

Romney Marsh Partnership

Delivery Plan 2017 - 2020

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1. Introduction

Since its inception in 2012, Romney Marsh Partnership (RMP) has been instrumental in strengthening the partnership working within the Marsh. This partnership ethos has led to the joint development of initiatives resulting in tangible achievements that are making a significant difference to the economic landscape and to the people living, working and visiting the area. This has led to the NDA acknowledging the RMP as a good example of effective partnership working and the Magnox Socio-economic plan supporting the continuation of the RMP.

In 2014, the RMP adopted the RMP Socio-Economic Delivery Plan 2014-2017. This plan was ambitious identifying a large range of projects that would add economic benefit to the Marsh, while acknowledging the RMP's reliance on partners and accessing external funding meant it was unrealistic to expect all of the projects to be delivered. However, even though the economic environment has been challenging the partnership made significant progress in delivering projects identified within the delivery plan.

Three years on from publication of the RMP Socio-Economic plan 2014-17, the RMP has decided it is time for a refresh of the delivery plan to take into the account the achievements and the changing economic, financial and political environment the RMP is operating in. This refreshed Romney Marsh Partnership Delivery Plan identifies actions to take forward in partnership with other organisations for the benefit of The Marsh residents and business community. It outlines the key economic priorities for the partnership and specifies interventions that will help achieve the RMP's economic prosperity aims for the Romney Marsh area.

1.1. The Romney Marsh Partnership

The Romney Marsh Partnership (RMP) was established in 2012 to lead the delivery of the Romney Marsh Socio-Economic Plan: an economic strategy targeted at mitigating the negative consequences of decommissioning at Dungeness A nuclear power station. The RMP aims to secure a stronger economic future for the Romney Marsh area and the people who live and work there.

The RMP comprises of representatives from public, private and third sectors. The current members are the three local authorities of Shepway, Ashford and Rother, Kent and East Sussex County Councils, Magnox Ltd, EDF Energy Ltd, The Nuclear Decommissioning Authority, Dungeness Site Stakeholders Group, The Marsh Academy School, Romney Resource Centre, Rye Partnership, Kent Invicta Chamber of Commerce, London Ashford Airport (Lydd), Brett Group and Action with Communities in Rural Kent (ACRK).

Since inception, the Romney Marsh Partnership has encouraged and developed greater partnership working between its members and stronger engagement with stakeholders – local, regional and national.

The RMP has proved itself as an effectively working partnership that is delivering real change to ensure a better economic future of Romney Marsh. Achievements to date and progress

in delivering the Romney Marsh Socio-Economic Plan 2014-17 are presented in the RMP Annual report 2016 and include:

- Securing Dungeness as a priority area for the Magnox Socio-Economic Scheme giving greater weight to applications submitted from the Marsh.
- Establishment of the Marsh Million fund in 2014. (24 loans allocated, 11 grants approved, uncommitted funding for Loan £92,141 & grants £19,230).
- Earlier and later bus services between the Marsh and Ashford, achieved through discussions with KCC and Stagecoach which involved KCC in funding additional services.
- Opening of New Romney Business Incubator Centre in May 2014.
- Inclusion of New Romney and Dymchurch within the LEADER programme area in 2015 and within the current Kent Downs & Marshes LEADER area
- Advocating on behalf of The Marsh Academy with regards to creating a professional, state of art, non-profit cinema for the local community by adding to the Leisure Centre offer. Magnox Ltd has committed £50,000 to the project subject to raising the remaining funds. Other applications submitted.
- Supporting Ashford Borough Council with its successful bid for Marsh Million funding to further progress the enhancement of the Royal Military Canal pathway.
- Working with Fifth Continent LLP on the Marsh Million funded Place Branding project.

The extension of the decommissioning schedule for Dungeness A to 2027 gives the partnership a potential full ten years to continue to address the socio-economic issues of the area, and engage with other funders and stakeholders to continue to deliver economic development projects. This Delivery Plan lays out the focus for the next three years.

Romney Marsh Partnership's Coverage

The Romney Marsh area covered by the RMP is mostly rural and administered by three local authority districts: Shepway, Ashford and Rother. The largest settlements within the area are New Romney and Rye, with Ashford, Folkestone and Hastings all in relatively close proximity. Throughout this plan the term 'Romney Marsh' refers to the area covered by the Romney Marsh Partnership (Figure 2.1).

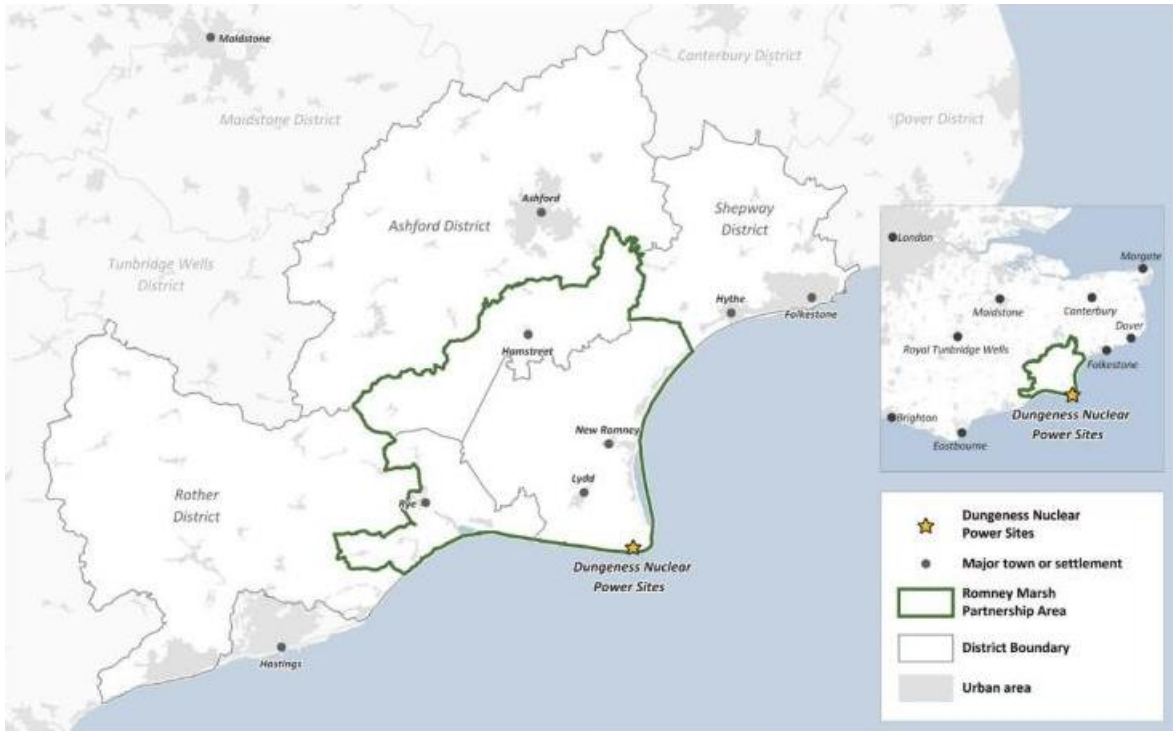


Figure 2.1: Map showing the area covered by Romney Marsh Partnership

As the socio-economic impact of decommissioning of Dungeness A impacts beyond the traditional Romney Marsh area the Romney Marsh Partnership encompasses a larger area and includes the following wards and parishes:

Shepway wards:

- New Romney
- Romney Marsh
- Wallard & Denge Marsh

Rother Wards of:

- Rye
- Eastern Rother

Ashford Parishes of:

- Aldington
- Appledore
- Bilsington
- Bonnington
- Kenardington
- Newenden
- Orlestone
- Ruckinge
- Stone-cum-Ebony
- Warehorne
- Wittersham

For statistical data in this report, the Romney Marsh Partnership area comprising of the following Nomis defined Lower Super Output Areas:

- Rother 002A, Rother 004A-004E
- Ashford 010A-010B, 014A-014B, 014D
- Shepway 009A 011A -011E, 012A-012D, 013A-013D

If data is unavailable at LSOA level, the unit of area used will be defined.

1.2. The RMP Delivery Plan: Purpose

The purpose of this delivery plan is to provide a framework for activities and actions of the RMP over the next three years. The plan builds upon the achievements of the previous Romney Marsh Socio-Economic Plans (2011 and 2014) and takes into account the recent changes in the economic and political climate that the RMP is operating in.

This Delivery Plan Framework aims to:

- **Encourage further partnership working across the RMP area** – the RMP encompasses private, public and third sectors and the Delivery Plan has been developed to reflect the diversity of the partnership and to encourage partnership work to maximise the opportunities available for the area covered by the RMP.
- **Continue to respond to the impacts of decommissioning Dungeness A** – the previous Romney Marsh delivery plans were developed to respond to the impact of decommissioning at Dungeness A Site, in particular the associated decline in employment. Though the site is now scheduled to enter Care and maintenance in 2027, these considerations remain unchanged, and significant change in the economic make-up of the area is projected to occur within the timescale of this Delivery Plan.
- **Support the Marsh Million Fund: legacy** – the establishment and delivery of the Marsh Million Fund has been a major achievement for the RMP. This delivery plan provides a framework to ensure the legacy of the fund is optimised.
- **Give a stronger voice for Romney Marsh** – the framework underpins the partnership's ability to respond to emerging external funding and the changing policy and strategic environment. It is important that the nature of these changes is understood locally, and that a framework exists to exploit any opportunities and give Romney Marsh a strong 'voice'.

2. Romney Marsh Economy

This section provides a summary of the Romney Marsh economy, focusing on the businesses based in the Marsh and the employment they provide.

Romney Marsh is a largely rural area, with the towns of Rye and New Romney as the major economic centres accounting for a high proportion of the area's businesses and employment. Its long coastline includes the unique Dungeness Peninsula offering a range of opportunities to grow the tourism, recreation and fishing sectors. The presence of the nuclear sector at Dungeness makes the area fairly unique.

The area is benefiting from its road and railway links to Ashford and the Continent. The HS1 railway is accessible via Folkestone or Ashford significantly reducing travel times to London, and the Channel Tunnel at Folkestone connects the area to the markets of the continent.

The area is serviced by two A-roads, the coastal A259 crosses the Marsh via Dymchurch and New Romney as it links Folkestone with Rye and the rest of the channel coast; and the A2070, skirts the northern edge of the RMP area connecting the area directly to the M2 and Ashford. The Marsh is criss-crossed by a network of small roads and tracks.

2.1. Businesses on Romney Marsh

Romney Marsh¹ is home to around 2,300 businesses². Between 2010 and 2015, the growth of the number of businesses in Romney Marsh has been positive, but fairly modest at 7%. This compares with 10% growth across Ashford, Shepway and Rother, and increases of 14% and 18% across the South East LEP and England respectively. The latest ONS UK Business Count: enterprise data for 2015 reveals growth has been similar to the UK average of around 4%.

Romney Marsh economy is dominated by the private sector, with the public sector accounting for only 30 of the 2,300 businesses. These are in the Education Sector (5) and Public Sector Administration and Defence Sector (25).

Of the Sectors with the highest number of enterprises only the Accommodation and Food Services Activities Sector is not within the top five sectors with the highest number of micro-businesses (0-9 workers). The majority of the micro-businesses in Romney Marsh are within the 0-4 employment size band (Table 2.1).

¹ Romney Marsh is defined here as Middle Super Output Areas (MSOAs): Rother 002, 004; Ashford 010, 014; Shepway 011, 012, 013.

