



# Destination whitecliffscountry

Growth strategy for tourism and  
the visitor economy 2020 to 2030

Executive Summary

## Our Mission

*'To be a vibrant world-class destination valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity.'*

*The growth and success of tourism in White Cliffs Country is dependent on everyone working together to achieve this common vision.*

Tourism  
is everyone's  
business

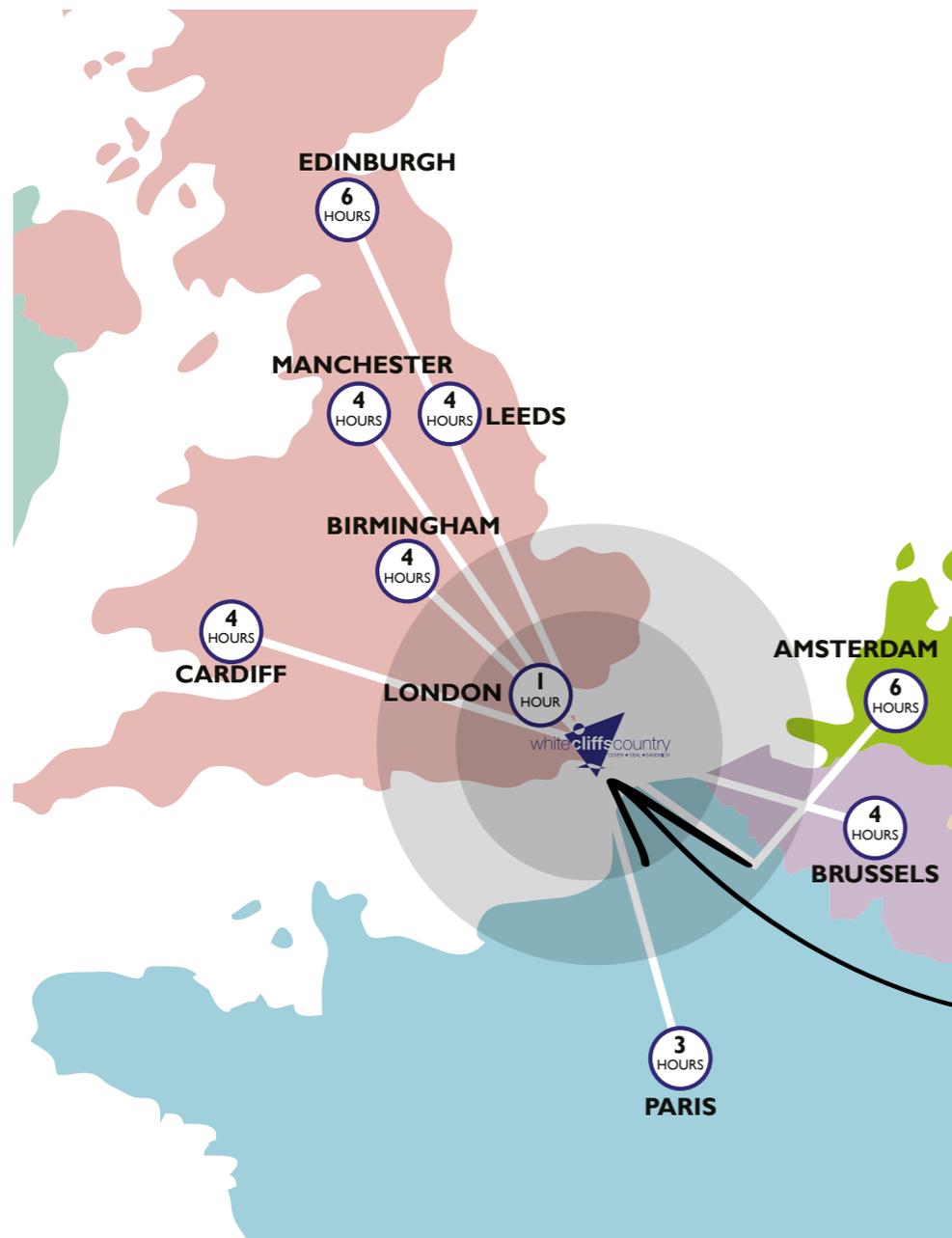


Consultation event with local stakeholders, Dover Athletic FC, March 2019



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According to Visit England, we have three core tourist markets:

- 'Country Loving Traditionalist'
- 'Free & Easy Mini-Breaker'
- 'Fun in the Sun'

Within a one-hour drive time we have a UK resident market in excess of 1.2 million people living in 520,261 households.

