



DOVER COASTAL COMMUNITY TEAM ECONOMIC PLAN 2017-2021



Coastal Community Team

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Associates

St. Margaret's-at-Cliffe Parish Council
Capel-le-Ferne Parish Council
Whitfield Parish Council
Southeastern Railway



Local Area

Dover lies in the far south east corner of the UK and is the closest English coastal community to mainland Europe, just 21 miles from France.

Historically Dover was the 'Lock and Key of England' with an impressive array of coastal fortifications. Being on the 'frontline' Dover was also a major garrison town.

As the 'Gateway to Europe' trading links dominate the local economy. Dover is the only one of the original medieval Cinque Ports to remain a major port. Today, it is the busiest ferry port in Europe, the UK's second busiest cruise port and has significant marine and cargo businesses.

The A20 carries heavy volumes of cross-Channel traffic effectively separating the town from the seafront and impacting on the urban environment. With the decline of traditional industries, the town has become economically dependent on the port.

Port of Dover 2014 traffic	
Passengers	13,295,492
Tourist Cars	2,456,817
Coaches	96,576
HGVs	2,421,537

The Dover Coastal Community Team comprises the coastal wards to the south of the Dover district. This includes six urban wards, including:

- Buckland
- Castle
- Maxton, Elms Vale & Priory
- St Radigunds
- Tower Hamlets
- Town & Pier

Along with the parishes of:

- Capel-le-Ferne
- Guston
- St. Margarets-at-Cliffe
- Whitfield

This covers an area of 6,703 hectares.

The urban wards in Dover Town are characterised by high levels of deprivation, predominantly relating to employment, education, skills and training, and income.

Dover Town sits in a valley with communities on the surrounding hillsides to the north, east and west. This topography has a strong bearing on the town's development. The terrain creates barriers to some of the town's key heritage assets and makes access difficult.

There is no defined "town centre" with its ribbon-like development in the valley floor, bounded by a one-way road system, and making it difficult for the town to respond to changes in the retail market. This is reflected in a poorly performing high street.

At the base of the valley the River Dour is the 'green artery' that runs through Dover. One of only 200 chalk streams in the world, its crystal clear waters support a rare habitat for flora and fauna. The Dour also played a significant role in the development of the town's early industry.

The parishes of Capel-le-Ferne, Guston and St Margaret's-at-Cliffe sit in elevated positions on the clifftops surrounding Dover. Much of the landscape around the White Cliffs of Dover is defined as Heritage Coast and an Area of Outstanding Natural Beauty (AONB).

The parish of Whitfield includes a Port Zone and is the location of a new £6.5m Maritime Skills Academy. The other main road to the Port of Dover (A2) passes through Whitfield. The parish is set for further growth with plans for 5,750 new homes.



Community

The population of the area covered by the Dover Coastal Community Team is 44,290.

Broad age group	Population	%
0-15	8,950	20.2
6-64	27,480	62.0
65+	7,860	17.8
TOTAL	44,290	100

Mirroring national trends, forecasts show the average age of the population is rising.

The area covered by the Dover Coastal Community Team comprises 38.8% of the total housing stock within the Dover district (19,385 dwellings).

Housing tenure reflects the socio-economic background of the population. 57.8% of households in the area are owner occupied, which is lower than the Kent average (67.3%). Privately rented households (19.7%) are higher than the Kent average (15.1%), whilst households rented from a local authority or housing association (18.4%) is higher than the Kent average (13.9%).

Terraced housing accounts for the largest proportion of household spaces (35.6%) reflecting the fact that Dover has the second oldest property stock in Kent. There is a need for a wider range of housing to attract families to the area to address demographic changes.

Car ownership is relatively low with 30.1% of households without a car which is higher than the Kent average (20%). This lack of mobility, combined with the area's topography, can make accessing local services difficult for some sections of the community.

69.8% of those aged over 50 have a long-term health problem or disability, higher than the Kent average (52.1%).

Top 5 Mosaic Profiles (Experian 2014)			
Group	%	Profile	
M	17.3	Family Basics	Families with limited resources who have to budget to make ends meet
L	14.7	Transient Renters	Single people privately renting low cost homes for the short term
K	11.5	Modest Traditions	Mature home owners of value homes enjoying stable lifestyles
H	10.4	Aspiring Homemakers	Younger households settling down in housing priced within their means
F	8.8	Senior Security	Elderly people with assets who are enjoying a comfortable lifestyle



Economy

Dover's economy lags behind both the Kent and South East region and has undergone periods of major change. This has included the closure of the East Kent Coalfield (1989); Old Park Barracks (1991); Buckland Paper Mill (2000), and Connaught Barracks (2006).

The local economy is dominated by port activities which directly employ 4,000 people and support 22,000 jobs in the wider economy. Here too, however, there has been major consolidation within the ferry and freight clearance industries in response to the cessation of EU customs clearance (1993); the opening of the Channel Tunnel (1994), and; the abolition of intra-EU duty free (1999).

Employment by Industry	
Wholesale and retail trade	15.1%
Transport and storage	13.0%
Human health, social work activities	13.0%
Public administration and defence	10.1%
Education	9.3%
Construction	7.8%
Accommodation and food service	6.5%
Manufacturing	6.0%
Administrative and support service	5.8%
Arts, entertainment and recreation	3.9%

The Port's success is built on its ability to process high volumes of cross-Channel traffic as efficiently as possible. Seen as a place to pass through rather than stop, the tourism offer is under-developed.

Tourism is nonetheless an important part of the local economy although highly seasonal. The port's cruise trade runs from March to November, with a peak in port-of-call visits in the summer.

Value of Dover District Tourism 2013	
Staying visitor trips	385,000
Staying visitor nights	1,345,000
Staying visitor spend	£79,775,000
Day visits,	650,000
Day visitor spend	£111,410,000
Total value of tourism	£248,314,000
FTE employment	3,705

Source: COOL Activity 1.2 Economic Impact Research

There is a significant opportunity to develop tourism by shifting the focus from transit to destination and extending the season to encourage longer stays, and increasing visitor spend. This requires a co-ordinated and coherent approach to destination marketing.