² BRES 2015: An enterprise can be thought of as the overall business, made up of all the individual sites or workplaces. It is defined as the smallest combination of legal units (generally based on VAT and/or PAYE records) that has a certain degree of autonomy within an enterprise group

Table 2.1: Romney Marsh¹: Total number of enterprises² in each business sector and within business size bands (employees) in 2016

Standard Industrial Classification Sectors	Number of enterprises within business-size bands					
	Total	Sole proprietor	Micro 0-9	Micro 0-4	Small 10-49	Medium 50-249
A : Agriculture, forestry and fishing	265	110	245	220	20	0
B : Mining and quarrying	0	0	0	0	0	0
C : Manufacturing	140	25	120	110	20	0
D : Electricity, gas, steam and air conditioning supply	0	0	0	0	0	0
E : Water supply; sewerage, waste management and remediation activities	10	0	10	5	0	0
F : Construction	300	80	280	260	15	0
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	335	70	295	240	40	0
H : Transportation and storage	65	15	55	40	10	5
I : Accommodation and food service activities	195	50	135	85	60	0
J : Information and communication	100	5	100	95	0	0
K : Financial and insurance activities	20	0	20	20	0	0
L : Real estate activities	50	10	50	45	0	0
M : Professional, scientific and technical activities	350	45	340	320	10	0
N : Administrative and support service activities	175	45	165	145	10	0
O : Public administration and defence; compulsory social security	25	0	25	20	0	0
P : Education	30	5	15	10	5	5
Q : Human health and social work activities	75	15	40	30	30	5
R : Arts, entertainment and recreation	55	20	50	40	5	0
S : Other service activities	75	30	75	60	5	0
Total enterprise count	2,265	525	2,020	1,745	230	15

Sectors with highest number of enterprises

Source: ONS Business Count: enterprise data

¹ Romney Marsh is defined here as Middle Super Output Areas (MSOAs): Rother 002, 004; Ashford 010, 014; Shepway 011, 012, 013. This is a larger area than the LSOA defined area so will inflate the number of businesses in RMP area.

² BRES definition: An enterprise can be thought of as the overall business, made up of all the individual sites or workplaces. It is defined as the smallest combination of legal units (generally based on VAT and/or PAYE records) that has a certain degree of autonomy within an enterprise group

The business sectors in Romney Marsh with the largest number of enterprises (Table 2.1) are:

- Professional, scientific and technical activities: 350 enterprises
- Wholesale and retail trade; repair of motor vehicles and motorcycles: 335
- Construction: 300
- Agriculture, forestry and fishing: 265
- Accommodation and food service activities: 195

In the UK the top five sectors are:

- Professional, scientific and technical activities: 18%
- Wholesale and retail trade; repair of motor vehicles and motorcycles: 14.5%
- Construction: 11.8%
- Business administration and support services: 8.2%
- Information and communication: 8.1%

In the UK, the Accommodation and Food Services, and Agriculture Sectors account for 5.8% and 5.8% of VAT and/or PAYE businesses. The disparity reflects the rural nature of Romney Marsh and the area's continuing role as a holiday destination.

Business size

In 2015, 89% of businesses in Romney Marsh were micro-sized businesses, in line with corresponding proportion for the South East LEP. Similarly, 10% of businesses in Romney Marsh were small businesses (10-49 employees), compared with 9% across the South East and England. In 2016, the Romney Marsh figures are similar to 2015, though the number of medium sized (50-249 employees) business declined to under 1%.

The sectors with the highest number of micro-businesses (0-9 employees) are:

- Professional, scientific and technical activities: 340
- Wholesale and retail trade; repair of motor vehicles and motorcycles: 295
- Construction: 280
- Agriculture: 245
- Administrative and support service activities: 165

2.2. Employment on Romney Marsh

According to the latest Business Register and Employment Survey, in 2015 there were over 11,000 jobs in Romney Marsh (Table 2.2).

Employment in the area has fluctuated in recent years, with significant decline between 2011 and 2012, which corresponds to the second dip that forms part of the double dip recession of 2009 – 2013. However, for the last three years employment has grown in Romney Marsh, and the figure for 2015 indicates employment has recovered to 2009 levels. This equates to a 12% increase in employment over the time period 2009 to 2015.

Table 2.2: Employment¹ counts in Romney Marsh² 2009 to 2015 with yearly change

	Years						
	2009	2010	2011	2012	2013	2014	2015
Counts	11,010	11,075	11,005	9,905	10,130	10,310	11,140
Yearly change		+65	-70	-1,100	+225	+200	+730

Note: figures are summed from rounded figures

Source: ONS - BRES 2015

² Romney Marsh defined at Lower Super Output Areas

¹**Employment** includes employees plus the number of working owners. BRES therefore includes self-employed workers as long as they are registered for VAT or Pay-As-You-Earn (PAYE) schemes. Self employed people not registered for these, along with HM Forces and Government Supported trainees are excluded.

In 2015, the six largest business sectors in Romney Marsh as a proportion of all employment were (Table 2.3):

- Accommodation and Food Service Activities: 20.5%
- Wholesale and Retail trade: Repair of Motor Vehicles and Motorcycles: 13.7%
- Human Health and Social Work Activities: 11.4%
- Education: 8.2%
- Administrative and Support Services Activities: 7.3%
- Construction: 6.4%

This differs from the local authorities of Ashford, Rother and Shepway, where the largest two sectors were:

- Wholesale and retail trade: repair of motor vehicles and motorcycles: Ashford -21.8%, Rother - 15.9% and Shepway - 15.9%.
- Human health and social work activities: Ashford - 16.3%, Rother - 15.9% and Shepway - 13.3%.

In the South East and England, Wholesale and retail trade: repair of motor vehicles and motorcycles (18.4%) and Human health and social work activities (13.7%) are also the first and second largest sectors.

In 2015, the six largest employment sectors accounted for over half of all jobs – 6000 jobs. The distribution of the jobs across these sectors was:

- Accommodation and food service activities: 2,250 jobs
- Wholesale and retail trade: repair of motor vehicles and motorcycles: 1,500
- Human Health and social work activities: 1,250
- Education: 1,000
- Administrative and support services activities: 800
- Construction: 700

These sectors were also the largest employment sectors in 2009.

Table 2.3: Romney Marsh: Yearly employment¹ counts within each business sector 2009-2015, with the percentage change during the period

Standard Industrial Classification	Employment counts							Change 2009 to 2015	
	2009	2010	2011	2012	2013	2014	2015	count	%
A : Agriculture, forestry and fishing*	25	15	20	10	20	25	30	5	20
B : Mining and quarrying	10	10	10	20	10	10	10	0	0
C : Manufacturing	450	450	600	500	500	500	600	150	33
D : Electricity, gas, steam and air conditioning supply	600	600	600	600	600	600	600	0	0
E : Water supply; sewerage, waste management and remediation activities	450	350	450	350	350	300	300	-150	-33
F : Construction	900	900	800	600	700	700	700	-200	-22
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	1,750	1,750	1,750	1,500	1,500	1,500	1,500	-250	-14
H : Transportation and storage	600	600	600	600	500	600	600	0	0
I : Accommodation and food service activities	1,750	1,750	1,750	1,500	1,750	2,000	2,250	500	29
J : Information and communication	175	250	175	225	175	175	200	25	14
K : Financial and insurance activities	100	125	75	75	150	75	75	-25	-25
L : Real estate activities	100	100	75	125	100	150	125	25	25
M : Professional, scientific and technical activities	450	450	450	500	450	600	500	50	11
N : Administrative and support service activities	700	600	600	500	600	600	800	100	14
O : Public administration and defence; compulsory social security	150	250	175	175	150	150	175	25	-7
P : Education	900	1,000	1,000	700	900	900	1,000	100	11
Q : Human health and social work activities	1,500	1,500	1,500	1,500	1,250	1,000	1,250	-250	-17
R : Arts, entertainment and recreation	200	200	200	200	200	200	175	-25	-13
S : Other service activities	200	175	175	225	225	225	250	50	25
Total employment count	11,010	11,075	11,005	9,905	10,310	10,310	11,140	130	12

These figures exclude farm agriculture (IC subclass 01000) Romney Marsh defined at LSOA level

Source: BRES 2015

¹ **Employment** includes employees plus the number of working owners. BRES therefore includes self-employed workers as long as they are registered for VAT or Pay-As-You-Earn (PAYE) schemes. Self-employed people not registered for these, along with HM Forces and Government Supported trainees are excluded.

Breaking down the business sectors into more detail shows key areas of employment within the sectors: The breakdown of the Accommodation and Food Service Activities Sector shows the main employment areas were:

- Beverage serving activities: 500 jobs
- Camping grounds, recreational vehicle parks and trailer parks: 500
- Restaurants and mobile food service activities: 500
- Holiday and short stay accommodation: 300
- Hotel and similar accommodation: 250
- Event and other food services activities: 75

This illustrates that tourism underpins the majority of the employment within this sector, with accommodation directly supporting over 1,000 jobs.

In the Wholesale and Retail Trade: Repair of Motor Vehicles and Motorcycles Sector the main employment areas were:

- Retail trade, except of motor vehicles and motorcycles: 900
- Wholesale trade, except of motor vehicles and motorcycles: 500
- Wholesale and retail trade and repair of motor vehicles and motorcycles: 250, with Maintenance and repair of motor vehicles the largest area 150.

The developments in e-commerce are forecasted to put continuing strain on traditional retailers leading to decreasing employment opportunities.

In Human Health and Social Work Activities Sector the main employment areas are:

- Residential care activities: 800, with residential care activities for elderly and disable accounting for 200 jobs, other residential care activities accounting for 450
- Human Health Activities: 350
- Social work activities without accommodation: 700, with Social work activities without accommodation for the elderly and disabled 150.

The care of the elderly is a significant employment area that is projected to grow nationally and locally.

In the Manufacturing Sector, the largest employment sector is the Manufacture of non-metallic mineral products: 175. Of which the manufacture of clay building materials accounts for 100 jobs. Other important areas include:

- Manufacture of products of wood, cork, straw and plaiting materials: 75
- Manufacture of fabricated metal products, except machinery and equipment: 75
- Manufacture of machinery and equipment n.e.c.: 50
- Manufacture of food products: 45

The Construction Sector has three main employment areas:

- Construction of residential and non-residential buildings 250
- Building completion and finishing 200
- Electrical, plumbing and other construction installation activities 125

These Construction areas would have been affected by the nationwide drop in new build activities caused by the recession 2009-2013. However, the Local Plans have forecasted significant house building within Romney Marsh and its surrounding neighbouring.

Winners and Losers

Although overall employment levels increased between 2009 and 2015, the growth was not evenly distributed across all sectors. There have been winners and losers.

Biggest Winners

The sectors creating the most jobs between 2009 and 2015 were:

- Accommodation and food service activities: +500 jobs
- Manufacturing: +150 jobs.
- Administrative and support service activities: +100 jobs
- Education: +100 jobs

A large proportion of these jobs were created between 2014 and 2015 in five of these sectors:

- Accommodation and food service activities: +250 jobs
- Human health and social work activities: +250
- Administrative and support service activities: +200 jobs
- Manufacturing: +100
- Education: +100

In absolute terms the five fastest growing employment sectors between 2009 and 2015 were:

- Manufacturing: +33%
- Accommodation and food service activities: +29%
- Real estate activities: +25%
- Other services activities: +25%
- Agriculture, forestry and fishing: +20%

Biggest losers

The sectors losing the most jobs between 2009 and 2015 were:

- Wholesale and retail trade; repair of motor vehicles and motorcycles: -250
- Human health and social work activities: -250
- Construction: -200
- Water supply; sewerage, waste management and remediation activities: -150

In absolute terms, the five fastest declining employment sectors between 2009 and 2015 were:

- Water supply; sewerage, waste management and remediation activities: -33%
- Financial and insurance activities: -25%
- Construction: -22%
- Human health and social work: -17%
- Wholesale and retail trade; repair of motor vehicles and motorcycles: -14%

