch and St. Mary's Bay, Lydd, New Romney Coast, New Romney Town and Romney Marsh.

The Romney Marsh Local Economy

Headlines

- Romney Marsh provides around 5,200 jobs. Between 2003 and 2008 there was a strong employment growth rate of 18%, which experienced a decline more recently (in line with performance seen elsewhere).
- The ‘**treatment and disposal of hazardous waste**’ and the ‘**production of electricity**’ are very significant in the make-up of Romney Marsh’s industry, with the latter providing around 600 jobs at Dungeness A and B.
- Business enterprise rates per 1,000 population for 2009 are slightly lower than those for comparator areas. Recent years have seen a falling business registration rate, with 2009 being the first year where de-registrations outnumbered registrations resulting in negative net change.
- Self-employment in Shepway is higher than the national average but lower than for Kent and the South East. Self-employment rates fell by 5% between 2004 and 2010.
- Romney Marsh experiences significant daily out-migration with many people commuting to Ashford and Maidstone districts. There are c.1,200 people who out-commute daily to Ashford and Folkestone town centres
- Estimated population for Romney Marsh in 2009 was 21,560 people, whereas that for Shepway district was estimated at 100,300 people. Around half of Shepway’s population is over the age of 50, with only 16% of the population being less than 16 years old. By 2026 Shepway’s population will increase by 14%, and by 2027 one in three people will be 65 years old or more.
- A comparison of people living in Shepway with those working in the district indicates that there is a higher demand than the supply available for skilled jobs within the district. An analysis of the 2010 IMD indicates higher education, skills, and training deprivation at Romney Marsh, especially around Lydd. The proportion with higher level qualifications is below the national and regional average.
- In 2010 there were 6,500 people unemployed, and a further 11,000 people economically inactive in Shepway district. People aged between 25 and 49 made up the highest group of benefit claimants.
- Romney Marsh is a remote rural location, which is made more isolated by the fact that a relatively high proportion (24%) of households do not have access to a car.
- There is already significant coverage of internet broadband in Shepway district, but slow broadband speed is a problem associated with the whole district, and is not inherently problematic in one area. It is the Council’s target to achieve 95% district-wide coverage of 2Mbps by 2015, and 4Mbps by 2025.

Employment

43. In 2009, there were a little over 5,000 jobs in the Romney Marsh area. The period between 2003 and 2008 saw an increase of c.800 jobs, representing an 18% change. This growth was significantly higher than was the case regionally and nationally. In the year between 2008 and 2009 however, there was a reduction of about 300 jobs, resulting in a 6% decrease in employment. This suggests that Romney Marsh was more affected by the recent economic downturn than other locations.

Table 8-1 Overview of Employment Performance

	2009	Change 2003-08		Change 2008-09		General Trend
	Number	Absolute	%	Absolute	%	
Romney Marsh	5,200	800	18%	-300	-6%	↑
Kent	576,400	30,700	6%	-13,800	-2%	↑
South East	3,913,400	130,200	4%	-84,800	-2%	↑
England	24,170,900	787,500	4%	-549,100	-2%	↑

NOTE: Due to changes in data collection, it is not possible to measure trends continuously from 2003 to 2009. Data from 2003 to 2008 is provided by the ABI, whilst the 2008-09 period is covered by the BRES.

Source: Business Register and Employment Survey and Annual Business Inquiry

44. Location Quotient (LQ) is a measure of an industry's concentration between two geographies. A LQ of 1 suggests that that place has the concentration of jobs in a specific industry as a comparator geography. A LQ higher than 1 suggests a greater concentration of a particular industry. The following analysis looks at the broad employment sectors (4 digit SIC Code) for England, the South East and Romney Marsh, as well as the LQ of Romney Marsh in comparison to both areas.
45. The presence of Dungeness A and B clearly has a significant impact on the industrial make-up of Romney Marsh. This is reflected in a very high LQ for both the **treatment and disposal of hazardous waste** and the **production of electricity** when compared to both England and the South East.
46. The **treatment and disposal of hazardous waste** sector has a concentration of over 500 times that nationally in Romney Marsh, whereas the production of electricity is around 150 times that nationally.
47. Another three significant sectors in Romney Marsh are the **renting and leasing of trucks, other reservation service and related activities, and camping grounds, recreational vehicle parks and trailer parks**. These are however, not significant employers (all around 100 jobs).

Industry	England	South East	Romney Marsh	LQ	LQ
	No of Jobs	No of Jobs	No of Jobs	England	South East
Treatment and disposal of hazardous waste	3,100	1,000	400	564.7	270.8
Freshwater fishing	<50	<50	<50	191.2	252.9
Production of electricity	18,200	1,700	600	151.1	254.9
Renting and leasing of trucks	7,900	1,800	100	38.1	26.3
Other reservation service and related activities	8,600	1,100	100	32.0	42.0
Camping grounds, recreational vehicle parks and trailer parks	20,900	2,900	100	25.6	29.8
Retail sale of tobacco products in specialised stores	5,700	700	<50	18.1	24.7
Marine fishing	1,400	300	<50	13.6	9.6
Specialist medical practice activities	12,400	2,900	<50	12.8	8.8
Manufacture of lifting and handling equipment	15,000	2,800	<50	10.0	8.6

Number of jobs has been rounded to the nearest hundred due to copyright requirements.

Source: Business Register and Employment Survey

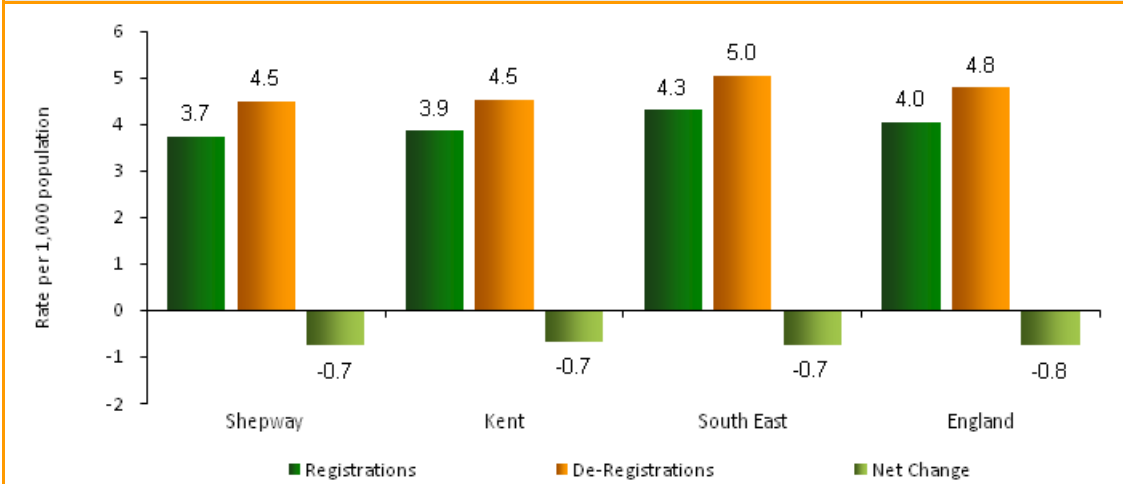
Implications

- The reliance upon nuclear power to provide jobs means that the decommissioning of Dungeness A and B will have a very significant impact on the local economy of Romney Marsh.
- The dependence on jobs related to the **production of electricity** and the **treatment and disposal of hazardous waste** in Romney Marsh emphasises the need for diversification of the local economy, and less over-reliance on one sector.

Business and Enterprise

48. The chart below shows that levels of enterprise per 1,000 population (i.e. the difference between business registrations and de-registrations) in Shepway for 2009 were slightly lower than those for other comparator areas.