A stronger tourism economy would also support the high street. Dover suffers from high levels of retail leakage to other towns, most notably Canterbury and Westwood Cross (Thanet). Based on a 2012 study only 44.5% of expenditure on comparison shopping is retained locally. Along with changes in shopping habits (e.g. online) there is an increasing number of empty shops on the high street.

Historically, Dover had a strong tradition in manufacturing due to the location of mills along the banks of the River Dour. The last paper mill closed in 2000.

Manufacturing is still part of the local economy. Megger manufacture a wide range of electrical testing equipment at its Dover factory and employ 250 people.

The London Fancy Box Company designs and manufactures bespoke packaging for luxury brands. It employs 200 people.



Related initiatives

The Local Economic Plan aligns with key strategic plans designed to deliver a more prosperous area with better jobs for local people, an improved range of housing, a better town centre offer, a more developed tourism economy, improved transport connections, and access to local facilities.

Dover District Council (DDC) is currently the only local authority in East Kent with a full [Local Plan](#) in place. This is driving new investment and regeneration in key sites.

This notably includes the [St James](#) town centre redevelopment. Located in the heart of Dover this long-awaited £60m development will provide 120,000 sq. ft. of retail and leisure space, including a new multiplex cinema, hotel, restaurant and new retail units.

The Dover Coastal Community Team supports the work of the Dover Town Team to revitalise the high street as a leisure destination. This will include the revival and restoration of key heritage assets in the town centre to increase footfall.

The Dover Town Team secured £10,000 from the Portas Review, and is also participating in Business in the Community's 'Healthy High Streets' Programme with a three-year package of business support.

The Port of Dover is embarking on a new development incorporating two cargo berths and a refrigerated cargo terminal. The development will also incorporate a distribution facility for handling and processing fresh produce and creating opportunities to backfill empty lorries returning to the Continent.

The Dover [Western Docks Revival](#) brings back into use areas of the port estate that are currently underutilised and will create up to 600 new jobs.

The Port of Dover is also working with its development partner, Bride Hall Real Estate Partners, on a waterfront regeneration opportunity, including a new marina.

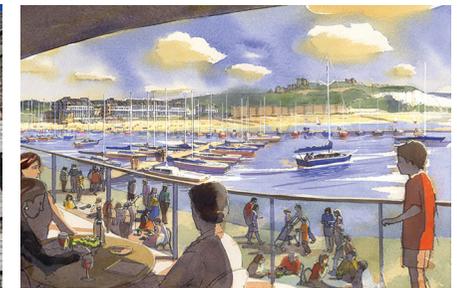
The Port of Dover Community Fund has been established to support local projects in the areas of skills, jobs and community.

The South East Local Enterprise Partnership (SELEP) [Growth Deal](#) and [Strategic Economic Plan](#) recognise that coastal communities require co-ordinated programmes of investment to generate returns from the visitor and cultural heritage economy. High street retail performance and the sustainable use of heritage/cultural assets are key priorities for the new Dover Coastal Community Team.

The Dover Coastal Community Team supported two successful bids to the Coastal Revival Fund (CRF). This included an award of £48,400 for feasibility works to bring the historic Fort Burgoyne into use as heritage and community attraction, and £39,000 for the Maison Dieu, Dover's historic Town Hall which dates back to the 13th century.

In 2012 Dover was successful in securing £1m from the Big Lottery Fund. Dover Big Local (DBL) is supporting grass roots projects in Dover town to improve the area and to find solutions that work to make Dover a more vibrant and attractive place to live, work and play.

The [Dover Big Local Plan](#) also identifies the need to reinvigorate Dover's tourism industry, and has commissioned research to identify the shortcomings and produce terms of reference for a five-year project to support local tourism.



Ambition

The Dover Coastal Community Team will transform Dover's appeal as a visitor destination. Building on Dover's standing as an international gateway our goal is to become one of England's top ten visitor destinations.

We will achieve this by developing a sustainable tourism economy based on a critical mass of world-class coastal heritage assets working together to co-ordinate marketing and promotion, and with improved access to, and iconic connectivity between, attractions.

We will seek to create exciting opportunities for people to re-discover Dover as a destination in its own right.

We will better exploit the potential markets presented by the 13 million passengers who pass through the Port of Dover each year, and contraflow capacity on the High Speed rail link with London.

We will seek to invest in projects that promote cultural tourism to celebrate and interpret our historic coastal community. We will provide opportunities for visitors and the community to participate in, and engage with the arts.

We will work with neighbouring Coastal Communities Teams, in particular Deal and Sandwich, to showcase the wider tourism offer in east Kent and to ensure a consistently high-quality destination offer.

The Team will support initiatives to bolster high street performance and adapt to changes in shopping habits. Our aim is to re-establish the high street as a leisure destination by reviving key heritage assets in the town centre, including the Roman Painted House and the Maison Dieu (Dover Town Hall), to increase footfall on the high street.

Alongside reviving heritage assets, improved public realm and way marking will encourage visitors and residents back to the high street. This will include establishing a new Heritage Quarter and improvements to the riverside walk along the River Dour.

We want local people to benefit from our plans with jobs and opportunities to learn new skills. This includes a new centre for maritime skills and training at Whitfield linked to training at East Kent College, and emerging proposals for the development of a centre for heritage skills to support the restoration and revival of built heritage.

We will also seek to build capacity in volunteering and funding to support the projects in the Local Economic Plan. In the long term, the aim is for the Dover Coastal Community Team to be self-sustaining with a dedicated project/programme manager, possibly shared with the neighbouring Deal & Sandwich Coastal Community Team.

By focusing on the enhancement, restoration and revival of key heritage assets, improving access, connectivity and promotion, the Plan will help deliver:

- Investment in heritage assets
- Business investment
- Job creation
- Skills development
- Volunteering opportunities
- Community cohesion



Needs of the community and intentions of the team to meet them

The ten most deprived wards in the Dover district are all within the area covered by the Dover Coastal Community Team.