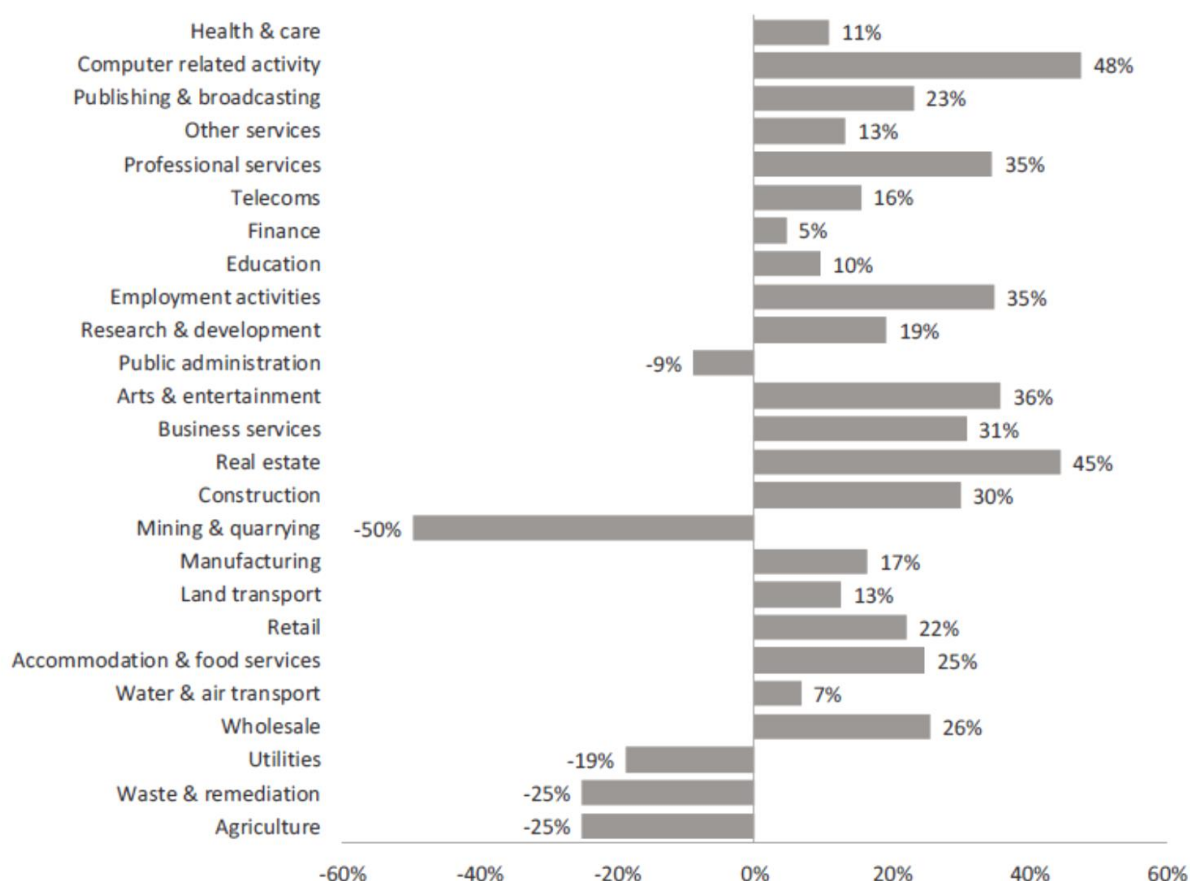
Looking Forward

The East of England Forecasting Model (EEFM) provides economic forecasts up to 2031 for each local authority in the East, the East Midlands and the South-East. The latest forecasts available were up dated January 2015, prior to the Brexit vote.

Across the districts of Ashford, Rother and Shepway, employment is expected to rise by 23,800 or 17% between 2014 and 2031. The growth sectors for employment are shown in Figure 2.1. The forecast predicted growth in the majority of the important sectors in Romney Marsh. This supports the RMP's position to pursue these sectors and highlights the need to provide appropriate support aimed at enhancing competitiveness which will assist local enterprises to achieve the potential growth. This includes ensuring a quality supply of labour to meet current and future requirements.

Policy aspirations for Romney Marsh include employment and housing allocations, which if realised will result in the creation of jobs. Major projects include expansion of Mountfield Industrial Estate and the improvements to Rye Harbour Fisheries, as well as the development of Ashford London (Lydd) Airport. In addition, Romney Marsh could benefit from major projects outside Romney Marsh within commuting distance such as Otterpool Park and the continued regeneration of the Ashford town centre.

Figure 2.1: Percentage Employment Change in Ashford, Rother and Shepway by sector, 2014 - 2013



Source: Cambridge Econometrics (EEFM)

2.3. The Visitor Economy

Tourism has and continues to play an important role in the Romney Marsh economy, with the town of Rye and the seaside resorts of Camber and Dymchurch particularly reliant on visitors. It is a significant and growing sector of the Marsh's economy.

Recent research highlights the significant role that tourism plays across the sub-region:

- In 2015, Ashford District received 4.3 million trips, with 3.9 million daytrips and nearly half a million overnight trips, resulting in a 6% growth in attraction spend. This supported 5,482 jobs, which equates to one in ten of all jobs in Ashford (Research by VisitKent 2015).
- In 2015, there were an estimated 2 million visitor nights spent in Rother District and 5.5 million tourism day trips. Total expenditure by visitors in the region of £245.7 million (www.rother.gov.uk/stats).
- In 2013, tourism generated £235.2 million for Shepway District, supporting 12% of its employment and more than 3,000 jobs (A Tourism Destination Plan for Shepway).

The Romney Marsh area benefits from a diverse range of visitor attractors including:

- **Coastline** - the Romney Marsh coastline is over 25 miles long, offering a range of environments from sand dunes, beaches of shingle and sand to a river estuary and fishing harbour. It encompasses several important reserves including the Dungeness National Nature Reserve, RSPB Reserve at Dungeness and Sussex Wildlife Trust Reserve Rye Harbour. Since 2016, it forms part of the England Coast Path.
- **Coastal activities** – the diversity of the coastline supports activities including beach-casting at Dungeness (the historic home of modern beach-casting); commercial fishing at Dungeness and Rye (both major attractors of visitors); water-sports including the growing sector of extreme sports; and wider recreational activities including renowned golf courses and attractive coastal walking and cycling. Along with the traditional ‘bucket and spade’ activities associated with the seaside resorts of Dymchurch and Camber.
- **Inland natural environment** - Romney Marsh’s natural environment is one of its greatest assets and has a strong visitor offer based around its nature and bird reserves and unspoilt countryside with its extensive walking and cycling opportunities. This is ideal for developing a green tourism offer; one of the fastest growing sectors in tourism.
- **Historic towns and heritage attractions** - Romney Marsh has a network of historic towns, Cinque Ports and villages. The historic core of Rye is a nationally renowned visitor destination, whilst across Romney Marsh there are numerous heritage assets including the medieval churches, Royal Military Canal and the Romney Hythe and Dymchurch Railway.
- **Local producers and makers** – The area has a growing reputation as a source for quality products related to the agriculture of the area. These included fresh fish, champagne, ale, wool and cloth, ice-cream, and cakes. It has a growing number of good restaurants including The Gallivant, Camber, and food outlets such as the Fish-Shack, Dungeness.

Romney Marsh benefits from proximity to numerous other significant visitor destinations. These include coastal resorts such as Hastings and Folkestone and historic landscapes such as 1066 Country. Visitors to the 1066 Country spend £400 million, with more than 10,000 part-

time and full-time jobs supported by the visitor economy that includes approximately 1.1million staying visitors per year (1066 Country Destination Management Strategy 2016). There are opportunities to creating stronger links between Romney Marsh and its neighbours that would encourage more visitors to come the Marsh. In addition, there is an opportunity to encourage visitors to use Romney Marsh as a base to explore the surrounding areas; increasing their length of stay and spend.

Traditionally Romney Marsh is not seen as a single destination, but a series of towns, beaches, countryside and attractions, which combine to form a significant visitor offer. The challenge is to realise greater visitor benefit from the coastline, heritage and landscape, through sensitive exploitation of opportunities for access and appreciation. The challenge is to encourage attractions to feed off each other's visitors more effectively and attract more of the visitors to discover the less well-known areas of Romney Marsh.

2.4. Nuclear Activities at Dungeness

The nuclear power industry contributes some £50 million to the local economy annually. It employs over 1,000 people, many of whom live on the Marsh, in Shepway, Ashford and Rother districts. It continues to play an integral role in the socio-economic of characteristics of Romney Marsh - in terms of the decommissioning of Dungeness A, ongoing energy generation at Dungeness B and also the potential for additional nuclear sector investment in the longer term.

Dungeness A

Decommissioning of the Dungeness A is underway with the site planned to enter Care and Maintenance in 2027.



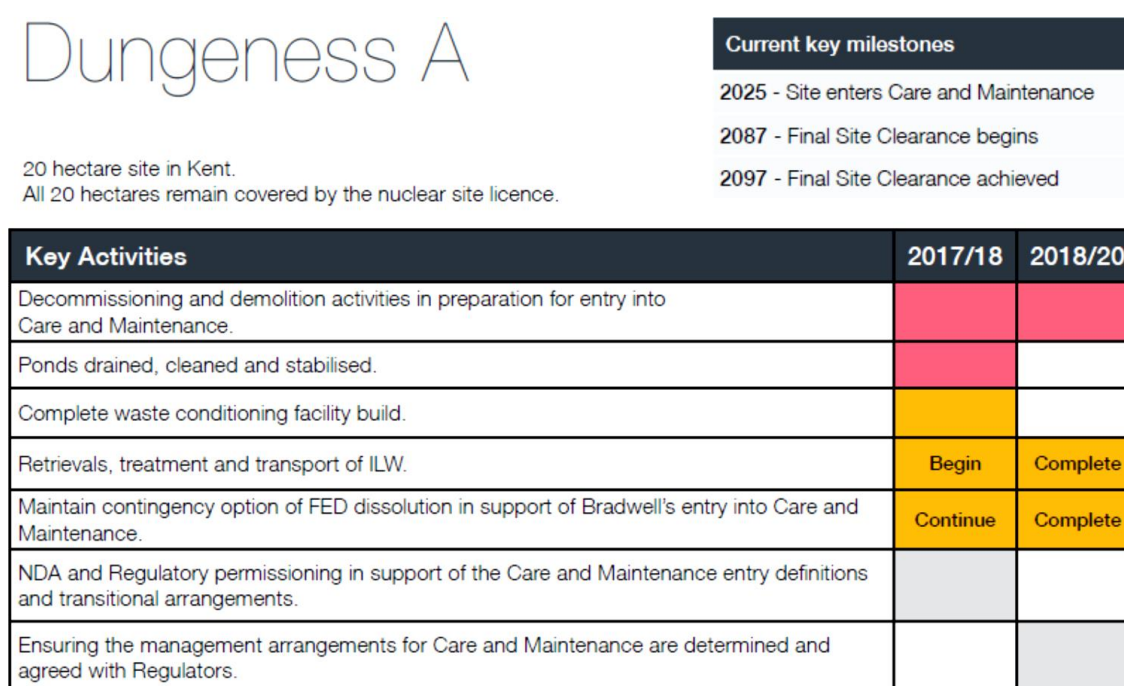
Photograph 2.1: Dungeness A after the demolition of the turbine hall

The original Romney Marsh Socio-Economic Plan was developed in response to the perceived threat of decommissioning activities at Dungeness A site. Based upon a robust economic impact assessment of the decommissioning process the report concluded that:

- The importance of Dungeness A and B to Romney Marsh should not be underestimated
- The decommissioning process will not produce an economic 'shock' for the area, but has produced the perception of a down turn
- The negative impact will primarily be related to employment rather than through local supply chains
- The geography of impact will spread beyond Romney Marsh - impacts on Ashford, Folkestone and Hastings should not be overlooked
- It is unlikely that the existing sectors in the local economy will be able to create new opportunities to absorb job losses in the medium term
- 2016-2018 will be critical time period for the economic future of Romney Marsh.

The feedback from key stakeholders suggests that the majority of these conclusions remain unchanged.

Figure 2.2: Dungeness A decommissioning schedule: key milestones and activities



Under the Nuclear Decommissioning Agency (NDA Business Plan 2017 to 2020, the key activities on the Dungeness A 20 hectare site are as showed in Figure 2.2. Dungeness A site is continuing preparation for entry into Care and Maintenance, which is now expected to be 2027. The Magnox Closure Director's Report Dungeness A, 13 June 2017 stated there were 135.1 full-time equivalents members of staff. There was also an additional 20 members of staffs, who have a central role, but are not based at Dungeness A. In addition 42.25 agency supplied workers and 26 individuals were employed through The Framework Agreements or as contract supplied workers. The number of contractors fluctuates according to the work

being undertaken. This number is predicted to continue to decrease to 22 by 2025, subject to funding and NDA approval of the programme.

Consultation with Magnox Ltd revealed that the continued operation of Dungeness B by EDF Energy Ltd has led to some skilled staff transitioning from Magnox Ltd to EDF Energy Ltd given the relevance of their skills and experience.

Dungeness B

Dungeness B, operated by EDF Energy Ltd, continues to produce power and is scheduled to continue power generation until April 2028, after which a lengthy process of decommissioning will ensue.

The EDF Director's Report Dungeness B June 2017 reported that the station employs over 550 employees, which is supplemented, by over 200 contract partners. There is a strong linkage with the local labour force in Romney Marsh, with generations of families known to have worked on site over its lifetime. Six new apprenticeships have been recruited and begun the 2 years of training. There is a need for more operational staff and though open evenings have been held EDF energy Ltd is struggling to find the right people locally.