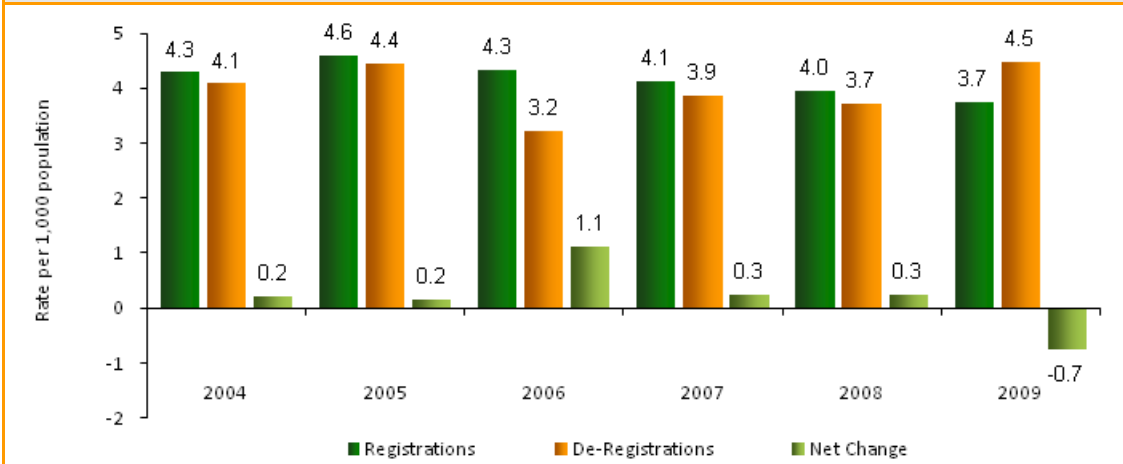
Figure 8-2 Overview of Enterprise 2009



Source: ONS Business Demography

49. Furthermore, recent years have seen a decrease in the business registration rate in Shepway. This has been accompanied by a fluctuating business de-registration rate. 2009 (the last year of available data) is however, the first year in which the figure for net change is negative and the business base starts shrinking. Again, the high de-registration rate seen in 2009 is likely to reflect the economic downturn.

Figure 8-3 Overview of Enterprise Performance 2004 to 2009 (Shepway)



Source: ONS Business Demography

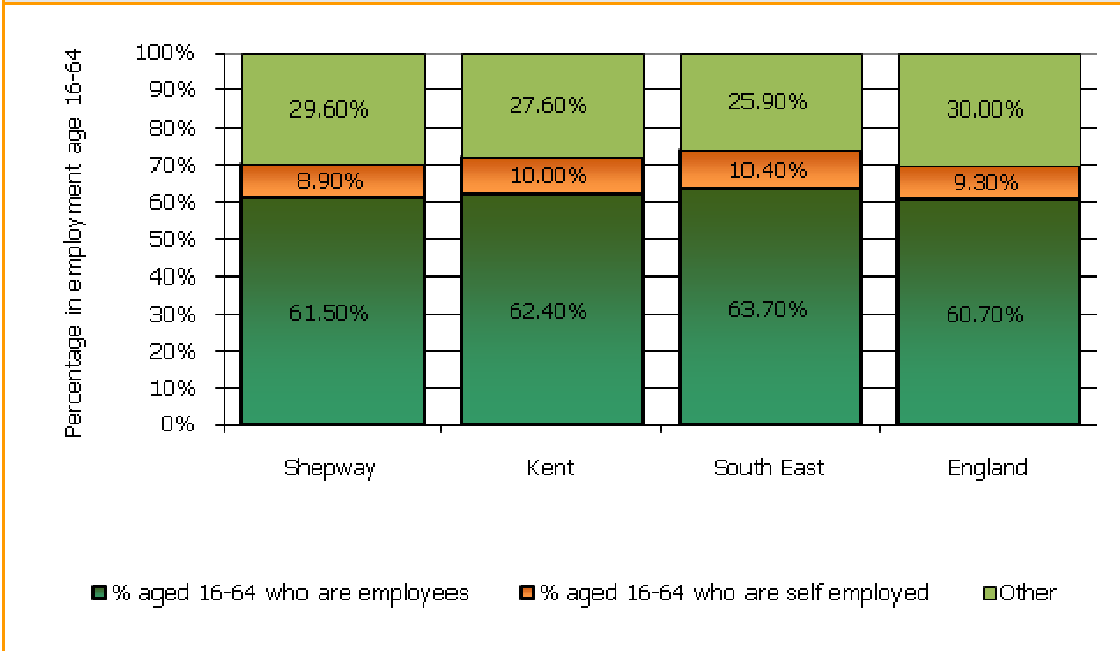
50. Shepway has traditionally experienced relatively strong short term business survival rates. Since 2007 one year survival rates were higher than those nationally, and in line with those for Kent and the South East. That said longer term survival rates tend to be low, with the proportion of businesses surviving 4 or 5 years is actually well below local and regional averages. Figures are not available for the period since the economic downturn. Evidence however, suggests that survival rates are likely to have fallen during the recessionary period.

Table 8-3 Overview of Business Survival Rates 2004 – 2008							
		Births	Survival				
			1 Year Percent	2 Year Percent	3 Year Percent	4 Year Percent	5 Year Percent
2004	Shepway	420	94.05	73.81	60.71	48.81	40.48
	Kent	6,940	93.95	79.76	66.57	55.04	47.26
	South East	44,345	94.52	80.16	66.92	56.44	48.70
	England	248,450	94.25	78.71	65.19	54.52	46.63
2005	Shepway	455	89.01	76.92	60.44	49.45	
	Kent	6,470	92.43	78.75	63.45	53.01	
	South East	42,555	94.74	81.72	67.44	56.36	
	England	241,410	94.35	79.92	64.62	53.70	
2006	Shepway	430	95.35	80.23	61.63		
	Kent	6,265	96.01	80.05	65.12		
	South East	39,195	96.96	82.74	68.82		
	England	225,120	96.49	80.71	66.19		
2007	Shepway	410	96.34	81.71			
	Kent	6,785	95.73	82.09			
	South East	42,320	96.33	83.83			
	England	246,700	95.46	81.30			
2008	Shepway	395	93.67				
	Kent	6,170	94.00				
	South East	40,365	93.25				
	England	236,345	92.08				

Source: ONS Business Demography

51. Information on self employment is only available at local authority level and as such, it is difficult to make specific judgements for Romney Marsh. In Shepway the self employment rate is slightly lower than those for comparator geographies. Only 8.9% (c. 5,200 people) of those in employment are self employment. The national and regional averages are 9.3% and 10.4% respectively.

Table 8-4 Overview of Self Employment 2010



Source: Annual Population Survey

52. In addition, between 2004 and 2010 self employment rates in Shepway decreased by 5%. At the same time self employment nationally and regionally grew.

Table 8-5 Overview of Self Employment 2004-2010

	Number	% for 2010	Change 2004-2010	
			% Change	% Point Change
Shepway	5,200	8.9%	-5%	-0.5%
Kent	87,800	10.0%	1%	-0.4%
South East	555,600	10.4%	5%	0.1%
England	3,111,300	8.9%	8%	-0.1%