LSOA	Ward	IMD Decile	DDC Rank
E01024240	St Radigund's	1	1
E01033211	Castle	1	2
E01024215	Maxton, Elms Vale & Priory	1	3
E01024196	Buckland	1	4
E01024247	Tower Hamlets	2	5
E01024214	Maxton, Elms Vale & Priory	2	6
E01024246	Tower Hamlets	2	7
E01024193	Buckland	2	8
E01024249	Town & Pier	2	9
E01024248	Tower Hamlets	2	10

The Dover district is the fourth most deprived area in Kent.

The most prevalent forms of deprivation in the area are employment (89th most deprived out of 326 local authorities in England), education, skills and training (94/326), income deprivation affecting children (97/326), and crime (105/326).

Employment, Skills, Training

Employment deprivation is a feature of five Lower Layer Super Output Areas (LSOAs) in the area covered by the Dover Coastal Community Team which are all with the top 10% deprived in England. Castle ward is within the top 5% nationally with 28.6% of the population employment deprived, compared to a district average of 13.2%.

The annual average unemployment rate is 5.4% (KCC average 2.8%), with particularly high levels of unemployment in the under 24 age group (8.2%). Within this age group 33.3% have been claiming benefits for more than six months.

Related to high unemployment there is a high level of deprivation in education, skills and training. There are eight LSOAs in the area that rank in the top 10% most deprived in this domain. Four of these are within the top 5%.

There is a high number of people with no qualifications (27.1%). The number of people with Level 4 qualifications and above (17.4%) is lower than the KCC average (25.2%). Local employers find it difficult to recruit locally, particularly for skilled roles.

Worklessness (as at February 2015)	
Jobseekers	890
Incapacity Benefits	2,240
Lone parents	510
Others on income related benefits	135

There are five LSOAs within the area that are in the top 10% deprived in England in relation to income deprivation affecting children. The LSOAs within St Radigund's and Castle wards are also in the top 5% most deprived. There are 2,535 children in the area deemed as living in poverty.

A key aim of the Dover Coastal Community Team's Plan is to create new jobs and opportunities for local people.



Health and Disability

There are five LSOAs within the top 20% nationally in the health deprivation and disability domain.

The [Health Profile 2015](#) (Public Health England) states that 22.2% of adults and 17.8% of Year 6 children are obese. Levels of smoking at time of delivery are worse than the England average, and estimated levels of adult smoking are worse than the England average, as is the rate of self-harm hospital stays.

Life expectancy for men is 6.6 years lower in the most deprived areas of Dover than in the least, and 2.2 years for women.

There are 2,240 people claiming incapacity benefits (59.3% of total out of work benefits) and 3,900 people claiming disability benefits (disability living allowance and attendance allowance).

The Dover Coastal Community Team will support initiatives to improve public health, including projects providing opportunities for local people to engage in volunteering, training, arts and cultural events.

Crime

There are seven LSOAs in the top 10% deprived in England. Castle ward is in the top 1% and three other LSOAs are in the top 5%. This predominantly relates to anti-social behaviour.

Recorded crimes in the area (78.3 per 1,000 population) are higher than the Kent average.

The Team recognises that providing local people with meaningful opportunities for work is the most effective way of tackling crime.



SWOT Analysis

Strengths - Dover has an enviable collection of some of the finest heritage assets in the country, set in an area of outstanding natural beauty within little more than an hour's train journey from London and within easy reach of the Continent. The area is rich in civil, military, religious and Cinque Port heritage.

A strong strategic framework exists within which to deliver positive actions to improve local employment and skills and training.

The Port of Dover has returned to pre-recession traffic levels and is seeing growth in its core markets.

With major town and port regeneration projects now underway there is a renewed sense of optimism about the future.

The Dover Coastal Community Team brings together many of the key players from the area's business, tourism, and community sectors working together with a concerted desire to transform the local tourism economy. There is a strong volunteer base.

Improved connections with London via the High Speed rail link have strengthened economic opportunities. Combined with affordability of housing, this is encouraging new people to move to Dover.

Weaknesses - The lack of connectivity between Dover's heritage assets and public spaces, largely due to the terrain of the steep-sided valley, has led to a disjointed image.

There is embryonic coordination between attractions and inadequate data collection of visitor movements, perception and value.

Public transport and way-marking to key sites needs to be improved to make it easier for people to access the breadth of Dover's local heritage and attractions. Parking needs to be enhanced at Dover Castle, the Battle of Britain Memorial to the Few, and at Dover Transport Museum.

Although Dover is not a traditional seaside resort, there is a high degree of seasonality to the tourism market. Whilst the ferry trade is year-round, more needs to be done to improve the visitor offer during the shoulder seasons and winter months. Links between the port's cruise terminals and the town centre need to be improved.

There are limited specialist shopping opportunities with poor high street performance. There is a reluctance to invest in flexible trading hours to meet visitor demands.

Like most coastal communities, Dover can be perceived as isolated with limited catchment potential, seen as somewhere to go through not to. This deters some investors.

There is a high degree of cynicism in the local community, and a feeling that the town's problems are ignored. Many are sceptical about plans to regenerate the town and port.

An aging population and the lack of highly skilled people will need to be addressed if the area is to fulfil its true potential. Failure to deliver a broader range of family housing would impact on the local economy with continued migration out of the area by younger, skilled workers.

In addition to creating new jobs, many of the projects will require volunteers. Involving volunteers will help to deliver a sense of community ownership and engagement. However, volunteer capacity may be limited due to the large number of projects, and the nature of some of the work may deter some volunteers.



SWOT Analysis

Opportunities - The latent potential of all its assets provides Dover with the opportunity to offer an unrivalled destination to appeal to visitors from home and overseas harnessing the potential of port traffic and HS1.

The opportunity for development of the Dover Waterfront will augment the comprehensive redevelopment of the St James area of the town centre. This will help improve retail performance in the town. Shopping also plays an important part in the tourism offer.