Our secondary UK resident market (within a two-hour drive time) has a reach of 15.3 million people living in over 6.2 million households.

360°  
of opportunity

# Welcome

With its spectacular beaches and picturesque towns, White Cliffs Country is a unique destination where coast meets countryside, ancient meets modern, relaxation meets adventure, and England meets Europe. With one of the most temperate climates in the UK, the district covers 123 square miles, with 20 miles of coastline and beaches. Around 22% of the entire region is designated as an 'Area of Outstanding Natural Beauty' (AONB) and 3% of this is designated as Heritage Coast.

Nationally and internationally significant, it is home to:

- 100+ visitor attractions
- 57 conservation areas
- 48 ancient monuments
- 30 walking routes
- 9 cycle trails
- Over 200 parks and open spaces.

## White Cliffs Country

'History and heritage, landscape and nature, active pursuits.'

The 'Character Towns':

### Deal

'A quaint, quirky and quintessentially English seaside town.'

### Dover

'An active, adventurous and authentic English historic town.'

### Sandwich

'A relaxed, romantic and rustic English medieval town.'

Discover more and explore  
beyond the chalk

# An incredible

# opportunity



Samphire Hoe, Dover

© James Kirby



Deal Pier

© Derek Walker



Sandwich

## Foreword



We want a national and international shift of focus. To take tourism in White Cliffs Country to a whole new level, to harness the huge potential this industry has to grow our district's economy, and to drive economic, social and cultural regeneration. We have an incredible opportunity to grow our tourism industry, and in doing so to rebuild and rebalance our district. Creating more jobs, more spend, a greater sense of civic pride, and in turn, creating new opportunities for further investment and growth.

We are bringing a whole new approach to tourism, removing barriers to growth, investing more and backing the industry all the way. But the key to making tourism flourish in the district lies with the industry itself, and the local businesses and organisations at its heart. We want to empower the industry and allow it to develop and take responsibility for its own future. Let's collaborate and see what can be achieved by the Council and business working together.

In July 2021 White Cliffs Country hosts 'The 149th Open' as the only golfing major held outside the US returns to Royal St George's in Sandwich. The eyes of the world will be on us and we have an unprecedented opportunity to showcase all that White Cliffs Country has to offer.

I am confident that we can, together, think differently and grow our service industry to make the coming years the best for residents, visitors and tourism in White Cliffs Country.

**Cllr Trevor Bartlett,**  
Leader of Dover District Council

# A new vision for White Cliffs Country



This is the first Tourism Strategy produced by Dover District Council with the specific aim of stimulating market growth and new investment in our visitor economy. We've set ourselves an ambitious target for White Cliffs Country to stand out as not only a great place to visit and live, but also as an outstanding location to invest in the tourism, leisure and hospitality sector.

How fortuitous was the Council's decision in 2018 to recognise the vital importance of our visitor economy and to focus on tourism, meaning we are now as a District Council well placed to support the sector and our town centres as we come out of the Pandemic, levelling-up and seizing on investment demand, staycations, experience, local produce and outdoor pursuits.

The Council wants visitors and residents alike to explore, experience, and enjoy all that White Cliffs Country has to offer, and we need to do more to develop our tourism economy, such as encouraging people to stay longer, explore further and spend more during their trip, which in turn has the potential to generate new investment, jobs, growth and opportunity for local people.

Everyone who lives, works and studies in the district should be a vocal ambassador for White Cliffs Country. We all have a crucial role to play in spreading the word, nationally and internationally, by showcasing the district to visitors, family and friends.