Source: Annual Population Survey

Implications

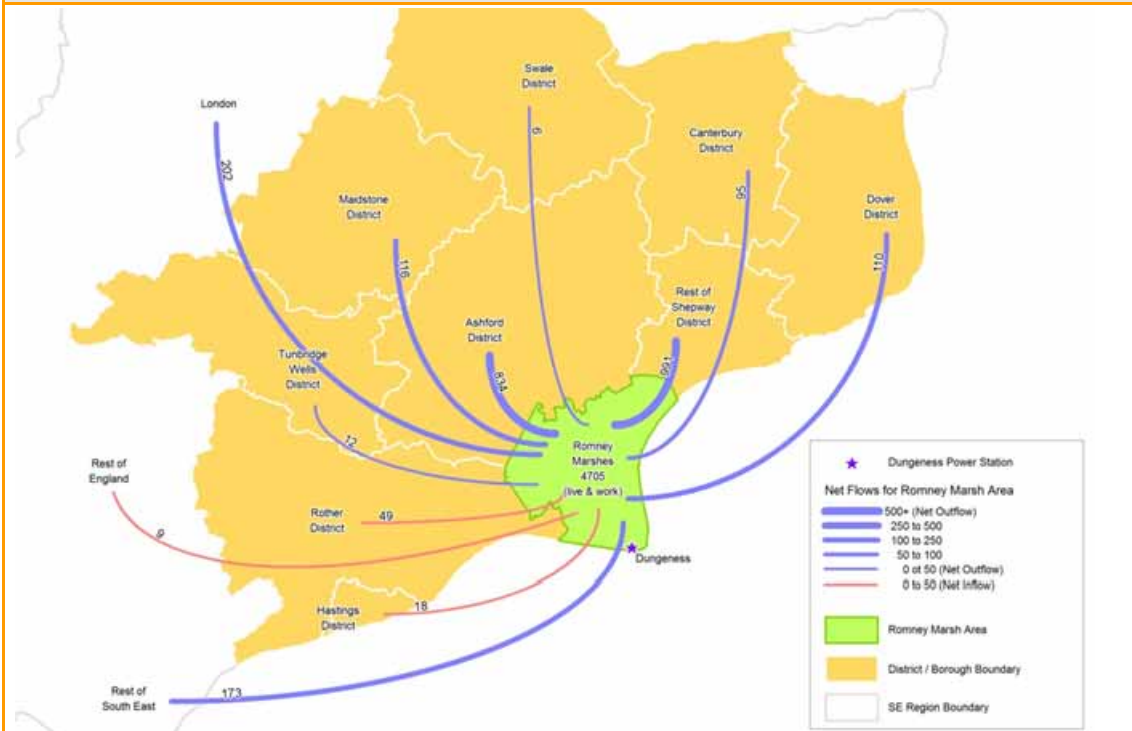
- Whilst the immediate short term survival rate is good for new businesses is good, the relatively low number of businesses surviving beyond 4 years suggests some weaknesses within the economic base.
- A declining self-employment rate will not only reduce Shepway’s competitiveness, but will also widen the gap between the district and other comparator areas. This will severely affect enterprise rates, resulting in a smaller business base and a less resilient local economy.
- Supporting growth in the indigenous business base will be key to enabling a more diverse and resilient business base.

The Wider Functional Economic Area

53. This section considers Romney Marsh’s in relation to its surrounding area, in particular the surrounding towns of Folkestone, Ashford and Hastings, making the case for focussing on a wider functional economic area.
54. Romney Marsh experiences a daily net commuter outflow to surrounding districts. There is a net outflow of 991 people to the rest of Shepway. There are also strong net outflows from

Romney Marsh to Ashford District (834 people), Maidstone District (116 people), London (202), and the rest of the South East (173). In turn there is a net commuter inflow of 49 and 18 people from Rother District and Hastings District respectively.

Figure 8-4 District Level Net Travel



Source: 2001 Census of Population

55. The patterns seen in the district-level travel-to-work flows above are mirrored by trend of commuting to specific trends. Romney Marsh experiences a daily net outflow of around 1,200 to the towns of Ashford and Folkestone, and experiences negligible net commuter inflow from Hastings.

Table 8-6 Commuter Flows for Romney Marsh in respect to Ashford

	Out Commuting	In Commuting	Net Flow
Ashford	800	115	-685
Folkestone	727	217	-510
Hastings	21	30	9

NOTE: A negative Net Flow indicates that Romney Marsh experiences a net out flow to Ashford and Folkestone respectively.

Source: 2001 Census of Population

56. In the period between 2003 and 2009 Ashford and Folkestone (as well as Romney Marshes) have experienced an increase in employment. Although direct comparison between 2003 and 2009 is impossible (due to data changes) there has been around an additional 1,600 and 1,200 jobs created in Ashford and Folkestone respectively between 2003 and 2009. Hastings, however, lost around 2,000 jobs in this same period.

	2009	Change 2003-08		Change 2008-09		General Trend
		Absolute	%	Absolute	%	
Ashford	30,600	1,800	6%	-200	-1%	↑
Folkestone	21,800	400	2%	800	4%	↑
Hastings	27,000	-600	-2%	-1,400	-5%	↓
Romney Marsh	4,800	800	18%	-400	-7%	↗

NOTE: Due to changes in data collection, it is not possible to measure trends continuously from 2003 to 2009. Data from 2003 to 2008 is provided by the ABI, whilst the 2008-2009 period is covered by the BRES.

Source: Business Register and Employment Survey and Annual Business Inquiry

57. The table below shows the top 5 broad (i.e. 2 Digit SIC code rather than the more specific 3 digit SIC codes reviewed earlier) employment sectors for each of the locations. The reliance of **mining, quarrying and utilities** in Romney Marsh is reiterated, whereas **public sector** and the **financial sector** are important in Folkestone. It is also clear that other locations within the broader area have a more balanced economic base than Romney Marsh.

Romney Marsh		Ashford		Folkestone		Hastings	
Sector	LQ	Sector	LQ	Sector	LQ	Sector	LQ
Mining, quarrying & utilities	19.27	Transport & storage (inc postal)	1.96	Public administration & defence	2.79	Health	1.97
Construction	1.40	Health	1.34	Financial & insurance	2.03	Retail	1.31
Accommodation & food services	1.39	Construction	1.31	Retail	1.35	Public administration & defence	1.22
Health	1.33	Motor trades	1.25	Education	1.24	Education	1.10
Wholesale	1.03	Manufacturing	1.18	Health	1.05	Manufacturing	1.04

Source: Business Register and Employment Survey

Implications

- Unlike other locations within the wider area, Romney Marsh is very much a ‘single industry’ location. A reduction of jobs in **the energy sector, alongside a lack of opportunities elsewhere** could easily create a void in Romney Marsh’s local job market. This may increase the reliance of local of local residents upon Folkestone and Ashford for employment.

Perceptions of Kent as a Business Location

58. Clearly, supporting new business start-up is only one way that Romney Marsh could diversify and grow the local economy. Supporting businesses to locate into the area is another way of doing this and ultimately providing new opportunities for local people. To do this, partners need to ensure that the offer is right for businesses.
59. This short section looks briefly at businesses’ views on Kent (with a special focus on East Kent and Folkestone) as a place to do business. Perhaps tellingly, there were very few references to Romney Marsh, Dungeness or Lydd as business locations. Consideration of the

wider area does however; provide an indication of the current interest in the area as business location.

60. Research¹⁰ carried on behalf of *Locate in Kent* indicates that around 70% of businesses interviewed in a recent survey, rate Kent as a good or very good place to do business. There are however, significant differences in perception towards different areas within Kent. East Kent, and in particular Folkestone were less well received. Despite 25% of those surveyed saying that Folkestone has improved over the past five year, East Kent is still considered to be remote, with a few suggesting that the area is poorer than other locations in Kent.
61. Negative comments about East Kent also refer to poor transport links and infrastructure, and issues with congestion along with limited business or market opportunities. East Kent also has a persisting perception that it is rather deprived, i.e. an area that lacks the investment in both property and infrastructure.
62. Folkestone was also considered to be fairly or a very poor location in which to do business. Some of the comments provided suggest a lack of knowledge about the area especially in terms of the high speed link, with several commenting that train links are extremely poor.

Implications

- East Kent generally is widely considered to be remote with a reputation of being rather deprived, lacking investment in both property and infrastructure. Given that Romney Marsh is the most isolated location in East Kent, the prospect for any significant investment in the area is limited.
- The area generally is probably not doing enough to advertise the benefits (for businesses and visitors alike). Specifically, more needs to be done to advertise the fact that journey times from East Kent into London have improved significantly.

What Investor Businesses Want

- 8.49 The table below looks at the number of queries *Locate in Kent* received about possible investments in Ashford and Shepway Districts in the first quarter of 2011, this clearly suggests that the predominant demand is for small business space. Over a third of all queries about industrial space in Shepway were for industrial facilities of less than 5,000 ft², whilst the majority, 68%, of queries for office space in Shepway in the first quarter of 2011 were for small office space of less than 5,000 ft².