EDF has a five-year rolling plan which informs their recruitment plans. Over the next 5 years forecasted recruitment needs include 12 Operations Engineers, 10 apprentices, and 17 post 'A' level trainees. Furthermore, there is a need for 36 sub-contracted posts covering security, administration, training, planning and stores.

Short-term maintenance projects engage significant numbers of sub-contractors. When the bi-annual planned maintenance shutdown occur there is usually a surge in on-site short term employment (up to 300), which is often filled by local residents. The range of skills vary from unskilled (cleaners, labourers, security), semi-skilled (e.g. pipe fitters) to skilled engineers. Consultation feedback indicates that there is not an issue finding labour to fill the temporary jobs, however there can be a problem convincing people to commit to the necessary vetting procedures and application process as it can be perceived as too much effort for a temporary job

Possible Future Nuclear Sector Investments

In addition to power generation at Dungeness B, the longer term potential for future nuclear sector investment continues to be monitored by the RMP. This includes the developments related to The 2014 Government White Paper 'Implementing Geological Disposal: A Framework for Managing Higher Activity Radioactive Waste'. The paper sets out a framework for managing higher activity waste in the long term through geographical disposal. To identify potential sites the government favours a voluntarism approach based on working with communities that are willing to participate in the siting process. A Geological Disposal Facility (GDF) is likely to bring significant economic benefits to the community that hosts it, in the form of long-term employment and infrastructure investment, and in the form of additional community investment that the UK Government has committed to provide. However, these need to be weighed against the socio-economic impacts.

In the longer term, ambitions relating to preserving nuclear activities including the potential for new nuclear generation continue to be supported, including the potential for ‘small modular reactors’.

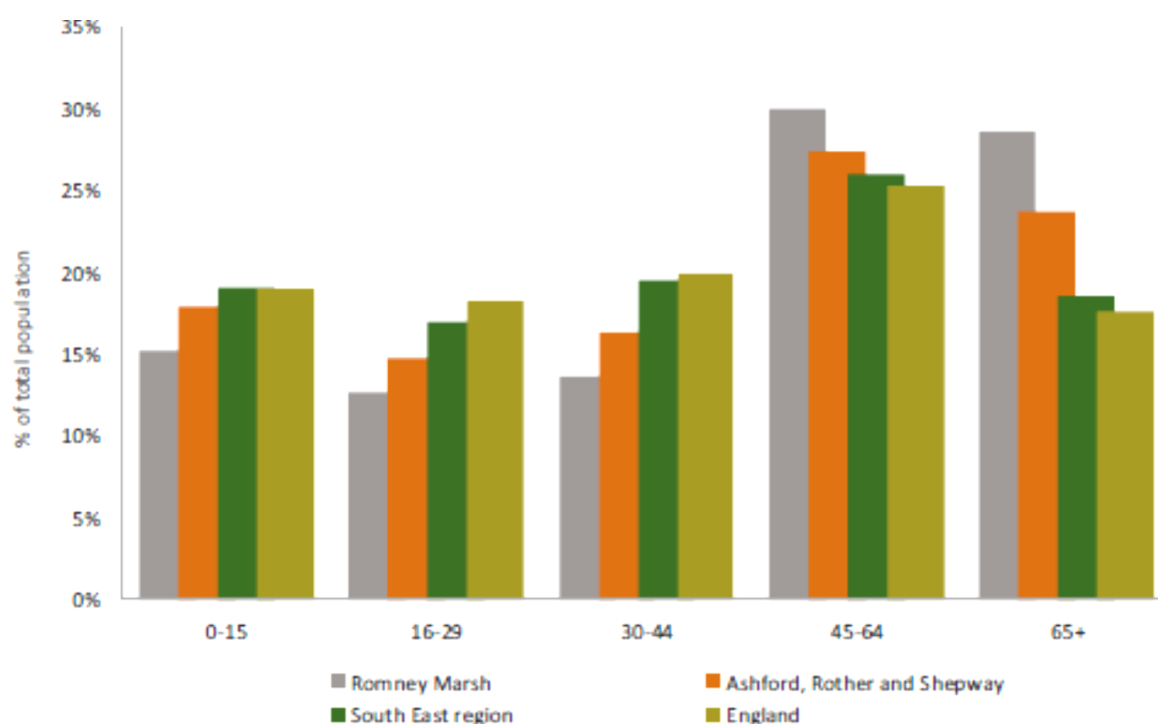
3. Romney Marsh: Workforce

This section provides a summary of the population in the Romney Marsh area and their quality of life. There is a focus on the demography of the workforce – people aged 16 – 64 years and the numbers of full-time and part-time employees.

3.1. The Population

In the Census 2011, Romney Marsh area was home to 39,000 people. Like many rural and coastal areas it has a relatively high proportion of older people (Figure 3.1), which the Sub-National Population Projection (2012) predicts will become older. The draw of the area to retirees compounds the issue and also supports the buoyant housing market, further pricing the younger generation out of the housing market. With an increasingly elderly population the demand for services especially health care and associated services will increase.

Figure 3.1: Age breakdown for Romney Marsh, Ashford, Rother, Shepway, the South East region and England 2014



Source: ONS mid-year population estimates (2015)

The Index of Multiple Deprivation 2015 shows that Romney Marsh residents experience some challenges in terms of quality of life (Tables 3.2a - c). Over half of the lower super output areas that form Romney Marsh are in the 40% most deprived areas in England, with areas in the

wards of Rother and Rye in the bottom 20%. The key drivers for the high levels of deprivation are low levels of employment, poor levels of education, skills & training, and low income. With income deprivation more pronounced for young children than older people.

The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population and indicates that over half of the LSOAs in Romney Marsh are in the bottom 40% of achievement and over a quarter are in the bottom 20%. Adult skills deprivation is very high with 19 of the 25 LSOA in the bottom 40%.

The relatively high levels of deprivation under the Barriers to Housing and Services domain, which measure the physical and financial accessibility of housing and local services, is related to the high cost of housing and the rural nature of the area making accessing services difficult for many sectors of the population, in particular the young and older people. The Census 2011 showed 15% of all households did not own a car, which impacts on the ability to access work and training opportunities.

On a positive note, the Index of Health Deprivation and Disability (2011), a measure of premature death and impairment of quality of life through poor physical or mental health, indicates the population enjoys above average health, with some exceptionally healthy areas. In addition, the low levels of deprivation under Crime, which measure the risk of personal and material victimisation, indicates Romney Marsh is a safe place, though there are a few crime hot spots in Rye and Dymchurch and St Mary's Bay.

Table 3.2a: Index of Multiple Deprivation (2015) with Income, Employment, and Education, skills & training domains – ranking and decile

Lower Super Output Area (LSOA)	Within ward (pre- 2015 re-organisation)	IMD		Income deprivation domain		Employment deprivation domain		Education, Skills & training domain		Adult Skills deprivation sub-domain	
		Rank ¹	Decile ²	Rank	Decile	Rank	Decile	Rank	Decile	Decile	Rank
Rother 004E	Rye	4,495	2 nd	2,845	1 st	3,668	2 nd	1,264	1 st	1,333	1 st
Rother 002A	Eastern Rother	5,803	2 nd	10,211	4 th	9,472	3 rd	4,241	2 nd	6,155	2 nd
Shepway 011D	Romney Marsh	6,710	3 rd	9,633	3 rd	9,290	3 rd	6,655	3 rd	6,489	2 nd
Shepway 013C	Lydd	8,437	3 rd	6,046	2 nd	6,725	3 rd	2,582	1 st	7,853	3 rd
Rother 004B	Eastern Rother	9,066	3 rd	14,089	5 th	13,487	5 th	4,076	2 nd	7,315	3 rd
Shepway 011E	Romney Marsh	9,595	3 rd	16,062	5 th	10,511	4 th	12,419	4 th	7,591	3 rd
Shepway 011C	Dymchurch and St Mary's Bay	9,681	3 rd	10,180	4 th	5,363	2 nd	5,832	2 nd	9,092	3 rd
Shepway 013B	Lydd	9,882	4 th	11,448	4 th	8,834	3 rd	9,532	3 rd	8,069	3 rd
Shepway 011A	Dymchurch and St Mary's Bay	10,376	4 th	9,328	3 rd	6,244	2 nd	6,820	3 rd	12,096	4 th
Shepway 012C	New Romney Town	10,411	4 th	6,656	3 rd	8,586	3 rd	6,624	3 rd	11,847	4 th
Shepway 011B	Dymchurch and St Mary's Bay	10,978	4 th	13,027	4 th	7,795	3 rd	5,008	2 nd	12,854	4 th
Shepway 013D	Lydd	11,030	4 th	12,056	4 th	10,900	4 th	4,731	2 nd	10,881	4 th
Ashford 014A	Isle of Oxley	12,461	4 th	16,405	5 th	18,966	6 th	14,400	5 th	11,632	4 th
Rother 004A	Eastern Rother	13,174	5 th	12,399	4 th	10,556	4 th	11,779	4 th	12,186	4 th
Shepway 012A	New Romney Coast	14,918	5 th	14,493	5 th	9,632	3 rd	8,513	3 rd	10,519	4 th
Shepway 009A	Dymchurch and St Mary's Bay	15,101	5 th	19,199	6 th	11,367	4 th	9,889	4 th	14,301	5 th
Ashford 010B	Saxon Shore	15,563	5 th	23,887	8 th	24,220	8 th	21,176	7 th	18,965	6 th
Shepway 013A	Lydd	16,306	5 th	18,657	6 th	14,062	5 th	6,341	2 nd	16,562	6 th
Rother 004D	Rye	16,955	6 th	15,080	5 th	16,821	6 th	10,565	4 th	22,800	7 th
Rother 004C	Rye	17,181	6 th	16,072	5 th	17,006	6 th	10,004	4 th	20,748	7 th
Ashford 010A	Saxon Shore	20,346	6 th	18,051	5 th	20,624	7 th	13,931	5 th	10,575	4 th
Shepway 012B	New Romney Coast	19,928	7 th	22,284	7 th	17,212	6 th	14,372	5 th	22,066	7 th
Shepway 012D	New Romney Town	20,112	7 th	19,046	6 th	12,588	4 th	13,289	6 th	7,535	3 rd
Ashford 014B	Isle of Oxney	20,772	7 th	17,706	6 th	17,111	6 th	14,811	5 th	5,362	2 nd
Ashford 014D	Weald South	22,565	7 th	23,073	8 th	22,395	7 th	21,637	7 th	7,197	3 rd

¹ Ranking: 1 most deprived to 32,844 least deprived in England

Source: DCLG

² Deciles of deprivation: 1 most deprived (0-10%) to 10 least deprived (90-100%) in England.