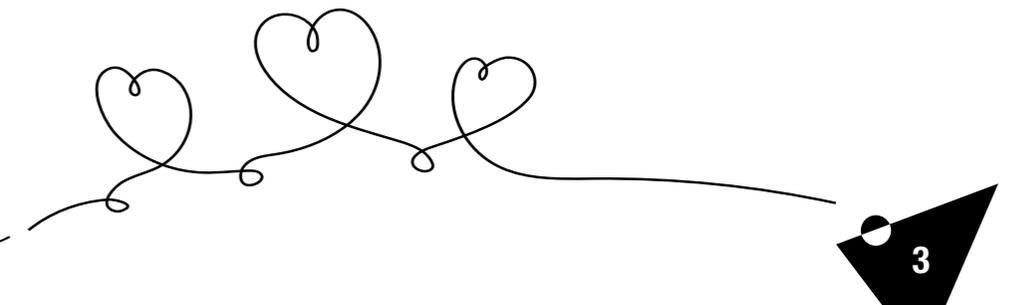
Most significantly, this new strategy sets out to create a visitor environment that attracts, stimulates and supports small, medium and large businesses in the tourism industry to thrive – now and in the future.

Few industries are as dynamic as tourism, and few have such growth potential. But achieving sustainable growth does not come easy. It requires an exceptional level of collaboration and partnership between the industry and the public sector.

Our landmarks, attractions, countryside and culture are magnets for visitors locally and from all over the world. The iconic White Cliffs of Dover, Dover Castle and Dover itself are truly world-famous and draw a crowd. Events like 'The 149th Open' will also attract new national and international audiences and opportunities, promoting White Cliffs Country to the world.

These are extremely exciting times for White Cliffs Country.

**Cllr Michael John Holloway OBE,**  
Deputy Leader of Dover District Council  
and Portfolio Holder for Tourism and Inward Investment



South Foreland Lighthouse,  
St Margaret's-at-Cliffe, Dover  
© National Trust



# Making the most of our

# Purposeful and Playful Coast and Countryside

White Cliffs Country offers everything from historic towns and villages in magnificent countryside to rolling seascapes and iconic coastal landscapes. All of this can be found alongside a rich heritage, inspiring cultural experiences, a wealth of business and commercial opportunities, extraordinary places of interest and, of course, the advantages of being the United Kingdom's gateway to and from Europe with high speed transport (HS1) and the busiest passenger ferry port in the world. White Cliffs Country is the ideal place to live, work, visit, learn and invest. It has a proud past and an exciting future.

We are ambitious for our district and want to capitalise on the growth potential of tourism for the visitor economy, recognising that the sector can help drive local growth, jobs and prosperity, building on the potential offered by our geographic location.

'Destination White Cliffs Country – A Growth Strategy for Tourism and the Visitor Economy 2020 to 2030' ('the Strategy') is a framework for the development of tourism in White Cliffs Country over the next 10 years. It is fully aligned to the objectives of Dover District Council's Corporate Plan, Economic Growth Strategy and the Local Plan, and reflects the priorities and aims of the Government's Industrial Strategy and the Tourism Sector Deal.

Currently, Dover is attracting increased attention as the nation forges a new relationship with Europe. In addition, in July 2021 the eyes of the sporting world will be upon us with the return of 'The Open' to Sandwich. Events such as these will attract new audiences and opportunities, as we seek to energise our ambitions for tourism, putting White Cliffs Country at the centre of the global stage. But we recognise this will not happen on its own – successful implementation of the Strategy relies on all public, private and voluntary sector partners playing their part in its delivery.

The Strategy sets out an ambitious, yet realistic, challenge for the tourism sector to level-up and achieve stronger economic and employment growth.

By working with key industry stakeholders, businesses and community groups, we can focus on a destination management approach that works for our district to deliver:

- Unrivalled experiences for visitors and residents, young and old
- Tangible economic growth; more businesses, jobs and increased prosperity
- Improved facilities, opportunities and infrastructure for our residents and visitors
- Protection and enhancement of both the developed and natural environment, supporting sustainability.

We want to embrace our 'purposeful and playful' identity, as identified within the Cultural Survey & Framework for Dover (2009) to maximise the benefits that a vibrant tourism and visitor economy can offer the entire Dover district.

Over its 10-year lifetime, this Strategy aims to stimulate market growth and investment; create jobs; and increase overnight trips, spend in the area and the district's wealth – encouraging and supporting individuals and commerce to thrive now and in the future.

Delivering this Strategy creates a unique opportunity to showcase the very best of White Cliffs Country to regional, national and international markets in a way no other sector can; ways that will position the district and our towns and villages as 'great places to live, work, visit, learn and invest'.