		< 5,000 ft ²	5,001 - 50,000 ft ²	> 50,001 ft ²
Ashford	Industrial demand	46.6%	43.6%	9.8%
	Office demand	80.0%	20.0%	0.0%
Shepway	Industrial demand	37.2%	53.8%	9.0%
	Office demand	68.3%	31.7%	0.0%

Source: Locate in Kent

¹⁰ Information in this section is taken from *Perceptions of Kent as Business Location 2010*, prepared on behalf of Locate in Kent.

Implications

- Any development of industrial or office space in Shepway and/or Romney Marsh will likely have to be small scale, as the majority of requests Locate in Kent received in the first quarter of 2011 were for space less than 5,000 ft².

The Romney Marsh Population

8.50 Total population for the Romney Marsh area in June 2009 was around 21,650 people, while that for Shepway was 100,300.

Table 8-10 Age Structure – June 2009

	Male				Female				
	Romney Marsh	Kent	South East	England		Romney Marsh	Kent	South East	England
0-15	16.4%	19.1%	20.4%	19.8%	0-15	14.5%	16.9%	18.4%	18.1%
16-24	9.9%	10.6%	11.4%	11.9%	16-24	8.6%	9.3%	10.4%	10.9%
25-49	26.5%	30.8%	32.8%	34.5%	25-49	26.6%	30.1%	32.6%	33.8%
50-64	22.6%	20.4%	19.3%	18.6%	50-59	13.6%	13.0%	12.3%	12.2%
65+	24.6%	19.2%	16.1%	15.2%	60+	36.8%	30.7%	26.2%	25.1%

Source: ONS People and Society: Population and Migration

8.51 The table above shows that the population in Romney Marsh is generally older than comparator areas. About 49% of Romney Marsh’s population is aged 50 years or over, with only 16% being under the age of 16.

8.52 In their latest population forecasts (September 2009) Kent County Council estimate that by 2026 East Kent’s population will have increased by 13.9% (similar to Kent’s estimate of 14.3% growth). A more in-depth analysis of Shepway’s population shows that it will increase by 21.7% on 2008 figures.

Table 8-11 Population Projections 2008 – 2031

		Population (000s)						Absolute Change	% Change
		2008	2011	2016	2021	2026	2031		
Shepway	0-14	16.8	16.7	17.3	18.1	18.1	18.3	1.5	8.9%
	15-24	11.1	11.2	10.5	10.1	10.6	11.1	0	0.0%
	25-49	30.6	30.7	30.7	30.6	31.2	31.9	1.3	4.2%
	50-64	20.6	21.1	21.7	23.5	23.5	22.4	1.8	8.7%
	65+	20.8	22.4	26.1	28.8	32.1	36.1	15.3	73.6%

Source: ONS

As the table above shows, the greatest change in Shepway’s population will be in the 65+ age group. By 2031 it is estimated that there will be a 74% increase in people aged 65+. By 2027, the 65+ cohort will be the largest in Shepway, with 30% of the population being part of this group.

Implications

- Any development of industrial or office space in Shepway and/or Romney Marsh will likely have to be small scale, as the majority of requests Locate in Kent received in the first quarter of 2011 were for space less than 5,000 ft².

The Romney Marsh Population

8.53 Total population for the Romney Marsh area in June 2009 was around 21,650 people, while that for Shepway was 100,300.

Table 8-12 Age Structure – June 2009

	Male				Female				
	Romney Marsh	Kent	South East	England		Romney Marsh	Kent	South East	England
0-15	16.4%	19.1%	20.4%	19.8%	0-15	14.5%	16.9%	18.4%	18.1%
16-24	9.9%	10.6%	11.4%	11.9%	16-24	8.6%	9.3%	10.4%	10.9%
25-49	26.5%	30.8%	32.8%	34.5%	25-49	26.6%	30.1%	32.6%	33.8%
50-64	22.6%	20.4%	19.3%	18.6%	50-59	13.6%	13.0%	12.3%	12.2%
65+	24.6%	19.2%	16.1%	15.2%	60+	36.8%	30.7%	26.2%	25.1%

Source: ONS People and Society: Population and Migration

8.54 The table above shows that the population in Romney Marsh is generally older than comparator areas. About 49% of Romney Marsh’s population is aged 50 years or over, with only 16% being under the age of 16.

8.55 In their latest population forecasts (September 2009) Kent County Council estimate that by 2026 East Kent’s population will have increased by 13.9% (similar to Kent’s estimate of 14.3% growth). A more in-depth analysis of Shepway’s population shows that it will increase by 21.7% on 2008 figures.

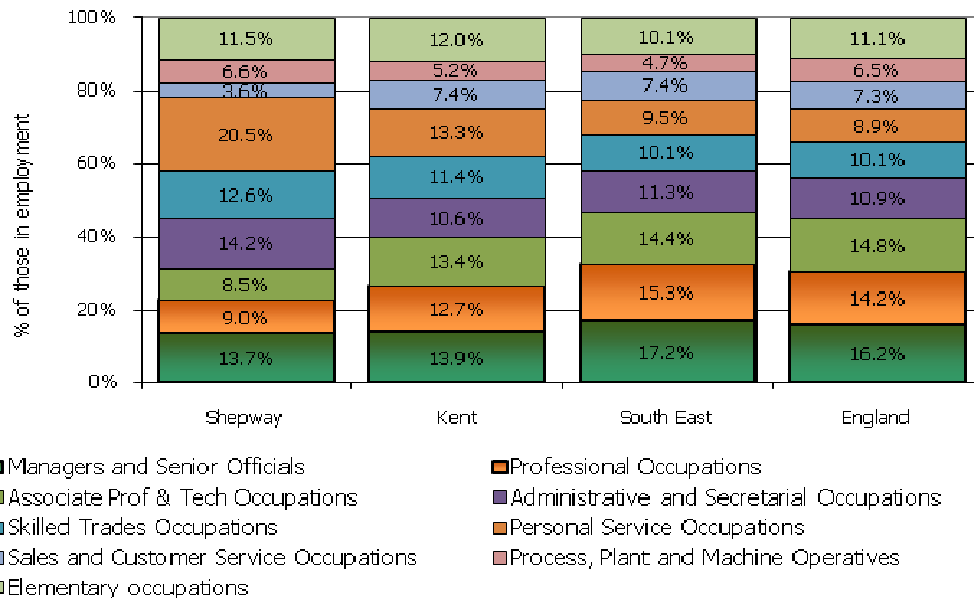
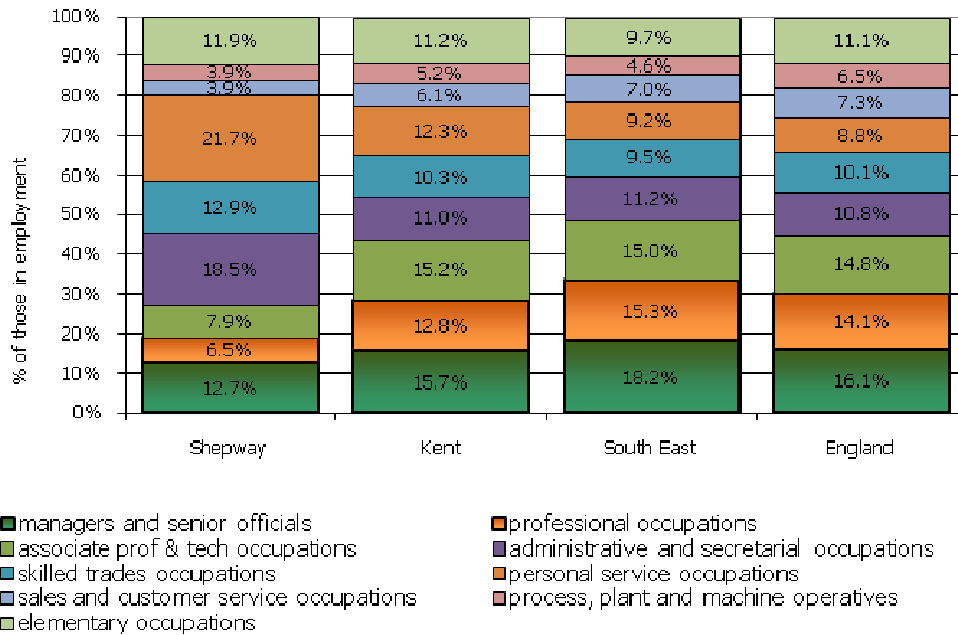
Table 8-13 Population Projections 2008 – 2031

		Population (000s)						Absolute Change	% Change
		2008	2011	2016	2021	2026	2031		
Shepway	0-14	16.8	16.7	17.3	18.1	18.1	18.3	1.5	8.9%
	15-24	11.1	11.2	10.5	10.1	10.6	11.1	0	0.0%
	25-49	30.6	30.7	30.7	30.6	31.2	31.9	1.3	4.2%
	50-64	20.6	21.1	21.7	23.5	23.5	22.4	1.8	8.7%
	65+	20.8	22.4	26.1	28.8	32.1	36.1	15.3	73.6%

Source: ONS

As the table above shows, the greatest change in Shepway’s population will be in the 65+ age group. By 2031 it is estimated that there will be a 74% increase in people aged 65+. By 2027, the 65+ cohort will be the largest in Shepway, with 30% of the population being part of this group.