We want to capitalise on this regeneration to build a strong "Destination Dover" offer with focused brand and destination management.

The Dover Coastal Community Team will support projects that seek to develop new skills in the maritime, heritage and tourism sectors.

We want local people to be able to take advantage of the new opportunities that will be on offer to them in Dover. There is a unique opportunity to upskill local people in key skills that will support Dover's future economic growth.

A new £6.5m Maritime Skills Academy opens in Whitfield in 2016. As well as providing professional development for those already at sea, this will be a landmark development that will showcase careers at sea.

We propose to develop a training hub for heritage skills with the aim of upskilling local people to work on the many heritage restoration projects that are planned in the area.

This includes potential sites at Dover Castle (Mote's Bulwark), the Maison Dieu (Dover Town Hall), Fort Burgoyne and the Roman Painted House. These skills would also be transferrable to the house building agenda, and are closely aligned with local further education provision at East Kent College which has a campus in Dover town centre.

A new Dover District Council website (www.Skills4Dover.co.uk) is helping to provide clear training pathways into work. The first ever Dover Skills Fair held in November 2015 was attended by over 40 exhibitors and 400 visitors.

Planned housing growth and affordability will bring new people to the area, and help address the aging population.

Threats - Dover's dependence on the port and trade with Europe means that changes in the national/EU economy can have a direct impact on the local economy. For example, changes in shipping capacity resulting in job losses.

Conversely, increases in cross-Channel traffic in a growing economy will place further pressure on local and strategic infrastructure. Various agencies are working proactively to address local traffic issues, including a Government backed solution to Operation Stack, junction improvements, and the Port of Dover's Traffic Management Improvement (TMI) project which has created a 4km holding area in the port.

As new retail and leisure facilities are opened in the St James area, there is a threat to the performance of the existing town centre (Biggin Street, Cannon Street, London Road). The Dover Coastal Community Team is supporting revival of key projects to support this area of the town, including the Roman Painted House and the Maison Dieu (Dover Town Hall).

Significant funding will need to be secured to realise many of the projects with the Local Economic Plan. Whilst the Dover Coastal Community Team has experience in securing funding, we need to be cognisant of the threat to the viability of some projects if we are unable to secure external funding.



Data

In developing the Local Economic Plan we have referenced a number of research documents and data sets to build a strong understanding of the issues affecting our coastal community.

At the District level, this includes the:

- [Corporate Plan](#)
- [Local Plan](#)
- [State of the District](#) Report
- [Heritage Strategy](#)

We also referred to the [COOL Activity 1.2 Research](#) (February 2015) on the economic impact of the Kent Visitor Economy as it relates to the Dover district.

Detailed data analysis at the ward level has been provided by Kent County Council (KCC), including data sets on;

- population
- diversity
- housing
- households
- economy
- young people
- education and skills
- older people
- deprivation

We have also referred to the Dover District [Health Profile 2015](#) produced by Public Health England.

At a regional level, we have also consulted the South East Local Enterprise Partnership (SELEP) [Growth Deal](#), and the Kent & Medway Economic Partnership (KMEP) [Growth Deal](#).



Key projects and/or bodies of work

High level description of discrete pieces of work showing CCT role, indicative partners and timescales

Improving access, connectivity and promotion

Lead Organisation: Dover Coastal Community Team
Project Cost: £250k

Details:

This body of work aims to deliver practical and visionary solutions to the problems of access and connectivity that have led to an underdeveloped tourism economy, and which have created a disjoint between the town, port and its rich collection of heritage assets. This work will include:

1. Developing innovative and exciting connections between the Port, Town, and Castle
2. Improving access to, and sustainable travel between, heritage assets
3. Improving way-marking and interpretation to make it easier for visitors to explore the town centre, seafront, and surrounding attractions (incl. Bluebird Heritage Trail)
4. Building partnerships to target domestic and international visitors with combined ticketing and promotions and a focus on brand and destination management ("Destination Dover")

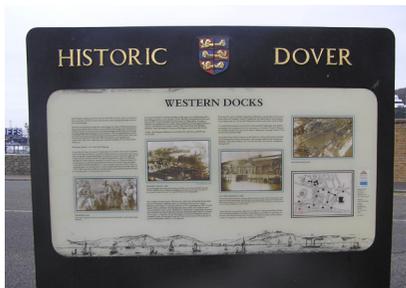
Dover Roman Painted House

Lead Organisation: Dover Roman Painted House Trust
Project Cost: £1.1 M
Partners: Kent Archaeological Rescue Unit, Dover Town Council, Dover District Council, Council for Kentish Archaeology

Details:

This project involves a major revival of Dover's Roman Painted House as a key heritage attraction and anchor for the revival of the high street as a leisure destination. This will involve improving access, external appearance, educational resources, and promotion.

1. Upgrade of the Dover Roman Painted House
2. Enhance Market Street approach to provide greater visibility from Market Square, and to allow views of the Roman Bath House excavation
3. Series of school's activity workshops linked to the national curriculum,
4. Build a new teaching room adjacent to the Roman Bath House,
5. New bus/coach park on York Street, close to main entrance, complementing plans to provide improved connectivity with other heritage assets



Key projects and/or bodies of work

High level description of discrete pieces of work showing CCT role, indicative partners and timescales

Maison Dieu (Dover Town Hall)

A Place in Time

Lead Organisation: Dover District Council

Project cost: c.£10m

Partners: Dover Town Council, Dover Society, Historic England, Ingham Pinnock Associates

Details:

Restoration and revival of the Maison Dieu, the most significant heritage asset owned by DDC.

This project involves the restoration and revival of the Maison Dieu, which is Grade II* Listed and a Scheduled Ancient Monument. The historical development of the Maison Dieu has resulted in a complex series and sequence of buildings.

Whilst it is currently used as a venue for a wide range of community events, activities and civic functions, this is limited by problems with access and the layout of the buildings. As a result, some areas are vacant or under-used. The physical fabric of the building has become tired and is in urgent need of restoration.