Deciles within the 40% most deprived areas in England shaded; darker the shading the more deprived the area

Table 3.2b: Index of Multiple Deprivation (2015) with Health and disability, Crime, and Barriers to housing and services domains: ranking and decile

Lower Super Output Area (LSOA)	Within ward (pre- 2015 re-organisation)	IMD		Health deprivation and disability domain		Crime domain		Barriers to Housing and services domain	
		Rank ¹	Decile ²	Rank ¹	Decile ²	Rank ¹	Decile ²	Rank ¹	Decile ²
Rother 004E	Rye	4,495	2 nd	15,782	5 th	5,284	2 nd	3,957	2 nd
Rother 002A	Eastern Rother	5,803	2 nd	10,558	4 th	19,729	7 th	24,833	8 th
Shepway 011D	Romney Marsh	6,710	3 rd	18,149	6 th	17,972	6 th	757	1 st
Shepway 013C	Lydd	8,437	3 rd	10,522	4 th	29,815	10 th	7,622	3 rd
Rother 004B	Eastern Rother	9,066	3 rd	16,763	6 th	25,928	8 th	1,265	1 st
Shepway 011E	Romney Marsh	9,595	3 rd	9,113	3 rd	15,502	6 th	23,587	8 th
Shepway 011C	Dymchurch and St Mary's Bay	9,681	3 rd	15,142	5 th	9,045	3 rd	23,639	8 th
Shepway 013B	Lydd	9,882	4 th	11,793	4 th	25,154	8 th	8,866	3 rd
Shepway 011A	Dymchurch and St Mary's Bay	10,376	4 th	19,747	7 th	13,243	5 th	9,450	3 rd
Shepway 012C	New Romney Town	10,411	4 th	18,896	6 th	21,169	7 th	13,218	5 th
Shepway 011B	Dymchurch and St Mary's Bay	10,978	4 th	20,356	7 th	22,573	7 th	3,574	2 nd
Shepway 013D	Lydd	11,030	4 th	18,579	6 th	24,143	8 th	15,959	5 th
Ashford 014A	Isle of Oxley	12,461	4 th	16,751	6 th	21,131	7 th	8,164	3 rd
Rother 004A	Eastern Rother	13,174	5 th	22,535	7 th	17,174	6 th	27,635	9 th
Shepway 012A	New Romney Coast	14,918	5 th	27,604	9 th	20,585	7 th	12,586	4 th
Shepway 009A	Dymchurch and St Mary's Bay	15,101	5 th	26,311	9 th	20,547	7 th	123	1 st
Ashford 010B	Saxon Shore	15,563	5 th	26,414	9 th	24,298	8 th	62	1 st
Shepway 013A	Lydd	16,306	5 th	24,865	8 th	16,578	6 th	1,700	1 st
Rother 004D	Rye	16,955	6 th	26,423	9 th	19,570	6 th	10,775	4 th
Rother 004C	Rye	17,181	6 th	13,965	5 th	4,694	2 nd	2,563	1 st
Shepway 012B	New Romney Coast	19,928	7 th	20,649	7 th	23,808	8 th	5,159	2 nd
Shepway 012D	New Romney Town	20,112	7 th	18,155	6 th	14,684	5 th	3,898	2 nd
Ashford 010A	Saxon Shore	20,346	6 th	25,132	8 th	12,327	4 th	25,209	8 th
Ashford 014B	Isle of Oxley	20,772	7 th	19,773	7 th	17,017	6 th	28,977	9 th
Ashford 014D	Weald South	22,565	7 th	8,512	3 rd	10,168	4 th	21,684	7 th

¹ Ranking: 1 most deprived to 32,844 least deprived in England

Source: DCLG

² Deciles of deprivation: 1 most deprived (0-10%) to 10 least deprived (90-100%) in England.

Deciles within the 40% most deprived areas in England shaded; darker the shading the more deprived the area

Table 3.2c: Index of Multiple Deprivation (2015) with Living environment, Income deprivation affecting Children, and Older people indexes domains: ranking and decile

Lower Super Output Area (LSOA)	Within ward (pre- 2015 re-organisation)	IMD		Living environment deprivation domain		Income deprivation affecting children index		Income deprivation affecting older people index	
		Rank ¹	Decile ²	Rank ¹	Decile ²	Rank ¹	Decile ²	Rank ¹	Decile ²
Rother 004E	Rye	4,495	2 nd	1,784	1 st	6,628	3 rd	16,017	5 th
Rother 002A	Eastern Rother	5,803	2 nd	25,112	8 th	4,964	2 nd	8,832	3 rd
Shepway 011D	Romney Marsh	6,710	3 rd	3,323	2 nd	16,813	6 th	19,162	6 th
Shepway 013C	Lydd	8,437	3 rd	29,382	9 th	9,123	8 th	13,384	5 th
Rother 004B	Eastern Rother	9,066	3 rd	12,029	4 th	8,033	3 rd	19,236	6 th
Shepway 011E	Romney Marsh	9,595	3 rd	28,460	9 th	8,918	3 rd	11,858	4 th
Shepway 011C	Dymchurch and St Mary's Bay	9,681	3 rd	26,179	8 th	6,971	3 rd	7,117	3 rd
Shepway 013B	Lydd	9,882	4 th	22,101	7 th	17,799	6 th	15,981	5 th
Shepway 011A	Dymchurch and St Mary's Bay	10,376	4 th	11,557	4 th	12,474	4 th	15,741	5 th
Shepway 012C	New Romney Town	10,411	4 th	30,146	10 th	14,464	5 th	18,229	6 th
Shepway 011B	Dymchurch and St Mary's Bay	10,978	4 th	26,785	9 th	20,575	7 th	22,497	7 th
Shepway 013D	Lydd	11,030	4 th	16,121	5 th	16,872	6 th	24,782	8 th
Ashford 014A	Isle of Oxley	12,461	4 th	32,044	10 th	23,012	8 th	24,784	8 th
Rother 004A	Eastern Rother	13,174	5 th	28,640	9 th	22,713	7 th	21,742	7 th
Shepway 012A	New Romney Coast	14,918	5 th	14,065	5 th	20,897	7 th	19,378	6 th
Shepway 009A	Dymchurch and St Mary's Bay	15,101	5 th	6,294	2 nd	22,864	7 th	26,981	9 th
Ashford 010B	Saxon Shore	15,563	5 th	6,828	3 rd	15,200	5 th	19,895	6 th
Shepway 013A	Lydd	16,306	5 th	5,260	2 nd	15,110	5 th	20,772	7 th
Rother 004D	Rye	16,955	6 th	11,156	4 th	23,596	8 th	22,805	7 th
Rother 004C	Rye	17,181	6 th	1,685	1 st	7,691	3 rd	17,889	6 th
Shepway 012B	New Romney Coast	19,928	7 th	14,613	5 th	11,217	4 rd	16,462	6 th
Shepway 012D	New Romney Town	20,112	7 th	2,312	1 st	12,495	4 th	17,190	6 th
Ashford 010A	Saxon Shore	20,346	6 th	9,797	3 rd	14,594	5 th	17,772	6 th
Ashford 014B	Isle of Oxley	20,772	7 th	10,732	4 th	10,732	4 th	21,549	7 th
Ashford 014D	Weald South	22,565	7 th	25,538	8 th	2,722	1 st	5,425	2 nd

¹ Ranking: 1 most deprived to 32,844 least deprived in England

Source: DCLG

² Deciles of deprivation: 1 most deprived (0-10%) to 10 least deprived (90-100%) in England. Deciles within the 40% most deprived areas in England shaded

3.2. The Workforce

The Population Survey (March 2017) estimates 27,400 people in Romney Marsh are aged 16-64 years, which equates to 67% of all people aged 16 and over (Table 3.3). The 13,600 people aged 50-64 form the highest proportion of the workforce, while the 4,800 young people aged 16-24 years account for 12% (Figure 3.2). Romney Marsh is unusual compared with Ashford, Shepway and Rother districts in the relatively high proportion of the workforce in the 50-64 age band, but is similar with regard to the proportion aged 16-24 (Table 3.3). The prospect of a significant proportion of the workforce leaving the labour market will have an impact on the labour supply. In addition, businesses which have skills concentrated in the older workers will need to plan for replacements.

Figure 3.2: Proportion of all the people in Romney Marsh aged 16+ in age bands 16-24, 25-49, 50-64 and 65+ years

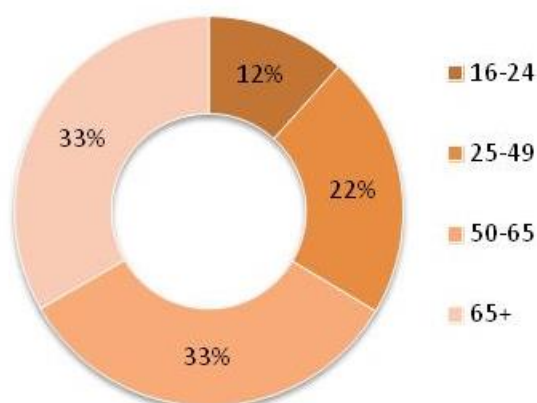


Table 3.3: Proportion of all people aged 16+ in Romney Marsh, Ashford, Rother and Shepway in age bands 16-24, 25-49, 50-64 and 65+ years

Area	Proportion of all people aged 16+ in different age bands (%)				
	16-24	25-49	50-64	16-64	65+
Ashford	11.4	45.0	20.2	76.6	23.4
Rother	11.8	23.1	28.7	63.6	36.4
Shepway	14.0	29.6	29.5	73.1	26.9
Romney Marsh	12	22	33	67	33
Counts					
Romney Marsh	4,800	9,000	13,600	27,400	13,700

Source: Population Survey March 2017

Note due to the Romney Marsh small area the 95% confidence limit is +/- 10%

Looking for work

The rate of unemployment as measured through DWP claimant counts for Jobseeker Allowance and Universal Credit is only available at ward level. In August 2017, there were 390 claimants in the Romney Marsh wards (Table 3.4a&b). In the majority of Romney

Table 3.4a: Out of Work Benefits¹: Claimant Count by sex (August 2017)

Wards (pre- 2015 re-organisation)	Sex of Claimant		% of Resident Population		
	Male	Female	Male	Female	All
Isle of Oxney	10	10	1.5	1.2	1.3
Saxon Shore	15	10	1.0	0.8	0.9
Weald South	25	10	1.8	0.8	1.3
Eastern Rother	35	25	2.5	1.7	2.1
Rye	25	30	2.0	2.4	2.2
Dymchurch & St Mary's Bay	30	10	1.7	0.7	1.2
Lydd	50	20	2.4	1.2	1.8
New Romney Coast	15	5	1.8	0.7	1.3
New Romney Town	25	20	2.4	1.6	2.0
Romney Marsh	10	10	1.6	1.1	1.4
Total	240	150			
Districts					
Ashford Borough			2.0	1.3	1.6
Rother District			1.7	1.1	1.4
Shepway District			2.6	1.4	2.0

Source: ONS Claimant count

¹ Number of people claiming Jobseeker's Allowance (JSA) and National Insurance Credits

% show the number of claimants as a proportion of resident population aged 16-64

Table 3.4b: Out of Work Benefits¹: Claimant Count by Age (August 2017)

Wards (pre- 2015 re-organisation)	Claimants Aged (years)					
	16+	16 -17	18 - 24	18 - 21	25 - 49	50+
Isle of Oxney	20	0	5	5	5	10
Saxon Shore	25	0	5	5	10	10
Weald South	40	0	5	0	20	15
Eastern Rother	55	0	10	5	30	15
Rye	55	0	10	0	25	20
Dymchurch & St Mary's Bay	40	0	5	0	25	10
Lydd	70	0	15	10	35	20
New Romney Coast	25	0	5	0	10	5
New Romney Town	40	0	10	5	15	15
Romney Marsh	20	0	5	0	10	5
Total	390	0	75	30	185	125

Source: ONS claimant count

¹ Number of people claiming Jobseeker's Allowance (JSA) and National Insurance Credits.

Marsh wards the claimant rates are similar to their district (Table 3.4). The two highest rates are in Rye and Eastern Rother, with 2.2% and 2.1%, respectively. The data shows that males have a higher rate of unemployment than females, with 240 male claimants compared to 150 female claimants. The wards of East Rother, Lydd and New Romney have the highest male claim rates of 2.5%. 2.4% and 2.4%, respectively.

People aged 25-49 account for the highest number of claimants, followed by those aged 50+, with 185 and 125 claimants, respectively. This suggests a proportion of the adult workforce don't have the appropriate skills for the current labour market. Though the numbers of claimants for the age band 18-24 is lower than for the other age bands proportionately the rate is higher when the population profile is taken into account.

Enterprising

There is no direct measure for the level of local enterprise. However Romney Marsh performs well in several measures that indicate enterprise:

- Approximately 5,500 of people aged 16-64 are self-employment, with males accounting for nearly three quarters of the self-employed (Population Survey 2017). This equates to 20% of people aged 16-64 and is high compared to Ashford, Rother and Shepway Districts with 15%, 14% and 13%, respectively.
- In the Census 2011, 5% of the population worked mainly at or directly from home, compared to 4% in the SE LEP and 4% nationally.
- The ONS Business Counts 2015 reported a fifth of the businesses in Romney Marsh are sole proprietors (Table 2.1).

3.3. Full and Part-time Employees

In 2015, there were 10,500 employees in Romney Marsh, which means the majority of the employment on Romney Marsh was as an employee (Table 3.4). The business sectors employing the most employees are the same as for the largest employment sectors, except that the sectors of Electricity, Gas, Steam and Air Conditioning Supply, and Manufacturing increases in importance. The business sectors with the largest number of employees were:

- Accommodation and food service activities: 2,000 employees
- Wholesale and retail trade: repair of motor vehicles and motorcycles: 1,500
- Human health and social work activities: 1,250
- Education: 1,000
- Administrative and support services activities: 800
- Electricity, gas, steam and air conditioning supply: 600
- Construction: 600
- Manufacturing: 600

Full-time or part-time work

Out of the 10,500 employees, 7,200 are classified as full-time which means working more than 30 hours per week, with a third classified as part-time – working less than 30 hours (Table 3.4). Many people appreciate the flexibility that part-time employment can give them; however the majority of people between ages of 16 and 64 want and require full-time jobs to support themselves and their families. The business sectors with largest number of full-time employees were:

- Accommodation and food service activities: 1,000 full-time employees
- Wholesale and retail trade: repair of motor vehicles and motorcycles: 1,000
- Human health and social work activities: 800
- Construction: 600
- Electricity, gas, steam and air conditioning supply: 600
- Education: 500.