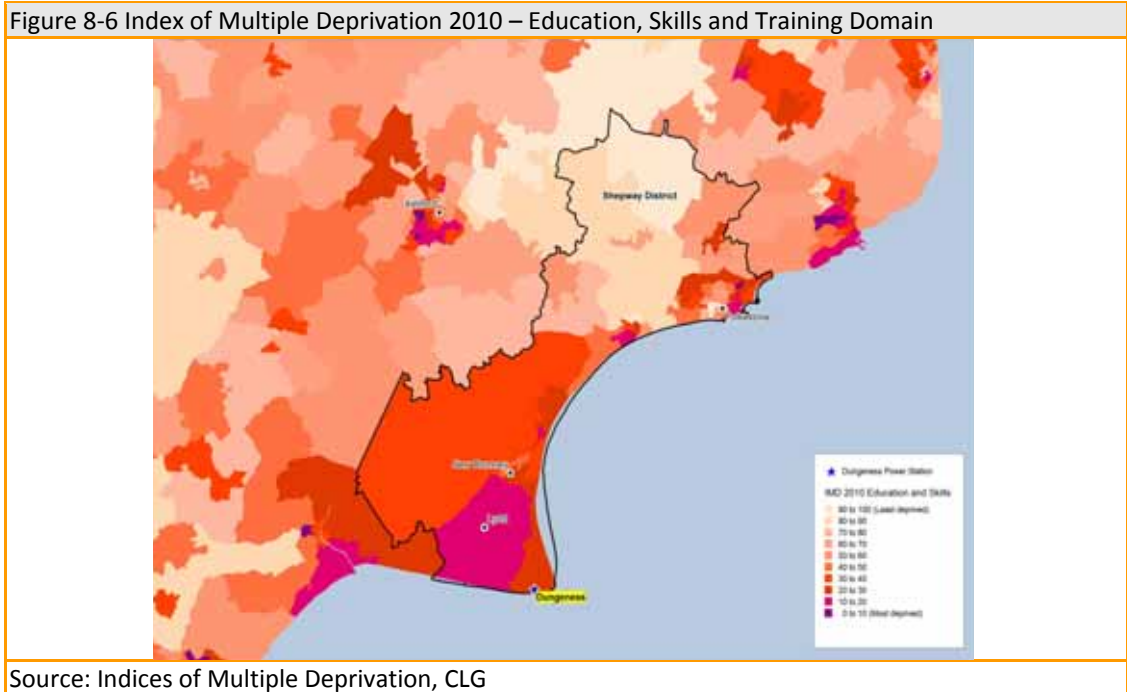
Figure 8-5 Overview of Resident Occupations (above), Overview of Workplace Occupations (below) 2010



Source: Annual Population Survey

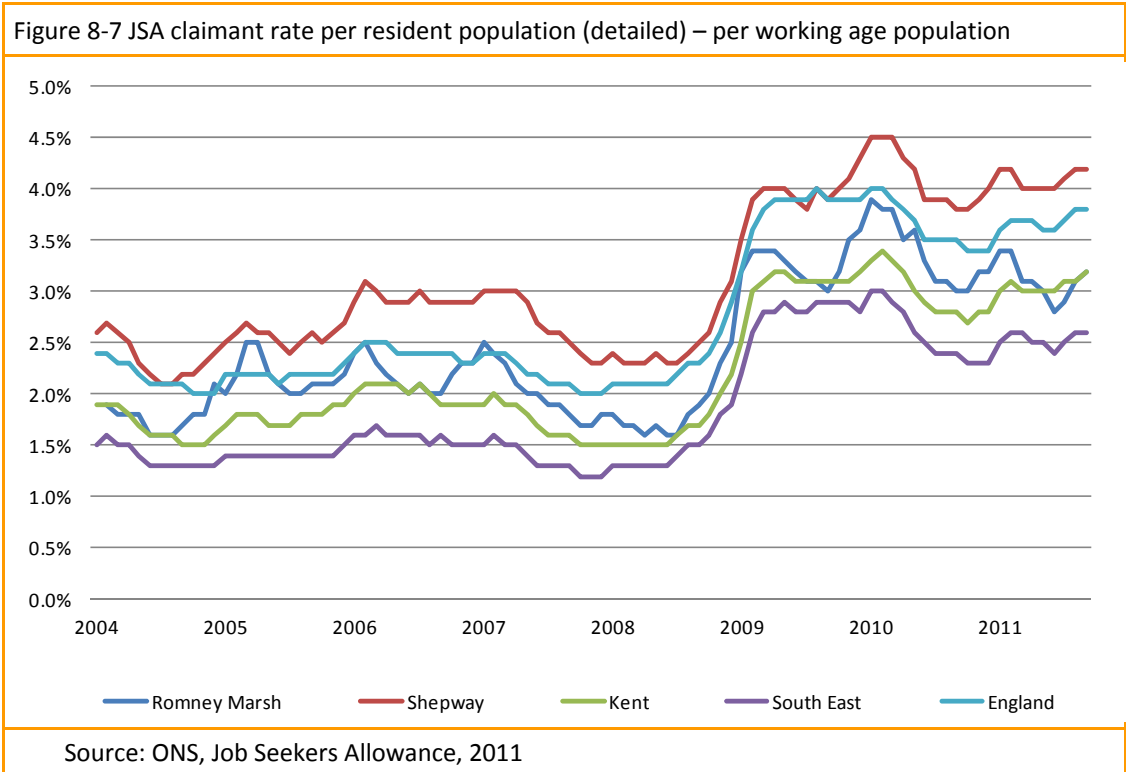
63. It is interesting to note the disparities between the occupational structure of those living in Shepway, and those living in the comparator areas. On average, those living in Shepway are less skilled than the national and regional averages. Skills levels of those working in Shepway are however, higher than for those who live in the district (albeit marginally). This has implications in terms of the types of occupations that Shepway residents are employed in typically occupations requiring lower level skills than is average in Kent, the South East and England.

64. More local detail on levels of education and skills within Shepway district can be gained by examining deprivation relating to education, skills and training. In the map below, areas of darker shading represent areas which suffer from higher levels of multiple deprivation in relative terms. There seems to be higher levels of deprivation with regards to education, skills and training in Romney Marsh, with the greatest concentrations being around Lydd and New Romney.