The project will involve:

1. Feasibility works, including measured building and at risk surveys, to inform a major restoration project, funding of £39k secured from Coastal Revival Fund
2. Delivering a sustainable future for the Maison Dieu by reviving its fortunes as a community venue and heritage tourism asset in the heart of Dover town centre
3. Improving access to the Maison Dieu and sensitively reconfiguring spaces to create a more useable building whilst at the same time celebrating this historic and architectural asset

Dover Music Venue - Connaught Hall, Maison Dieu

Lead Organisation: Dover Cultural Community Events CIC

Project cost: £604,600

Details:

The project will create a non-profit Community Interest Company (CIC) to develop cultural events in a regional music endorsed venue. The CIC will facilitate, direct, hire, manage and book a timetable of major performances and acts on UK/European tours and other additional touring events travelling through the Port of Dover. We will also use allocated matched PR and website funding for Dover tourism PR and local community groups.

The objectives are:

1. To deliver regular cultural events for the benefit of the town, providing the community and visitors with exposure to diverse cultural experiences managed and delivered through an annual programme of live events, including theatre, recital, orchestral, spoken word and acoustic and electric performances
2. The CIC will also raise capital and secure industry sponsorship to facilitate events and local community needs



Market Square Development

Lead Organisation: Dover Town Team

Project Cost: £1.685m

Partners: Dover Town Council, Dover District Council, Kent County Council

Details:

This project involves developing the Market Square in Dover as the central hub, linking the high street (Canon Street and Biggin Street) with the St James and Waterfront developments. It is also the main thoroughfare to the Maison Dieu (Dover Town Hall) and railway station. The project involves:

1. Creating a welcoming open space with improved public realm to provide a focus to the high street for events, street markets, and public use
2. Installing a new water feature and paving from the underpass, down the access roads to the St James development and the Roman lawn
3. Refurbishing the underpass that links the town with the seafront, to include modern LED lighting
4. Planting new trees, flower beds, and seating
5. Improving public transport to the Market Square with a safe and better designed bus stop
6. Installing two modern art features that will bring the flow of pedestrians around the town

Fort Burgoyne – Dover's Hidden History

Lead Organisation: The Land Trust

Project cost: c.£10m

Partners: Homes and Communities Agency, Dover District Council, Guston Parish Council, Dover Castle (English Heritage), Historic England, Natural England, Palместon Fort Society

Details:

This project seeks to unlock the heritage and community value of Fort Burgoyne, a palmerston fort dating from the 1860's. The project involves:

1. Feasibility works, including condition and measured building surveys, and building record, to inform a major restoration project
2. The wider project will be delivered in phases and will include the repair and conservation of the Fort and surrounding landscape
3. Development of interpretation materials and education/learning opportunities relating to the history of the building and its role in Dover's military past
4. Development of appropriate mixed-use in parts of the building that may include: space for learning outside the classroom; flexible events venue; office/retail space
5. Restoration and management of priority habitats for the benefits of biodiversity
6. New and improved access and visitor infrastructure

Mote's Bulwark (Dover Castle)

Project cost: £150k

Lead Organisation: English Heritage

Partners: Historic England, Friends of Dover Castle

Details:

Mote's Bulwark was originally conceived in 1539 to provide artillery defence of the east end of Dover harbour on the orders of Henry VIII. The project will seek to conserve and restore this heritage and open it to the public so it can make a positive contribution to the area's visitor economy. The project will involve:

1. Making the site safe for regular visitor access and providing interpretation which reveals the story of the site and its historical significance
2. Clearing vegetation from standing structures and tree surgery, consolidating masonry, provision of level surfaces, handrails and safety barriers
3. Historical and archaeological research and supervision
4. Volunteer and public engagement



Cruise Terminal 1 – A Place of Being

Lead Organisation: Port of Dover

Project Cost: £800,000

Details:

This project aims to deliver a multi-layered destination that will focus on a range of seasonal events and activities, temporary and permanent retail space, creating an international cultural destination rooted in celebration of Britishness, and a welcoming arrival gateway. The project will involve:

1. Developing new complementary retail space by bringing former railway buildings back into economic use to create a Covent Garden pop-up style market area (ie changeable with opportunities for local businesses)
2. Working with, and supporting local businesses to promote Kent produced and manufactured products, creating a sense of Britishness to appeal to international cruise passengers and tourists as well as the general public
3. Creating new employment, and providing the local community with a new leisure offering featured on seasonal events and activities, e.g. Christmas market and ice rink
4. Improving pedestrian connectivity to and from Cruise Terminal 1 via the Bluebird Heritage Trail, and eventually, via the long term Waterfront Masterplan to the town

Admiralty Pier Gun Turret

Lead Organisation: Port of Dover

Project cost: £800,000

Details:

This project aims to restore, and open to the public, the historic gun turret on the Admiralty Pier. Built in 1872, this small fort still contains two 16-inch, 81-ton guns, the biggest installed in the UK. It is a scheduled ancient monument and Grade II listed. The project will uncover another of Dover's hidden heritage assets by making the structure water-tight and improving public access.

The River Dour – From Source to Sea; Port and Park

Lead Organisation: River Dour Partnership

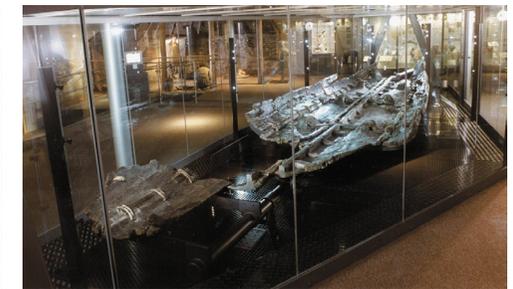
Project cost: £500,000

Partners: Dover District Council, Dover Town Council, River Parish Council, Temple Ewell Parish Council, Environment Agency, White Cliffs Country Partnership, Port of Dover, Dover Big Local, Affinity Water, Crabble Corn Mill Trust

Details:

This project aims to deliver a range of environmental and amenity improvements to the River Dour which runs through the town and out into the sea in Dover Harbour. The key deliverables include:

1. Feasibility study to examine technical assessment of fish passes, de-silting, along with riverside access and property rights, and potential income generation
2. Creation of new fish passes to meet EU water quality standards, along with cameras and a counter to record fish migration
3. Develop former scrap yard at Cherry Tree Avenue to create a riverside park/play area as an attractive amenity for both local people and visitors
4. Develop further Crabble Corn Mill - a working Georgian Water Mill (1812) – as a heritage attraction along with de-silting the mill pond and installing fish pass
5. Revitalise the River walk way along its entire length, including more interpretation. Engaging more volunteers in river maintenance/education
6. Employ a river warden/apprentice



Bronze Age Boat Gallery

Lead Organisation: Dover Museum

Project Cost: £86,098

Partners: Dover Bronze Age Boat Trust, Dover District Council, Dover Town Council, Dover Museums & Arts Group

Details:

Refurbishment of gallery and exhibition of the world's oldest known sea-going boat.

Refurbish and upgrade the Bronze Age Boat Gallery at Dover Museum to incorporate new information on boat's use, replica boat project, and to create a new education opportunities to meet National Curriculum on pre-history. The project includes:

1. Gallery computer upgrade, with new server, operating system and three touch screen computers
2. New gallery film to incorporate replica boat project, foreign language versions, and new projection equipment
3. Update graphic displays in-case, Bronze Age hut, and Laboratory area
4. New school resources pack
5. Upgrade air conditioning
6. New Bronze Age Boat book for general publication

'Chalk Up' Place-Making Project

Lead Organisation: Dover Arts Development

Project cost: £118,600

Partners: Culture Kent, Turner Contemporary, Jasmin Vardimon Company, University for the Creative Arts, Dover Museums & Arts Group, Up On The Downs Landscape Partnership, Port of Dover, National Trust, Kent County Council, Dover Big Local, Dover District Council, Dover Town Council

Details:

The aim of the 'Chalk Up' project is to deliver a series of arts-led events and activities to promote cultural tourism. These will be intertwined with other projects in the Plan with the aim of engaging the local community, visitors, and funders in a shared sense of coastal place and identity.

1. Commissions for emerging artists linked to the heritage projects that are included in the Dover Coastal Community Team's Economic Plan, and a place-making artist's commission on Fishmongers Lane in Dover
2. Develop a place-making website to provide updates on 'Chalk Up' events and activities and to showcase other Dover Coastal Community Team projects

3. Organise a two-day 'Destination Dover' symposium with a programme including expert speakers and a tour of the Team's project sites and local heritage attractions. The event will support the economy with accommodation and hospitality for delegates in local hotels, B&B's and restaurants
4. Develop programme of arts-led events, including artist led themed walks, hosted conversations on topics around place-making through Dover's history, and workshops on interpreting local heritage through drawing



Ferry Port Heritage Exhibition

Lead Organisation: Dover Transport Museum

Project cost: £480k

Partners: Port of Dover, P&O Ferries, P&O Heritage, Arts Council England, Dover Museums & Arts Group, Kent County Council, Dover District Council, Dover Town Council, Public & private benefactors

Details:

The project will deliver new exhibition space at Dover Transport Museum celebrating the historical development of train, car and passenger ferry operations at Dover, now the busiest ferry port in Europe.

The museum has what could be the core collection for a regionally significant maritime heritage exhibition but, owing to lack of space, only part of the collection can be displayed. New acquisitions are adding to the pressure. Without investment, there is a risk that this important part of Dover's heritage could be lost.

1. Feasibility study and consultancy support to assist in the preparation of plans for building extension, collection development, options for stakeholder agreements (land ownership), and governance arrangements
2. Construction of 1,000 sq. ft. of new exhibition space, including the purchase of leased land
3. Improve car parking by exercising an option to purchase a half- acre site of land

Battle of Britain Memorial Trust National Memorial to the Few

Lead Organisation: Battle of Britain Memorial Trust

Project cost: £600k

Partners: Dover District Council, Capel-Le-Ferne Parish Council

Details:

The National Memorial to the Few sits on the clifftop at Capel-Le-Ferne as a lasting memorial to the pilots of the Battle of Britain. The Memorial itself was opened in 1993 and a new £3.5m visitor centre, 'The Wing' was opened in 2015.

The site attracted 60,000 visitors in 2015, most arriving by car. With the recent expansion of the site to include a visitor centre and 'The Scramble' educational experience there is a need to improve vehicular access and parking.

It is proposed to provide a new access road on the site, along with an additional 92 parking spaces using a Gridforce system so as to retain the grass/natural appearance rather than tarmac.

Project Chisel – Coastal Heritage: Investing in Skills, Education & Learning

Lead Organisation: Dover District Council

Partners: The Land Trust , English Heritage, East Kent College, Canterbury Cathedral

Details:

A framework and training hub for the development of skills to support the delivery of heritage projects.

The project seeks to develop specialist construction and preservation skills to support the development of heritage regeneration projects designed to bring historic buildings and landscapes back into use and to support the development of the tourism economy. It will include:

1. Establishing a Heritage Skills Hub to provide a centre of excellence for heritage construction and preservation skills, alongside on-the-job training at key heritage sites including Fort Burgoyne, Dover Castle, Deal Castle, Walmer Castle, Kearsney Parks, Canterbury Cathedral
2. Developing a pilot scheme with English Heritage to develop skills for the construction, conservation, repair, maintenance and upgrade of historic properties in the South East
3. Creating a nationally recognised apprenticeship framework for heritage construction skills with clearly defined training pathways



Connected Clusters

Lead Organisation: The Bay Trust

Project cost: £1.5m

Details:

A range of cultural, heritage and community projects focused on sustainability

Projects include:

1. A low Carbon, Rural and Natural Heritage skills centre and incubation hub giving accredited training and start-up business support in a newly completed straw bale building in St Margaret's Bay. This is a first phase of a wider ERDF Project for London & Coastal partners. Targets: 3 tech business start-ups; 6 jobs; 6 training placements
2. MyGarden - a volunteer and training project to restore local patches of land, increase community cohesion, volunteering and improving pathways to employment. Targets: 4 regenerated sites, 25 beneficiaries per annum, 25 volunteers per annum
3. John Muir Environment Awards - widening a successful small pilot funded by DDC and linking this to our Steps Bank volunteer and training placements for rural and natural heritage, which continues and extends a pilot project funded by Up on the Downs to a wider beneficiary cohort. Targets: 50 level 2/3 beneficiaries, 25 volunteers, plus support for environment projects district wide
4. Heritage Extra-ordinaire - Bringing groups of students from France, Belgium, Holland and Germany to stay at residential centers and visiting local projects and heritage attractions. Targets: 15 visiting groups in the first year; create 3 jobs; 1 apprenticeship; 1 trainee placement
5. Pathway to the Big Bang & Back - creating the Kronos project - a regionally significant sculptural work made up of 24 stones to demonstrate pivotal epochs in time from the Big Bang to the present day. The sculpture will provide a start and end for an interactive pathway



Short term goals/actions

In the first six months, the Dover Coastal Community Team will complete assessments of the viability of two major heritage restoration projects, launch a new heritage trail, and commission work to better understand visitor movements, perception and value.

Fort Burgoyne - Dover's Hidden History

Using £48,400 from the Coastal Revival Fund surveys and studies will be commissioned to inform works to stabilise and develop Fort Burgoyne. This will also be part of a wider Master Planning process.

Maison Dieu (Dover Town Hall)

A Place in Time

Using £39,000 from the Coastal Revival Fund key feasibility studies will be commissioned, including a measured building survey, condition survey and heritage at risk survey. This will provide important information for the development of a future major funding bid to the Heritage Lottery Fund.

Bluebird Heritage Trail

Following a successful bid (£59,000) to the Heritage Lottery Fund, the Bluebird Heritage Trail will be launched in the Summer of 2016 in time for the peak cruise season at the Port of Dover. This will provide an innovative, way-marked trail for visitors to explore the town and its wealth of heritage assets. Additional funding of £15,000 was secured from the Port of Dover, Dover District Council and Dover Town Council

We will work with the neighbouring Deal and Sandwich Coastal Community Team on areas of joint interest, along with the development of a Coastal Community hub website, with separate portals for each team.

Performance Measures

Within the first six months we will have undertaken key feasibility works on many of the key heritage restoration and revival projects. At this stage we will be able to determine:

- Number of surveys/studies commissioned and completed
- Extent of restoration of Fort Burgoyne and Dover Town Hall, including detailed costs.
- Visitor numbers, spend, perception, value.
- Number of hits on the Coastal Community Team website
- Number of people attending consultation events/team meetings
- Number of hits on Bluebird Heritage Trail website and app downloads



Medium term goals/actions

In the medium term, the Dover Coastal Community Team seeks to transform the the area's tourism and visitor economy.

Key goals and actions to have been achieved or at advanced development stage within five years include:

1. Development of an iconic attraction to better link Dover's key assets and public spaces and adding to the destination appeal
2. Upgrade to the Roman Painted House, including enhancements to visitor entrance, a new teaching room, revised opening times, and research into the adjacent buried Roman Bath House
3. Revival of the Maison Dieu (Dover Town Hall) as a mixed use community facility combining performance space, café/restaurant, and holiday lets, and anchoring a future heritage quarter in mid-Town, increasing footfall and strengthening high street performance
4. Restoration of Fort Burgoyne and open to the public as a heritage and community attraction
5. Conservation and re-presentation of the Mote's Bulwark providing safe, regular access for visitors as an example of Tudor artillery defence

6. An enhanced River Dour trail providing a sustainable connection between the Kearsney Parks, Dover town centre, and the seafront. Increased provision of fish passes to protect unique colony of brown trout
7. Delivery of a comprehensive arts programme to connect the various projects and create a narrative for the reinterpretation of Dover's heritage and cultural assets
8. New and upgraded exhibitions at Dover Transport Museum and the Bronze Age Boat Gallery at Dover Museum
9. Establishment of a heritage skills training hub at Fort Burgoyne and a programme of training in built heritage skills to support restoration and revival of heritage assets

The success of the Local Economic Plan and the individual projects therein, will be based on a detailed assessment.

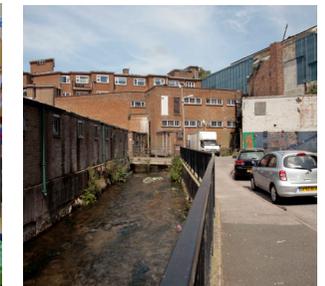
Performance Measures

Performance measures will include:

- Increased visitor numbers
- Increased footfall at attractions
- Increased length of visitor stays
- Increased tourist spend
- Increased hotel occupancy rates
- Increased contraflow travel on HS1
- Investment in new accommodation
- Increased footfall in local shops
- Improved high street retail performance
- Reduction in number of empty shops
- Increased employment in tourism and retail
- Improvement in River Dour water quality to EU standard
- Increase in brown trout population
- Increase in events at Dover Town Hall
- Increase in engagement with the arts

Long term goals and actions (Optional)

- Top 10 visitor destination
- Vibrant high street
- Higher employment and skills
- Stronger local economy
- Higher living standards



Barriers

The key barrier to delivering the Local Economic Plan would be the failure to attract funding for major projects. The projects included in the Plan have a high expectation for match-funding. As a contingency, we will include plans for phased delivery of major projects to take account of any lower than expected funding.

The need for approvals from regulators, such as Historic England may also be a barrier to delivery. We are working closely with the planning and regulatory authorities to mitigate any risks to the projects.

We are seeking to address one of the key barriers namely the shortage of skilled craftsmen in heritage trades! Given the scale of many of the restoration projects, it is likely that Dover will become a major centre for heritage skills. We are looking to mitigate this barrier by developing a heritage skills hub that will train the crafts people required for the projects.