Table 3.4: Romney Marsh: Number of employees including part-time and full-time within each business sectors in 2015 and as a proportions of total, full-time and part-time employees

Standard Industrial Classification	Employee counts			Ratio ³	Employee %		
	Total	Full-time ⁴	Part-time ³	Full to Part-time	Total	Full-time ⁴	Part-time ³
A : Agriculture, forestry and fishing	30	25	5	5:1	0.3	0.3	0.1
B : Mining and quarrying	10	10	0	-	0.1	0.1	0
C : Manufacturing	600	500	75	7:1	5.6	6.9	2.1
D : Electricity, gas, steam and air conditioning supply	600	600	10	60:1	5.6	8.3	0.3
E : Water supply; sewerage, waste management and remediation activities	300	300	15	20:1	2.8	4.1	0.4
F : Construction	600	600	75	8:1	5.6	8.3	2.1
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	1,500	1,000	500	2:1	13.9	13.8	14.1
H : Transportation and storage	500	450	75	6:1	4.6	6.2	2.1
I : Accommodation and food service activities	2,000	1,000	1,000	1:1	18.6	13.8	28.3
J : Information and communication	200	175	30	6:1	1.9	2.4	0.8
K : Financial and insurance activities	75	45	25	2:1	0.7	0.6	0.7
L : Real estate activities	100	75	35	2:1	0.9	1.0	1.0
M : Professional, scientific and technical activities	450	350	100	3:1	4.2	4.8	2.8
N : Administrative and support service activities	800	500	250	2:1	7.4	6.9	7.1
O : Public administration and defence; compulsory social security	175	100	75	1:1	1.6	1.4	2.1
P : Education	1,000	500	500	1:1	9.3	6.9	14.1
Q : Human health and social work activities	1,250	800	500	2:1	11.6	11.1	14.1
R : Arts, entertainment and recreation	175	75	75	1:1	1.6	1.0	2.1
S : Other service activities	225	125	75	2:1	2.1	1.7	2.1
Total employee count	10,590	7,230	3,420	~100	~100	~100	~100

¹ Employees: An employee is anyone aged 16 years or over that an organisation directly pays from its payroll(s), in return for carrying out a full-time or part-time job or being on a training scheme. It excludes voluntary workers, self-employed, working owners who are not paid via PAYE

² Employee jobs are allocated to the area in which the businesses completing the survey questionnaire say the employee works. Therefore, geographic estimates are on a workplace basis

⁴ Rounded figures, ³ Part-time employees: those working 30 hours or less per week, ⁴ Full-time employees: those working more than 30 hours per week

The business sectors with the largest number of part-time employees were:

- Accommodation and food service activities: 1,000 part-time employees
- Wholesale and retail trade: repair of motor vehicles and motorcycles: 500
- Human health and social work activities: 500
- Education: 500
- Administrative and support services activities: 250
- Professional, scientific and technical services: 100

The ratio in Romney Marsh of full-time to part-time employees is 2 full-time to 1 part-time employee. The sector with the highest ratio of full-time jobs by far is Electricity, Gas, Steam and Air Conditioning Supply (60:1), while the sectors with the lowest ratio are Accommodation and Food Service Activities, Education, and Arts, Entertainment and Recreation (1:1).

Other business sectors that have high ratios of full-time to part-time jobs were:

- Water supply; sewerage, waste management and remediation activities: 20:1
- Construction: 8:1
- **Manufacturing: 7:1**
- Transportation and storage: 6:1
- **Information and communication: 6:1**
- **Agriculture, forestry and fishing: 5:0**
- **Professional, scientific and technical services: 3.1**

Importantly for Romney Marsh four of the business sectors with high ratios of full-time employees (shown in bold above) increased employment between 2009 and 2015 (Table 2.3). In addition the majority of these sectors are considered not to be lower value adding. Lower value adding sectors tend to pay low wages.

4. The Place: Strengths and Challenges

This section provides a summary of Romney Marsh as a place – its current strengths and challenges.

4.1. Strengths

Many would consider Romney Marsh's greatest asset is the strength of its natural and built environment, which makes the area an attractive place to live, visit and work.

Romney Marsh offers a unique natural habitat and is seen as one of the most important environmental assets in the SE of England. Much of Romney Marsh provides a distinct 'living landscape' hosting productive farmland, rare and or unique habitats and areas of outstanding natural beauty.

The area is steeped in history with the landscapes dotted with medieval churches, military fortifications guarding against smugglers and invasion, especially during the Napoleonic and World Wars. It has inspired artists and authors for centuries, with many of the authors' popular

reads today such as Edith Nesbit, HG Wells and Russell Thorndike. It also has a growing cultural offer with the JAM Festival gaining a growing national profile.

In addition, Romney Marsh offers a strong network of locations:

- New Romney and Rye are the two major centres within the RMP area, both acting as hubs for commercial and educational activities. The Mountfield Industrial Estate, New Romney and the Rye Harbourside Industrial estates are key sites. They offer a range of opportunities from incubator units to large factories. All have the potential to expand their offer.
- Dungeness Peninsula has good name recognition and is a major attraction for visitors; Dungeness B visitor tours welcomed over 3,500 visitors. While the medieval churches of the picturesque villages can draw people across the Marsh. In addition, the historical town of Rye has a nationally renowned visitor offer and is part of the 1066 Country tourism area.
- The coastal area (including Dymchurch and Camber) provides a significant leisure offer including attractive beaches, a diverse range of recreational activities and accommodation.
- Romney Marsh is neighbouring the towns of Folkestone and Ashford, which is experiencing significant expansion. Both towns are benefiting from good connectivity to London on HS1 and continental Europe via the Channel Tunnel.

4.2. Challenges

Despite the many strengths of the area, the nature of the geography of the area results in challenges relating to accessibility, connectivity and flood risk. These impacts significantly on local socio-economic conditions:

- The 2011 Census indicated around 15% of all households on Romney Marsh did not own a car. Although lower than the regional and national averages, the limited availability of public transport within Romney Marsh and linking it to the wider areas such as Ashford can lead to certain groups, particularly young people and older persons experiencing relative isolation from skills provision and employment opportunities. Though improvements have been achieved since the last Delivery Plan, travel outside 'traditional' work times is often difficult. Accessibility constraints also have the potential to impact negatively upon local businesses and enterprises as well upon the visitor economy.
- There are also challenges in terms of digital connectivity. Broadband is vital to the prospects of a place's economy. As more and more of the economy moves online the ability to access fast reliable internet services becomes more essential to businesses and peoples' livelihoods. Ironically, broadband is an enabler for enterprise to move away from traditional urban centres and for home-working, however broadband accessibility and speeds are a challenge to largely rural areas. This remains a key challenge for the Romney Marsh area.

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- Reflecting the coastal and low lying characteristic of Romney Marsh, a significant proportion of the area is classified as being at high risk of flood. The socio-economic implications of this are significant, with risk of flood affecting the day to day lives of residents and businesses, but also on the willingness of the private sector to invest in the area.

A number of proposed improvements to the infrastructure in the sub-region have the potential to impact positively upon the Romney Marsh area:

- The proposed extension of HS1 services from Ashford to Hastings. In the shorter term, the proposal for the new franchise holder is to implement a diesel service between Eastbourne and Ashford International in addition to the proposed Brighton – Hastings electric service resulting in increased capacity, with timetable changes enabling faster journey times to London St Pancras.
- London Ashford (Lydd) Airport expansion – the ongoing development of the airport continues with the ambition to handle passenger payloads up to Boeing 737 or Airbus 319. The plans include a 294m runway extension and a new terminal building with capacity for up to 500,000 passengers annually.
- Broadband – East Sussex County Council (ESCC) and Kent County Council (KCC) are working with the Government's broadband agency, Broadband Delivery UK (BDUK) to improve access to superfast broadband services. The government target is to bring superfast broadband to 95% of all properties by the end of 2017. In partnership with BDUK, KCC aims to achieve superfast broadband to 95.7% by 2018, and ESCC aims to upgrade every exchange in East Sussex.
- Flood defence schemes: The Environmental Agency is an important partner in the local area and is investing in flood defence schemes on an on-going basis. The Programme of Flood and Coastal Erosion Risk Management Schemes (2015-2021) contains projects within the Romney Marsh that will reduce flooding risk. These involve developments such as the Littlestone Beach Recharge and Romney Sands Coastal Defences, to construction projects such as the Denge (Lydd Ranges Scheme) Beach Management 2016-2020.

4.3. Romney Marsh: SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> An attractive place to live, visit and work: <ul style="list-style-type: none"> Unique natural habitats with associated fauna and flora Outstanding landscape and interesting heritage Strong network of villages and towns with appeal to residents and visitors Proximity to Ashford, London and Europe – large economic and population catchments The nuclear industry – provider of high skill, high value jobs A strong visitor economy – based on coastline, historic towns and villages and recreational offer A growing manufacturing sector Evidence of entrepreneurial culture, including high rates of self-employment and home-working RMP – a strong partnership with significant momentum upon which to build. 	<ul style="list-style-type: none"> Economic growth is often sluggish compared to surrounding areas. Economic reliance on the nuclear industry An aging population impacting upon the size of the local labour market and upon demand for services Below average skill levels – implication for both local businesses and residents Economic activity is traditionally low, with some unemployment around the main settlement areas Public transport and digital connectivity challenges leading to issues of economic and social isolation Cost of housing limiting access by locals, especially the young from participating in the market. 	<ul style="list-style-type: none"> Opportunities to strengthen the visitor economy based on the natural environment, historic settlements, green tourism and recreation offer – cycling and water-based activities Opportunities to strengthen the marine sector through development of coastal and maritime facilities, including Rye Harbour Opportunities to explore new nuclear industry activities Care sector – creating high quality care provision and associated employment opportunities Population aging – potential to tap into the experience and skills of older generations Connectivity opportunities – high speed broadband, HS1 extension Labour market and growth opportunities relating to proposed development activity. including Mountfield Road, Lydd Airport, Rye Fisheries Proposed large developments in neighbouring towns – Ashford & Folkestone especially Otterpool Park New funding sources such as Marsh Million legacy fund and European programmes (EFRD, LEADER) provide an opportunity to support the delivery of RMP activities and projects. 	<ul style="list-style-type: none"> Ongoing decommissioning activities at Dungeness A and scheduled decommissioning of Dungeness B leading to economic, social and community uncertainty Population ageing – implications for service provision and quantum of employment locally Skill levels and the challenges of accessing vocational training and employment pathways, especially among young people and older workers Ongoing issues of physical isolation impacting on growth aspirations and on the ability of certain groups to participate in the labour market and community Environmental challenges such as flooding impacting upon residents and businesses and constraining investment The wider macro-economic context especially Brexit, impacting upon the ability of businesses to create jobs and upon the ability of start-ups to secure the necessary support and finance.

5. Framework for Delivery

This chapter summarises the overall framework for the RMP Delivery Plan, including the overarching principles, which will inform all decisions and activities undertaken, and the three priority areas that RMP will focus on during this Delivery Plan.

5.1. Overarching Principles

This Romney Marsh Delivery Plan adopted by the partnership identifies five overarching principles that will inform all decisions and activities undertaken. These principles are:

- Recognising and taking advantage of functionality of place
- An inclusive Romney Marsh community
- Acknowledging the ongoing importance of the nuclear industry to Romney Marsh
- A concerted approach to developing a coherent and value adding Romney Marsh brand
- Focusing on effective and efficient delivery of projects and interventions, which are truly value adding.