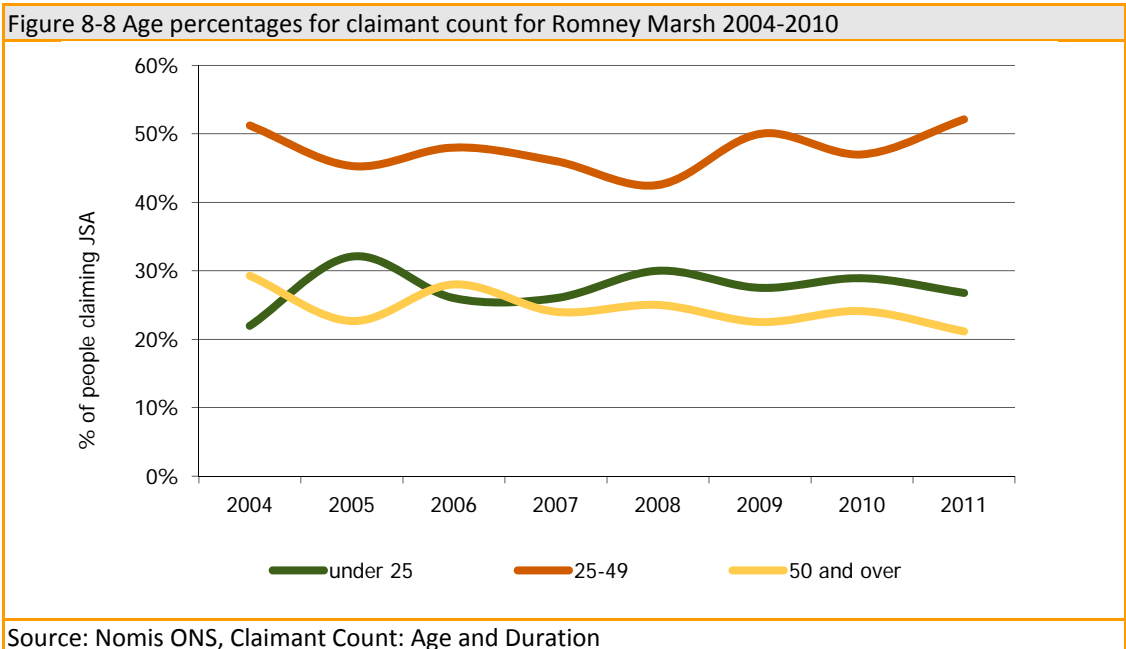


Unemployment

- 8.56 The chart below shows the proportion of working age population claiming Job Seekers Allowance (JSA). The change in the proportion claiming benefits in the Romney Marsh is broadly similar to local, regional and national situation.
- 8.57 Currently, the claimant rate in Romney Marsh is higher than the national and regional average, but lower than Shepway. It is important that this is considered in light of the likely future job losses at Dungeness, which will ultimately lead to an increase in this figure.



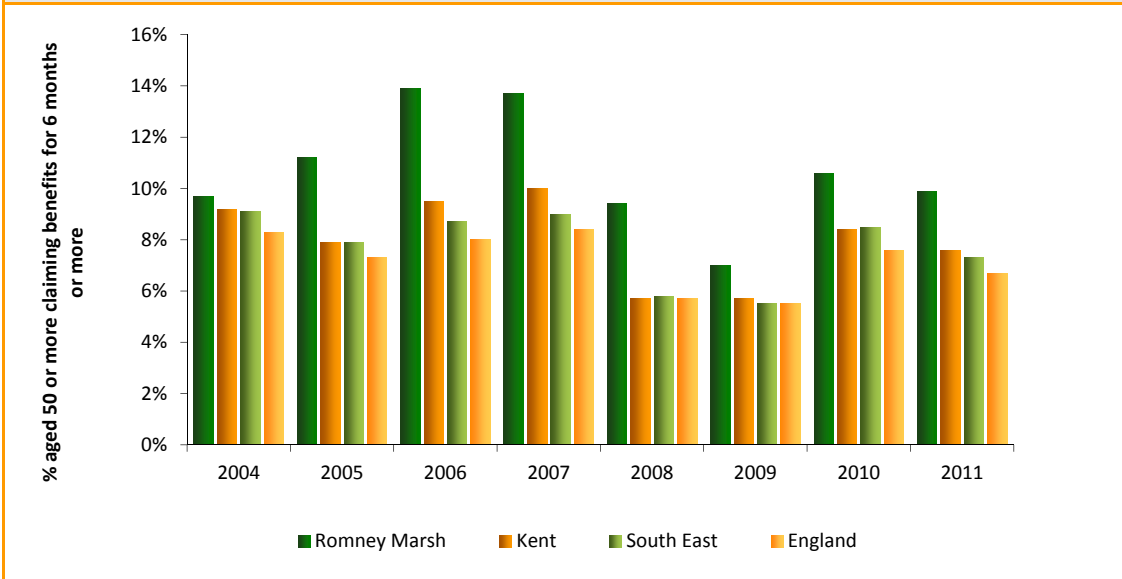
65. The following diagram looks at the different age groups claiming unemployment benefits between 2004 and 2010. This indicates that people aged between 25 and 49 make up the highest proportion of claimants in the Romney Marsh area. Those aged under 25, and/or 50 and over have experienced a downward trend between 2004-2010, with that for people aged 50 and over being the fastest.



66. Figure 8-9 compares the proportion of those aged 50 and over claiming benefits for 6 months or more with other comparator areas. The proportion of people aged 50 or over is constantly higher than that of Kent, the South East or England in general. This suggests that

people aged 50 or over in Romney Marsh take longer to get back into employment than is the case in other locations.

Figure 8-9 Percentages for people aged 50 and over claiming for 6 months or more



Source: Nomis ONS, Claimant Count: Age and Duration

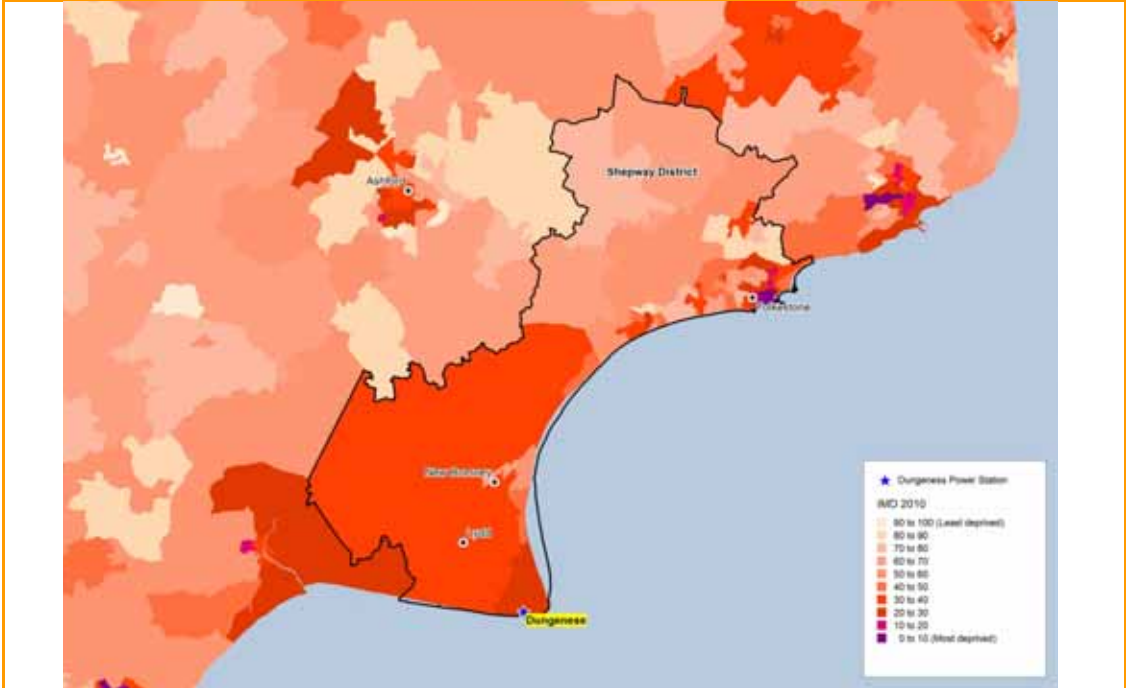
Implications

- Although few people have no qualifications, the number of highly qualified individuals (NVQ3+) is lower than that for Kent, the south East and England. As such, a less qualified workforce will find it harder to compete for higher value jobs in the district.
- Even without the impact of the decommissioning, unemployment in the area has been rising rapidly.
- Unemployment seems to be a specific issue for residents who are over the age of 50, who are most likely to be out of work for 6 months or more. This combined with the ageing population within the area, presents a specific challenge for Romney Marsh.