Resources

Individual project teams will be responsible for each element of the Plan. The teams will be led by the asset owner. The Coastal Community Team will provide an overarching structure for delivery of the Plan, to ensure that synergies between projects are maximised and that there is a co-ordinated approach to potential funders.

Many of the projects will require volunteers. There is already a strong network of volunteers, but we will need to build additional capacity. Support 'in kind' is also available from a number of sources, including marketing, design and print support from Dover District Council.

The Dover Coastal Community Team draws together a wide range of local expertise in the tourism, heritage and maritime sectors. There is extensive representation from the private, public and voluntary sectors.

Costs

See project summary spreadsheet.



Value

The Local Economic Plan will deliver a step change in the area's local economy by transforming it into an exciting visitor destination. It will provide a co-ordinated and coherent strategy for developing the visitor and tourism economy.

By focusing on the enhancement, restoration and revival of key heritage assets, improving access, connectivity and promotion, the Plan will help deliver:

- Investment in heritage assets
- Business investment
- Job creation
- Skills development
- Volunteering opportunities
- Community cohesion



Funding

We have identified a wide variety of potential funding streams for the projects included in the Local Economic Plan. These include:

- Developer contributions
- Coastal Communities Fund
- Coastal Revival Fund
- Heritage Lottery Fund
- Arts Council England
- Discover England Fund
- Interreg IVa 2 Seas Programme
- European Social Fund



Maximising Resources and minimising Costs

The Dover Coastal Community Team will co-ordinate individual project teams to ensure best use of resources and efficient use of time. Administrative support and meeting venues will be shared among team members to reduce costs.

Members of the Team are already working together with enthusiasm. They will have authority to make decisions on behalf of their respective organisations to avoid unnecessary bureaucracy. Those representing elected bodies will have delegated authority.

Dover District Council is providing project management, design and print services for the Local Economic Plan.

Consultation

Consultation

We will seek external views on the Local Economic Plan, consulting with stakeholders and the wider community. Individual projects will be subject to formal consultations to gain feedback on emerging proposals, and to ensure that local people are given opportunities to engage with, and influence, project proposals.

Involve and Inform

As the accountable body, Dover District Council is represented on the Coastal Community Team by a member of the cabinet with responsibility for skills, training, tourism, voluntary services and community safety. The Team's project manager is also seconded from DDC so there is a strong degree of engagement with the accountable body. Several projects are led by Dover District Council.

The Team is an active member of the Coastal Communities Alliance. Bill Fawcus, Chair of the Dover Coastal Community Team represented both the Dover, and Deal and Sandwich Teams, at the Alliance conference in Skegness in November 2015. We will continue to work with the Alliance as we develop our plans, and to ensure we are sharing best practice with other Coastal Community Teams.

We will work closely with the neighbouring Coastal Community Team in Deal and Sandwich, and look to explore opportunities to work with others in East Kent and beyond. We want to build a strong network of coastal communities with similar plans for enhancing coastal tourism and heritage.

We will be proactive in communicating with DCLG, ensuring that project successes can be shared with other partners.

Communication with Community

The Dover Coastal Community Team is fully transparent with regards to its decision making and budgeting processes.

Along with the minutes of all meetings, the Local Economic Plan and progress updates on individual projects will be posted on the Dover Coastal Community Team website.

We will celebrate success with the local community, and provide them with opportunities to be involved in project delivery through volunteering.

We will keep people informed of the progress of projects through newsletters, social media, and project updates.

There will also be consultation and stakeholder events for major projects with opportunities for the local community and stakeholders to influence the decision making process.



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CCT Logistics

Management and team

The Dover Coastal Community Team draws together a wide cross section of the local community. It includes representatives from businesses and local tourism attractions, community and voluntary groups, the Dover Town Team, and the district, town and parish councils.

A project manager is responsible for co-ordinating activities, organising agendas and meeting, and for drafting the Local Economic Plan with input from all Team members.

The Team has initially been meeting monthly. We envision more regular meetings for sub-groups to oversee projects as they start in earnest. Meeting venues are varied across the area so that no one organisation dominates the agenda.

The Team welcomes observers to its meetings, and full minutes are published on a dedicated Coastal Community Teams page on the Dover District Council website. We intend to have our own website in due course.

Support Structure

The Dover Coastal Community Team is building a strong network of support for the proposed projects. The Local Economic Plan has been developed to align with key growth strategies at the district, county and regional (South East LEP) level.

All the projects proposed in the Plan will complement existing proposals to help deliver a stronger, more sustainable economy in Dover. In particular, the work of the Dover Coastal Community Team is emerging as a strong foundation for the development of a more co-ordinated and coherent tourism and visitor offer, focused on enhancing Dover's heritage assets so that they can make a positive economic and social contribution to Dover's future growth.

All the major attractions and organisations involved in tourism are members of the Dover Coastal Community Team. As a result it is an influential group with the gravitas to deliver the Local Economic Plan.

The Plan will complement a wide range of other local initiatives, including a town centre development group looking specifically at issues such as transport, public realm, and planning and conservation.

Costs

The running costs of the Dover Coastal Community Team are minimal. Wherever possible meetings are held within member organisations' premises.

Project management of the Team is being provided by Dover District Council, along with production of the Local Economic Plan.

We expect future costs to include the design and hosting of a new website.

Sustainability

The long term plan is for the Dover Coastal Community Team to be the key driver for the area's tourism economy. It will continue to grow its membership and influence as a facilitator of projects that support growth, create jobs, and create a sense of pride in the coastal community.

Dover District Council will continue to provide officer support to establish the Team, develop the first version of the Local Economic Plan, and to assist the Chairman.

As the Team builds capacity and skills, workload will be shared more widely across the Team.

As projects are worked up a dedicated project/ programme manager to support the Team is envisioned.

Areas of Specific Interest

The Dover Coastal Community Team would be interested in joining working groups or networks in the following areas:

- Tourism
- Heritage
- Marketing
- Arts and culture
- Skills
- Transport