This Strategy is intended to act as a road map to unite all those working to support and promote the local visitor economy to ensure that White Cliffs Country keeps pace with and exceeds national growth.

We want to:

- Encourage investment in the tourism industry
- Attract new providers and increase the number of visitors coming to the district
- Encourage visitors to invest their time, stay longer and to spend more when they are here
- Encourage residents and visitors to help us spread the word about our fantastic visitor opportunities.

To deliver this, we need to re-invent the way the public, private and voluntary sectors work and plan together. We need to maximise and encourage investment from all available sources and ensure that the overall return on investment benefits businesses and organisations dependent on the visitor economy. Our aim is to achieve growth in a sustainable way that balances the needs of residents, visitors and the environment.

The Strategy is fully aligned with the objectives of Dover District Council's Council's Corporate Plan, Local Plan, Heritage Strategy, Climate Change Strategy and Economic Growth Strategy. We have also adopted the five strategic pillars of the Government's 'Tourism Sector Deal' and 'UK Industrial Strategy' as its core themes. These pillars are: Ideas, People, Place, Business Environment and Infrastructure.\*

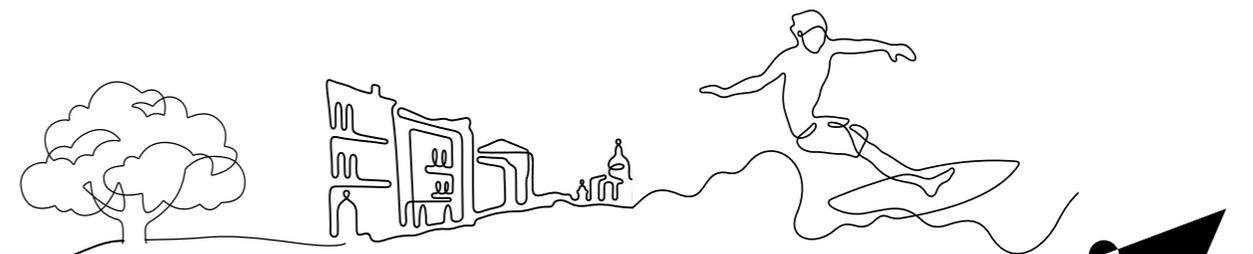
\*Alongside this Strategy is an internal live action plan, supporting document and evidence base - [www.dover.gov.uk](http://www.dover.gov.uk)

**'A great place to live, work, visit,  
learn and invest.'**

The Guildhall, Sandwich



Deal beach





Dover seafront



Deal beach



Sandwich Folk & Ale Festival

This Strategy is focused on how we can maximise growth and investment, as well as generate greater benefit for our visitors, residents and businesses by working collaboratively.

# What we want to achieve

## The Ambition

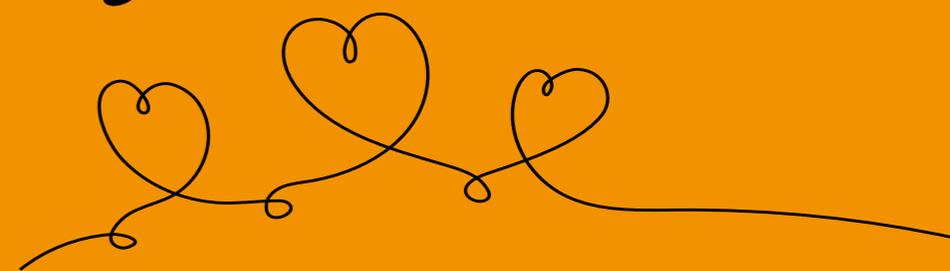
### for the district

*'To be a vibrant world-class destination valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity.'*

### for the tourism and visitor economy

*'By 2030, the tourism and visitor economy within White Cliffs Country will be a year-round sustainable, accessible and productive industry, where businesses and organisations are growing, and visitors return year after year.'*

# The Objectives



## ideas

To build an innovative economy - with tourism, the visitor economy and sustainability **at its heart.**

## people

To generate good jobs and greater earning power for people living in the district - with tourism, hospitality and service **at its heart.**

## place

To develop prosperous communities throughout the district - with sustainability, placemaking and the visitor economy **at its heart.**