Living in Romney Marsh

67. The following section looks at some of the headline information about living in Romney Marsh, including the 2010 Index of Multiple Deprivation, accessibility, and broadband connectivity.
68. The 2010 Index of Multiple Deprivation (IMD) provides the most recent assessment of deprivation at district and super output area (SOA) level across England. The index is compiled using seven deprivation ‘domains’ – including: Income, Access to Housing and Services, Crime, Employment, Education and Training, Health, and Living Environment. Evidence provided by these deprivation domains is referred to throughout this section.
69. The map below shows that overall levels of deprivation in Shepway are relatively high – with higher concentrations around Romney Marsh and Folkestone.

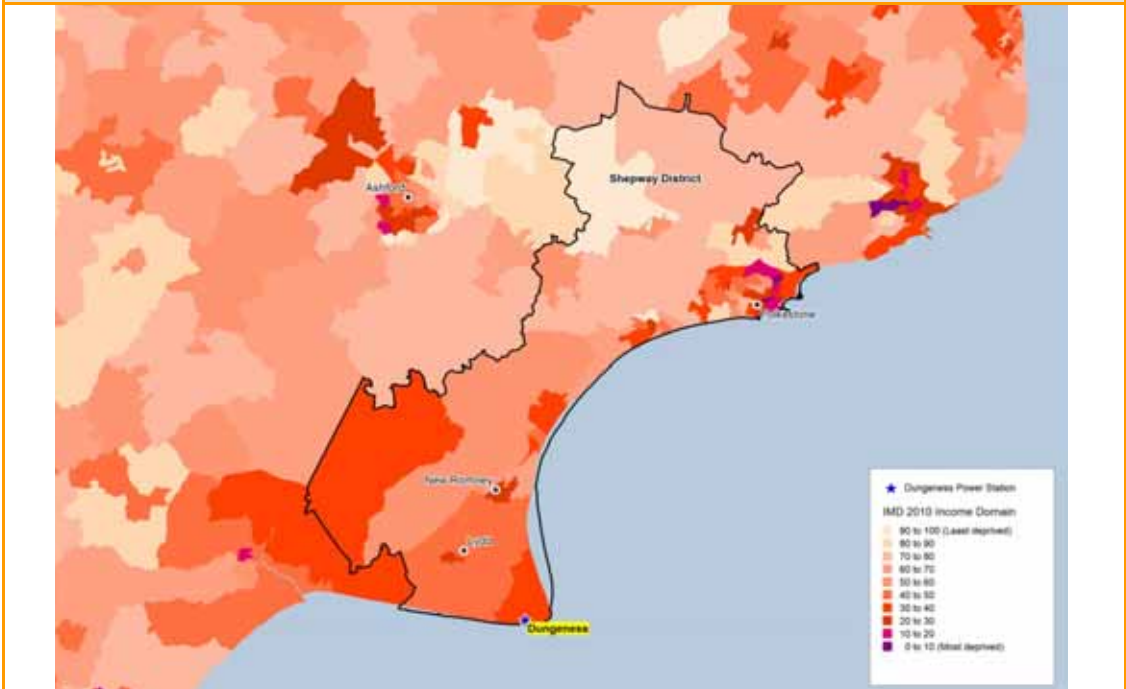
Figure 8-10 Index of Multiple Deprivation 2010



Source: Indices of Multiple Deprivation, CLG

70. Employment and worklessness trends described previously indicate that income levels for Romney Marsh are likely to be below the Shepway, Kent, South East and England averages. This is confirmed by the analysis of deprivation relating to income suggesting that levels of deprivation relating to income are high within Shepway and Romney Marsh.

Figure 8-11 Index of Multiple Deprivation 2010 – Income Domain



Source: Indices of Multiple Deprivation, CLG

71. An analysis of health deprivation in Shepway indicates that there is relatively low health deprivation in the district, with a slightly higher concentration around New Romney and Lydd. Finally, deprivation relating to crime is relatively high in Romney Marsh with high concentrations around Lydd and New Romney, but lower concentrations along the eastern coast.

Implications

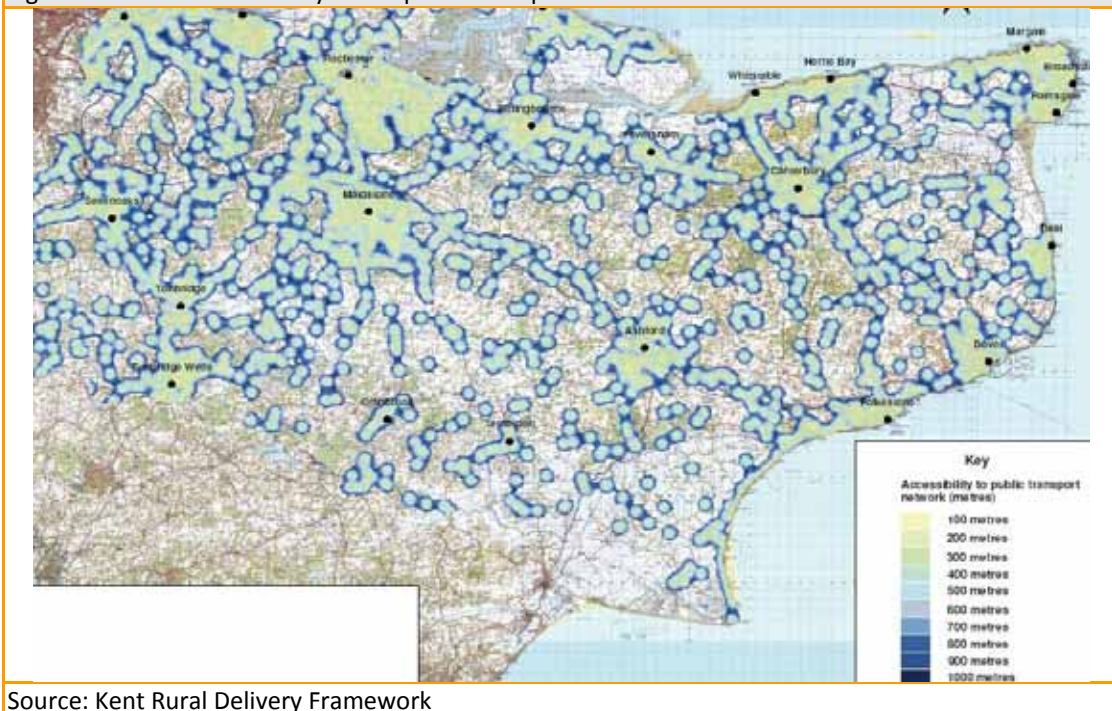
- Despite the presence of some high earning individuals within Romney Marsh (employed at Dungeness A and B), relative deprivation remains relatively high. This suggests that those who are deprived are actually experiencing acute conditions in relation to their skills, employment and income.
- The presence of higher earners in the area, probably serves to 'hide' some of the most severe deprivation within the statistics. This needs to be considered further and monitored within future activities.

Accessibility

72. Another measure of the quality of life in Romney Marsh is accessibility levels including the road network, public transport, and car ownership within the district.
73. Shepway is actually fairly very well located within the local, regional and national contexts. The centre of the district is less than 75miles away from London, and occupies a key strategic position as a gateway to continental Europe (as served by the M20). In addition, Shepway is also very well located in terms of rail to both Europe (the Channel Tunnel Rail Link) and London (High Speed 1), air (London Ashford Airport), and sea (only 10 miles from the Port of Dover).
74. Romney Marsh however, is one of the most remote parts in the district (and indeed the Greater South East), and suffers from low accessibility to public transport network. Local accessibility to public transport is much greater for urban areas than it is for rural ones. Public transport does serve many small towns and villages, but for most rural hamlets and isolated dwellings, public transport is well beyond the accepted convenient walking distance of 1 km¹¹.