Recognising and taking advantage of functionality of place

The RMP will champion the enhancement of the Romney Marsh identity, while recognising that economic and social flows are not constrained to within the boundary of the RMP area or other pre-established boundaries. It is important that the RMP continues to be flexible to enable effective delivery both at the local level on Romney Marsh, but also across wider geographies including the sub-regional:

- The individuality of locations on Romney Marsh will be embraced with individual locations within the area encouraged to capitalise upon their own unique identities, ultimately generating greater interest and value.
- Working in partnership across wider geographies will continue in recognition of the strong socio-economic relationships Romney Marsh has with the wider sub-region. Folkestone, Ashford and Hastings are particularly significant in terms of jobs, commercial opportunities and social facilities. The partnership acknowledges that success in other areas especially with the creation of jobs and housing has the potential to drive improvements on Romney Marsh. It is important also, where relevant, that RMP is flexible to work in partnership across wider areas to achieve critical mass in accessing opportunities.

An inclusive Romney Marsh community

Romney Marsh has a number of distinctive socio-economic characteristics which influence the wealth and well-being of its residents as illustrated in chapters 2 and 3. These vary both by group and by geography:

- Demography challenges – Romney Marsh has a relatively low educational and skill levels and an aging population.
- Locational challenges – taken as a whole Romney Marsh is not considered a deprived location. Despite this significant socio-economic challenges exist at certain localities as demonstrated by clusters of deprivation in and around many of the villages and towns.

There is also an issue with intergenerational fairness, in particular with regard to accessing affordable housing and the skills requires to access full-time employment.

The RMP is committed that the delivery of this Plan will respond to the needs of all people, especially those most economically isolated ensuring any opportunities that emerge help to develop a more inclusive community across the Marsh

Acknowledging the on-going importance of the nuclear industry to Romney Marsh

The nuclear industry continues to play an important role both for Romney Marsh and the wider sub-region. In the short-term, employment at Dungeness A will continue to decline however Dungeness B is scheduled to continue to generate power until 2028.

In the longer term, the Government is expected to release further information and policies regarding the potential development of new nuclear power generation and geological disposal facilities within the country. It is therefore important that the RMP continues to work with the sector and associated stakeholders to understand and respond to opportunities and threats as and when they may emerge

A concerted approach to developing a coherent and value adding Romney Marsh brand

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

As part of this, it is important that clear and consistent messages are communicated with regards to the area. The RMP will work together to achieve a consistent message with regards to the opportunities and challenges to optimise the generation of investment and lever the resources needed to support delivery of this plan.

Focusing on effective and efficient delivery of projects and interventions which are truly value adding

It is important that the RMP continues building on the successes achieved under the last Delivery Plan. To maintain and develop this momentum the RMP will focus on the effective and efficient delivery of its plans and proposals. This will be done by focusing its attention on interventions where there is proven need, clear additionality and the potential to achieve strong returns in terms of impact and outcomes for the area and communities.

The RMP is ambitious for Romney Marsh, however recognises that to bring tangible and sustainable change will take time. The RMP will be realistic about its capacity to deliver and will work in wider partnerships and draw on additional resources to achieve its goals.

5.2. Priority Areas for Intervention

The Delivery Plan has three priority areas for intervention over the course of this Delivery Plan. These were designed to build on those in the previous RMP socio-economic delivery plans, but also to reflect the current socio-economic circumstances identified through analysis of data as illustrated in Chapters 2, 3 and 4 and consultation with RMP members.

The three priority areas for intervention are:

- **Priority Area 1: Access to Employment** – supporting local people throughout the labour market to maximise their skills potential and access to employment.
- **Priority Area 2: Strengthening the business base** – helping Romney Marsh to evolve into a more diverse and resilient economy by supporting existing businesses and encouraging enterprise.
- **Priority Area 3: Ensuring that Romney Marsh remains a great place to live, work and visit** – ensuring that Romney Marsh develops the facilities, environment and connectivity, which makes the area attractive to residents, businesses and visitors alike.

Reflecting these principles and priorities, the overall framework for the Romney Marsh Delivery Plan is illustrated in Figure 5.1.

Specific areas for intervention and delivery mechanisms are then considered in more detail in the Chapter 6.

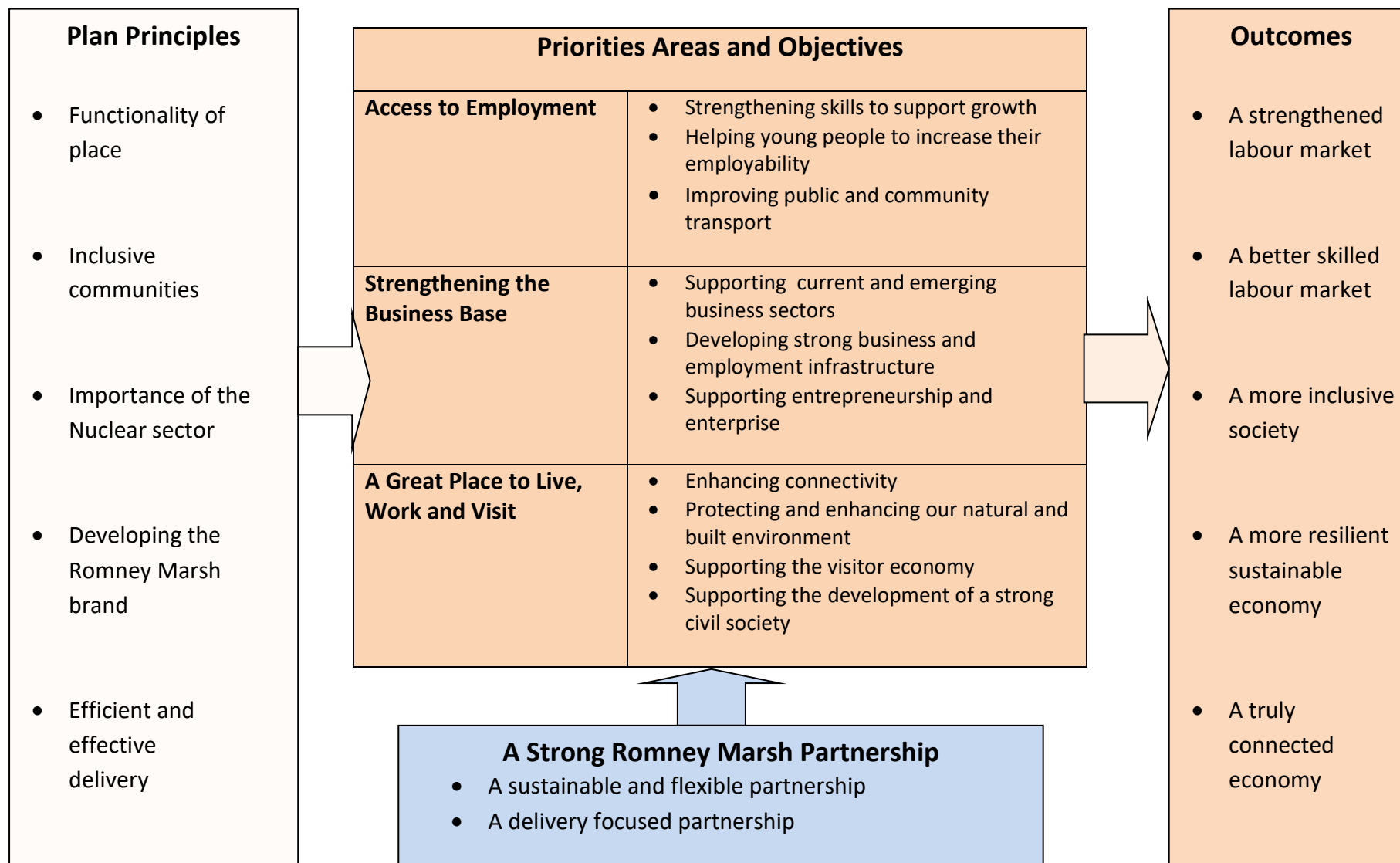


Figure 5.1: Romney Marsh Delivery Plan Framework

6. Pipeline of Interventions

This chapter sets out for each of the three priority areas the specific objectives for the priority area and potential interventions that will contribute towards the delivery of the Delivery Plan outcomes which are:

- A strengthened labour market
- A better skilled labour market
- A more inclusive society
- A more resilient sustainable economy
- A truly connected economy

The interventions include:

- **On-going initiatives** – initiatives that are currently in the process of being delivered.
- **Short-term Initiatives** – initiatives which are already relatively well worked up and which could potentially begin delivery in the short term pending prioritisation and full development work.
- **Longer term initiatives** – initiatives which are less worked up and will require further development before they can be considered for future delivery. Further development may include developing detailed business planning and feasibility work to confirm project need, delivery activities and mechanisms, establish costs and project impact.

Due to the limited resources available to the RMP and partner organisations as well as reliance on external funding it needs to be acknowledged that it is unrealistic to expect to bring forward to final stage development all of the interventions mentioned in the delivery plan.

6.1. Priority Area 1: Access to Employment

Romney Marsh continues to experience a number of employment challenges. These encompass the scheduled decline in employment within the Nuclear Industries and technological changes putting pressures on key sectors such as the Wholesale and Retail trade. Gains in employment have been achieved in several business sectors such as Accommodation and Food, and Manufacturing, which need to be built upon. While on the supply side, there continues to be challenges regarding the skill levels of residents and in the level of economic participation amongst certain groups. Therefore employment, especially ensuring the local residents have the education and skills required by local businesses, remains a priority area for the RMP over the period 2017-2020.

Objectives

The RMP will support local people throughout the labour market to maximise their skills potential and access employment, in particular it will work towards:

-
- Strengthening skills to support growth in key sectors and developing the labour market, so that people of all ages have opportunities to improve and make full use of their skills
 - Ensuring that young people have access to employment, work experience or other meaningful activity which will increase their employability
 - Improving public and community transport to ensure that people can access work and training opportunities.

Table 6.1: Priority Area 1: Access to Employment – pipeline of interventions

Interventions	Description	Lead	Status	Outcome <i>Monitoring</i>
Objective: Strengthening skills to support growth in key sectors and developing the labour market, so that people of all ages have opportunities to improve and make full use of their skills				
<i>Skills for Decommissioning</i>	Magnox Limited continues to deliver internal training programmes to up-skill and re-skill employees in the period leading up to Care and Maintenance.	Magnox Ltd	Ongoing	Effects of changing employment environment mitigated: Workers redeployed <i>Number of re-deployments</i>
<i>Accessing decommissioning opportunities</i>	Explore ways of getting Romney Marsh businesses and people skilled up to benefit from the opportunities created by decommissioning	RMP with Magnox and NDA	On-going	Romney Marsh businesses and people ready to take advantage of opportunities created by decommissioning
<i>Apprenticeship Levy</i>	Increase understanding of the Apprenticeship Levy and the opportunities it provides for the business community	RMP FE & Skills sub-group	On-going	Greater understanding of the impact of the Apprenticeship Levy: increase in number of businesses with apprenticeships <i>Number of apprenticeship on Romney Marsh</i>
<i>Encouraging up-skilling of workforces</i>	Create a greater understanding by businesses of the opportunities and support available to increase employee skill levels	RMP FE & Skills sub-group	On-going	Clearer pathways for enterprises to access training for their workforce
<i>Business skills and training needs</i>	Education and training providers' work with business sectors to identify and supply knowledge and skills required	RMP FE & Skills sub-group	On-going	Students attain knowledge and skills wanted by local businesses

Interventions	Description	Lead	Status	Outcome Monitoring
<i>Skills Centre for Romney Marsh</i>	Requirements for a sustainable Education and Enterprise Hub assessed	SDC	Short term	Business case for an Education and Enterprise Hub to be required as part of the studies relating to the master-planning of Mountfield Industrial Estate.
<i>Adult Education Provision</i>	Support the provision of adult education opportunities on Romney Marsh	RRC and KAE E Sussex providers	On-going	Improved range of adult education courses available with increased attendance
Objective: Ensuring that young people have access to employment, work experience or other meaningful activity which will increase their employability.				
<i>Availability of traineeships</i>	Key stakeholders work with businesses to increase range and number of traineeships Increase understanding of traineeships by schools, parents and young people	RMP FE & Skills sub-group KCC	Under discussion	Clearer pathways into training and employment for young people <i>Number of traineeships available on RM</i> 16-18yrs on appropriate pathways <i>Number of NEETs reduced</i>
<i>Availability of apprenticeships</i>	Key stakeholders work with businesses to increase range and number of apprenticeships Increase understanding of apprenticeships by schools, parents and young people	RMP FE & Skills sub-group KCC	Under discussion	Clearer pathways into training and employment for young people <i>Number of apprenticeships available on RM</i> 16-18yrs on appropriate pathways <i>Number of NEETs reduced</i>
<i>5th Continent: traineeships and apprenticeship programme</i>	Project to deliver apprenticeships and traineeships in farming and countryside skills	KWT and partners	2017-2010	Increased number of skilled workers to support the rural economy <i>Number of apprenticeships</i> <i>Number of traineeship</i>

Interventions	Description	Lead	Status	Outcome <i>Monitoring</i>
Objective: Improving public and community transport to ensure that people can access work and training opportunities				
<i>Improve bus services</i>	Lobby to maintain & improve early and late services to employment centre(s)	RMP members KCC Stagecoach	On-going	Bus routes and frequency maintained or improved; students and workers able to access further education and jobs (plus supports tourism)
<i>Improve rail services</i>	Lobby to improve the Marshlink (the section of railway between Hastings and Ashford)	RMP members Marshlink Community Rail Partnership Southern Railway	On-going Longer term	Marshlink service: frequency maintained and improved; students and workers able to access further education and jobs (plus supports tourism) Extension of HS1 services from Ashford to Hastings

6.2. Priority Area 2: Strengthening Our Business Base

The origin of the RMP is based on mitigating the effects on the Romney Marsh of the decommissioning of Dungeness A and the projected decline in employment on site. To achieve this there is a need to grow the current business base.