¹¹ Kent Rural Delivery Framework

Figure 8-12 Local accessibility to the public transport network in Kent



Source: Kent Rural Delivery Framework

75. Car ownership per household for 2001 was higher than England’s average, yet lower than that for Kent and the South East. Around 24% of Shepway’s households did not own a car, compared to 21.6% and 19.4% for Kent and the South East respectively.

Table 8-14 Car Ownership per household - 2001

	Shepway	Kent	South East	England
None	24.1%	21.6%	19.4%	26.8%
1	45.5%	43.5%	42.6%	43.7%
2	24.1%	27.2%	29.6%	23.6%
3	4.9%	5.8%	6.3%	4.5%
4 or more	1.5%	1.9%	2.1%	1.4%

Source: 2001 Census of Population

Implications

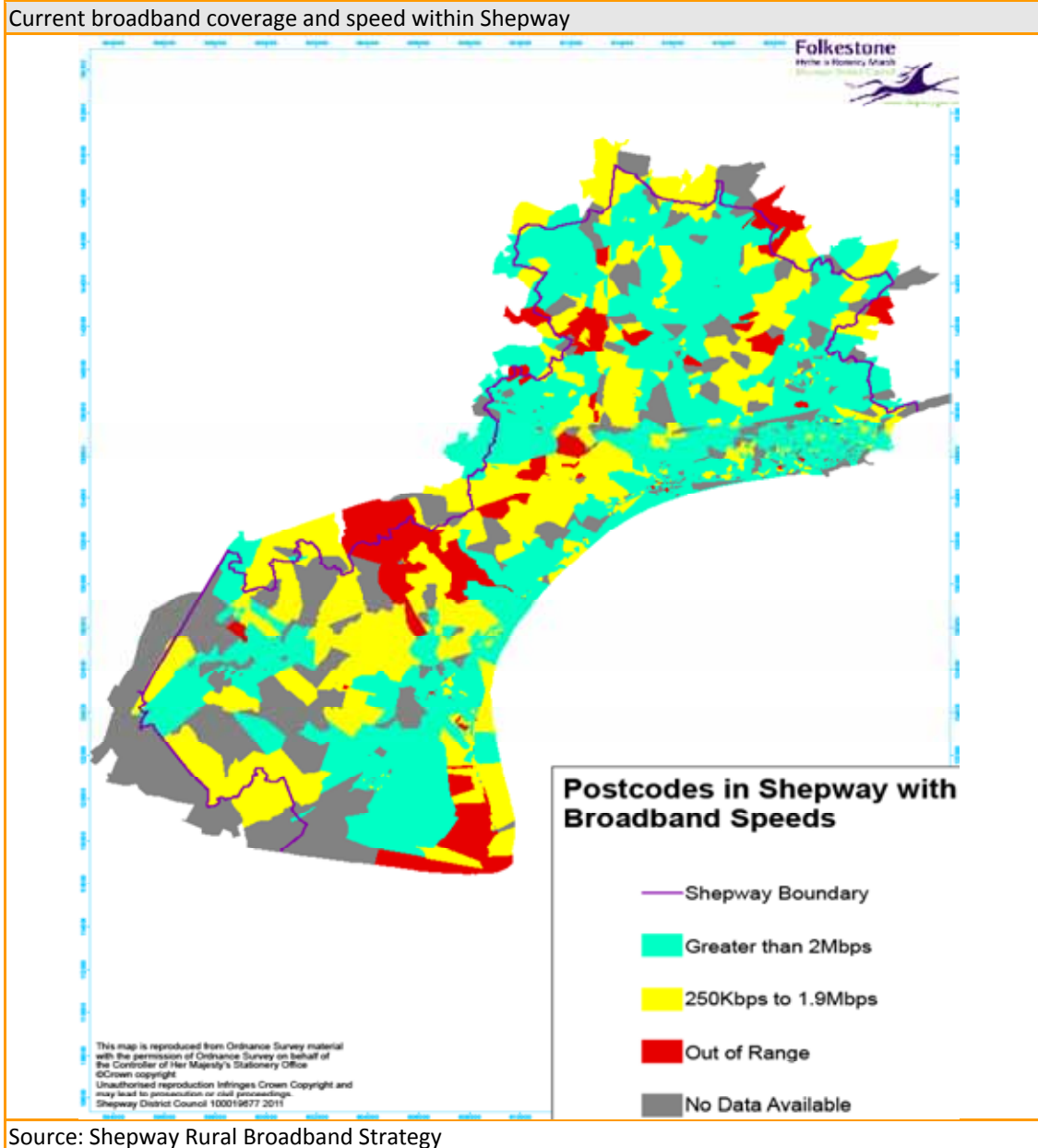
- Low accessibility to the public transport network will increase the dependence on private cars. However, the relative low levels of car ownership together with reduced public transport accessibility, and Kent’s rurality, may adversely affect Romney Marsh’s population, and severely restrict some people’s ability to access essential services.

Connectivity

76. Broadband connectivity is nowadays regarded as vital to the future prospects of a place’s economy.
77. Whereas there is reasonable coverage of broadband connectivity (>2Mbps) throughout the whole of Shepway, slow broadband speed is a problem particularly for Romney Marsh and is a barrier to skills and education. Better internet means more ability to learn online, researching homework, and complete online courses etc. It is the Council’s aim to enable

• Romney Marsh Socio-Economic Plan •

100% of the district's population to access 2Mbps broadband by 2015, and 4Mbps by 2025¹², and the Council is currently working with local people in the Lydd-on-Sea area to install superfast broadband.



Implications

- Low broadband connectivity will severely reduce the possibility to do home working. Since the majority of home workers are self-employed, a low broadband connectivity may result in further barriers to investment and growth, and a weaker local economic base.

¹² Shepway Rural Broadband Strategy

Partner Opinions

8.58 In addition to the economic impact assessment and baseline research, local partners were also asked to give their opinions on the socio-economic conditions in the area. These are summarised below.

Partner Opinions – Challenges

- All partners suggested that the decision not to build a new power station at Dungeness has been a big disappointment for the area and that this had led to a sense of pessimism locally.
 - There is an assumption that most of the skilled workforce will move away over the next 5-10 years. Many suggested they felt this would happen more quickly.
- For many, there is a feeling of a lack of strategic focus on Romney Marsh. It was suggested that previously projects have been piecemeal and there has been a lack of focus on sustainability.
- A number of partners observed that young people are moving out at an ‘alarming rate’. It was suggested that the lack of activity for young people in the area is a real challenge which also leads to anti-social behaviour in Romney Marsh’s town centres. Others suggested that the incidence of ASB had actually decreased significantly in recent years.
- Broadband infrastructure was identified as creating a barrier to investment and business growth. It was also observed that local residents are increasingly disadvantaged as business support and training is increasingly delivered online.
- Partners were relatively positive about Romney Marsh as a location for tourism. It was however, suggested that the offer is currently incoherent and the marketing poor; specific criticisms included:
 - Poor signage and legibility
 - Lack of identity and distinctiveness in specific locations
 - Lack of spaces in guest houses as a result of the number of temporary workers in the area
 - General lack of quality in the accommodation offer.
- Partners were aware that other potential sector strengths (including retail, food production and tourism) are low value and are not thriving themselves.

Partners Opinions – Opportunities

- Local people are (on the whole) very proud of Romney Marsh and the general opinion is that the area remains a pleasant and interesting place to live.

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- A number of stakeholders suggested that the population is actually more enterprising than the statistics suggest. There is anecdotal evidence of individuals with business ideas and a keenness to set up their own enterprises emerging from jobs within the power stations.
- There is a core of local residents who are happy to get involved. A number of successful and well established community and voluntary sector groups are already active in the area. It was suggested that a challenge for the plan will be uniting these groups behind the same set of objectives.
- Linked to observations on civic pride, local people pointed out that Romney Marsh is a genuinely unique location; it was suggested that very few visitors leave disappointed.
- The Marsh Academy is roundly praised by local partners. It was suggested that since the school became an Academy it has been a real success story – something which is now yielding positive results across the area.



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