In the last few years, Romney Marsh has seen growth in the number of businesses and now has around 2,300 businesses. Numerically strong sectors include Agriculture, Forestry and Fishing, Construction, and Professional, Scientific and Technical Activities as well as Accommodation and Food Services, and Wholesale and Retail Trade. The majority are micro-businesses employing 0-4 employees. Only three sectors have medium sized businesses – Education, Human Health and Social Work Activities, and Transport and Storage.

This Delivery Plan will continue to support the business base and its diversification. A key strategy to achieve this is to support existing businesses by ensuring they are aware of available business support including funding opportunities, and developing infra-structure to enable expansion. In addition, new economic opportunities emerging in the area will be supported by encouraging a culture of entrepreneurship and enterprise.

Objectives

The RMP will focus on helping Romney Marsh to evolve into a more diverse and resilient economy by supporting existing businesses and encouraging enterprise. There will be a particular focus on:

- Developing a more diverse economy by supporting growth in our current and emerging sectors
- Providing the environment in which entrepreneurship and enterprise is encouraged and can flourish
- Developing strong business and employment infra-structure to support sector growth

Table 6.2: Priority Area 2: Strengthening the Business Base – pipeline of interventions

Interventions	Description	Lead	Status	Outcome <i>Monitoring</i>
Objective: Developing a more diverse economy by supporting growth in our current and emerging sectors				
<i>Marsh Million (MM) Economic Project Scheme</i>	Grants and loans awarded under the programme completed	KCC with MM Board. Assisted by RMP	On-going	Business base expanded with jobs created and safeguarded <i>Number of jobs created</i> <i>Amount of funds repaid</i>
<i>Marsh Million Legacy Programme</i>	Programme for remaining funds (uncommitted and recycled) delivered	KCC with MM Board. Assisted by RMP	Under discussion	Business base expanded with jobs created and safeguarded
<i>Expansion of Lydd Airport</i>	Plans to expand Lydd Airport progresses	Lydd Airport	On-going	Business expanded with jobs created
<i>Romney Marsh Producers</i>	Work with speciality producers to strengthen the Romney Marsh brand identity and promote the offer	RMP and producers	Short term	Increased awareness of Romney Marsh offer and improved sales
<i>Creative Sector: Arts and Heritage</i>	Work with organisations to strengthen the Romney Marsh creative sector	Creatives Group & heritage groups Assisted by RMP	Short term	Romney Marsh cultural organisations offer improved; increased sustainability and collaboration
<i>Digital Economy</i>	Encourage enterprises to increase their capacity to participate in the digital economy: e-business and e-commerce	RMP, MM, KCC, Business forums	Short term	Romney Marsh enterprises improve their ability to be part of the digital economy: increased brand awareness and sales

Interventions	Description	Lead	Status	Outcome Monitoring
<i>CineMarsh</i>	To develop and open a community cinema based at The Marsh Academy School	Marsh Academy	Short term	An operating cinema that supports the community and visitor economy <i>Operating cinema in New Romney</i>
<i>New Nuclear Opportunities</i>	RMP will engage with relevant briefings and consultations regarding new nuclear opportunities	RMP	On-going	Romney Marsh is aware of and responds to opportunities
	Consultant engaged to look at possible new nuclear opportunities	Shepway DC	Short term	An better understanding of what would be needed to prepare for new nuclear opportunities such as Small Modular Reactors and GDF
Objective: Developing strong business and employment infrastructure to support sector growth				
<i>Mountfield Industrial Estate Expansion</i>	To provide opportunities for new business space by developing phase 4 of the Mountfield Industrial Estate	Shepway DC	Longer term	New road and servicing to open up Phase 4 of Mountfield Road Industrial estate. <i>Hectares serviced for business use.</i>
<i>Rye Fisheries Improvements'</i>	The provision of new business space by refitting the fish market building in Rock Channel.	Rye Partnership	Longer term	Range of and amount of business space available increased <i>Metre sq of new business space</i> <i>Number of new units</i>
<i>Tilling Green Community Centre</i>	Requirements for a sustainable Community Centre supported by an enterprise hub understood	Rye Partnership	Short term	Business case for a sustainable Community Centre and Enterprise Hub assessed
	The provision of new space by refitting underutilised space		Longer term	Sustainable community centre and enterprise hub

Interventions	Description	Lead	Status	Outcome <i>Monitoring</i>
<i>Provision of Grow-on Space</i>	Support the provision of smaller business grow-on space across Romney Marsh	Private sector	On-going	Range and amount of small business space available increased <i>Metre sq of new business space</i> <i>Number of new units</i>
Objective: Providing the environment in which entrepreneurship and enterprise is encouraged and can flourish				
<i>Engage with the Business Community</i>	RMP works with KICC, Shepway Business Advisory Board, Rye Partnership and others to disseminate information and understand needs of RM businesses	RMP and partners	On-going	Increased flow of information between RMP and business community; understanding of business needs and support available <i>Meetings attended</i>
Accessing Business Support	Promote business support and advice available to RM businesses	RMP and partners	On- going	Awareness of business support and advice increased: Uptake by Romney Marsh enterprises increased <i>Number of enterprises supported</i> <i>Number of new enterprises supported</i> <i>Number of potential start-ups assisted</i> <i>Number of enterprises supported to expand</i>
Availability of Enterprise Funding	Promote grants and loan opportunities to enterprises on Romney Marsh	RMP with Business networks	On-going	Awareness of existing and emerging funds increased: Uptake by Romney Marsh enterprises increased <i>Number of enterprises receiving</i> <i>i. Grants, ii loans</i> <i>Value of grants received</i> <i>Value of loans received</i>

6.3. Priority Area 3: A Great Place to Live, Work and Visit

Romney Marsh is an attractive place to live, work and visit, in large part due to the quality of its natural and built environment, and the quality of life these bring to the residents. The Romney Marsh needs a strong civic society to deliver the outcomes of this Delivery Plan, so the RMP will engage with the town and parish councils and ensure it communicates regularly.

Poor access to fast broadband increases the isolation of people especially in rural areas and restricts the ability of businesses to make the most of the opportunities available through e-commerce. The RMP members will continue to champion for its improvement.

The attractiveness of the area and its strong visitor offer is drawing an increasing number of visitors to the area. Protecting and strengthening these environmental assets and the skills of the people looking after them is important to sustaining them. The 5th Continent Landscape Partnership Scheme is an opportunity to achieve this.

The Dungeness National Nature Reserve is a major draw; however there is a need to encourage visitors to explore other parts of Romney Marsh. A key strategy to achieve this is to support the visitor centres and the development of the walking and cycling network.

The businesses sectors associated with the tourism sector have experienced some of the fastest growth in Romney Marsh, and UK tourism is forecasted to continue to grow. A key strategy is to increase awareness of Romney Marsh as a destination by strengthening its brand, and working with neighbouring destinations to increase number and length of stays is a priority.

Objectives

The RMP will focus on ensuring that Romney Marsh develops the facilities, environment and connectivity which make the area attractive to residents, businesses and visitors alike. In particular it will focus on:

- Enhancing broadband and internal transport links to develop a truly connected economy
- Protecting and enhancing our natural and built environment
- Supporting the development of a strong visitor offer
- Supporting the development of a strong civil society across Romney Marsh and its communities

Table 6.3: Priority Area 3: Ensuring that Romney Marsh remains a great place to live, work and visit – pipeline of interventions

Interventions	Description	Lead	Status	Outcome <i>Monitoring</i>
Objective: Enhancing broadband and internal transport links to develop a truly connected economy				
<i>Access to High Speed Broadband</i>	Lobby to improve access to high speed broadband across Romney Marsh	RMP members	On-going	Distribution of broadband provision by speed
<i>Royal Military Canal Cycle Path Extension: Aldergate Bridge to Appledore</i>	Sustainable tourism project to provide a bridleway through 'missing links' all the way to Rye and to provide linked circular routes connected to outlying villages. Next stage: Aldergate Bridge to Appledore	ABC Assisted by RMP and partners	Long term ABC to update RMP	Improved recreational routes; increased tourism
<i>Brett's Cycling Project</i>	Installing improved cycling infrastructure along cycling routes Provide Bikeability courses to local children	Brett Aggregates	Short term	Improved recreational infra-structure; <i>Increased usage and tourism spend</i> <i>Number of children participating</i>
Objective: Protecting and enhancing our natural and built environment				
<i>5th Continent Landscape Partnership Scheme</i>	Heritage Lottery Fund funded project comprising a programme of built and natural heritage actions including tourism, recreation & skills training projects	KWT with partners	2017-2020	Enhanced natural environment and heritage with stronger local engaged: increased tourism <i>HLF targets met</i>

Interventions	Description	Lead	Status	Outcome <i>Monitoring</i>
Objective: Supporting the development of a strong visitor economy				
Romney Marsh as a Brand	Romney Marsh brand used to promote Romney Marsh as a place & destination: leaflets, website and signage.	KWT and partners RMP	2017-2020	Embed Romney Marsh: Unspoilt. Unrivalled. Unforgettable; increased profile of Romney Marsh as a special place and destination <i>Usage of branding by organisations</i>
<i>Visitromneymarsh.com</i>	Continue to develop the website to become a gateway for visitors to the Marsh	KWT assisted by RMP	On-going	Embed Romney Marsh: Unspoilt. Unrivalled. Unforgettable; increased profile of Romney Marsh as a special place and destination <i>Hits on the website</i>
<i>Visitor Centres</i>	The visitor centre offer continues to develop and increase its financial sustainability: <ul style="list-style-type: none"> - Romney Marsh VC - Rye Harbour VC (proposed) - Dungeness VC 	KWT Sussex WT RSPB	On-going	The profile of the Romney Marsh tourism offer raised: sustainability of centres increased <i>Number of visitors</i> <i>Revenue generated</i>
<i>Promote the Tourism Offer</i>	Increase usage of visitor websites (VisitKent, visitromneymarsh, visit1066country and visitashfordandtenterden by Romney Marsh organisations to promote their visitor offer	RMP, ABC, RDC and appropriate partners	Short term	Improved promotion of events and attraction; increased attendance <i>Listing of events on key website</i>
<i>Raise the Profile of the Cultural Offer</i>	Increase co-ordination of calendars and cross promotions between events	<i>RMP members and partners</i>	Short term	Embed Romney Marsh: Unspoilt. Unrivalled. Unforgettable; increased awareness of cultural offer <i>Attendances</i>

Interventions	Description	Lead	Status	Outcome <i>Monitoring</i>
Objective: Supporting the development of a strong civil society across Romney Marsh and its communities				
<i>Engage with Parish and Town Councils</i>	RMP engages with parish and town councils to increase awareness of and feedback on RMP	RMP	On-going	Profile of RMP and its work increased <i>Meetings attended</i>
<i>Dymchurch and New Romney Coastal Community Teams (CCT)</i>	RMP engages with the team's and their economic plans	New Romney CCT & Dymchurch CCT	On-going	Increased collaboration on delivery of economic plans
<i>Communication</i>	RMP communicates regularly with businesses and residents of Romney Marsh via press releases, and social media	RMP	On-going	Profile of RMP and its work increased <i>Number of press releases</i> <i>Facebook reaches</i> <i>Information emails</i>