## business environment

To be 'open for business' and the best place to start and grow a business, social enterprise or organisation - with visitors, accessibility and sustainability **at its heart.**

## infrastructure

To see an upgrade in infrastructure - with visitors, residents, accessibility and sustainability **at its heart.**

ideas  
people  
place  
business  
infrastructure





# Measuring **success** Growth targets

*Our goal is that by 2030 we will deliver substantial growth in White Cliffs Country's visitor economy and create more full-time equivalent jobs, when compared to current average annual levels (Economic Impact Tourism Data, 2000-2017).*

*In the first five years of the Strategy, we are aiming for a sustainable increase in the volume and value of tourism, providing a firm foundation for increased productivity in the following years.*

*Regular monitoring will take place in line with standard Dover District Council practice and reporting. Additional insight and monitoring will include Visitor Survey and Economic Impact of Tourism data.*

© Lydden Hill Race Circuit, Dover

our goal



*For tourism to generate greater economic benefits and opportunities for all – recognising the crucial balance between residents, visitors, commerce and investment.*

*The growth and success of tourism in White Cliffs Country is dependent on everyone working together to achieve more.*

Tourism  
is everyone's  
business

## our aims:

- To increase the number of staying visitors (international and domestic), year on year
- To increase visitor spend per trip, year on year
- To improve infrastructure and digital technology during the lifespan of the Strategy
- To facilitate and aid placemaking and the introduction of new hotels, restaurants, attractions, experiences, businesses and conference centres during the lifespan of the Strategy.

## key measurable outputs:

Overall performance of the visitor economy can be assessed through tourism data.

- **Number of day trips:** 3.6 million day trip (annual average 2000-2019)
- **Number of overnight stays:** 472,000 overnight visitors (annual average 2000-2019)
- **Duration of stay:** Average length of stay was 3.42 nights (annual average 2000-2019)
- **Spend:** Average spend per day trip was £33.45, overnight trip was £187.21 (annual average 2000-2019)
- **Levels of satisfaction:** 48% (the average percentage across the character towns) rated their enjoyment as 'very high' in 2018
- **Recommendation rate:** 86% (the average percentage across the character towns) felt either 'very likely' or 'likely' to recommend the destination to somebody else in 2018
- **White Cliffs Country website and social media statistics:** 382,792 website pageviews and 117,354 users between April 2019 to March 2020.
- **District Visitor Information Centre and Dover Museum statistics:** 153,273 visitor contacts in 2017.

# Objective 1

## Ideas

**To build an innovative economy - with tourism, the visitor economy and sustainability at its heart.**

*We will do this by:*

- *Getting our brand in front of the visitor*
- *Being proactive and developing bold, creative and engaging collateral*
- *Supporting visitors and residents in finding great new experiences in White Cliffs Country*
- *Capitalising on the opportunities offered by our unique heritage, environment, culture and gateway location by supporting the capacity of the sector to grow and innovate, by accelerating developments in digital technology and reducing barriers.*

**Key themes and associated priority actions for delivery of objectives.**

*The tourism market is busy and competitive. It is essential that we recognise that the market is changing and look to grow our economy. This will need a new and fresh approach to develop tourism activity to its fullest, and harness new and emerging, niche markets.*

*White Cliffs Country, a great place for a picnic*



**We will focus on:**

### branding

- We will establish a new bold and creative White Cliffs Country brand and identity positioning us as a vibrant, outward-looking and inspiring destination which is attractive to visitors, residents and investors.

### grants and funding

- We will identify and promote any potential grants and funding opportunities to our industry for their consideration.

### marketing and promotion

- We will enhance the promotion of the White Cliffs Country brand, nationally and internationally, through an innovative approach to marketing, advertising, promotion and engagement. This will include promotions across Dover District Council owned assets.

### partnership and collaboration

- We aim to establish greater understanding, collaboration and teamwork between all public sector, private sector and industry partners in White Cliffs Country and beyond; including the creation of a Tourism Advisory Board formed of local, national and international tourism experts. We will also create an accessible White Cliffs Country Tourism & Visitor Economy Industry Hub for our visitor-based businesses.

### press and familiarisation trips

- We will focus on generating more press, influencer and familiarisation trips to White Cliffs Country and foster ongoing relationships.

### materials

- We will produce and promote annual White Cliffs Country guides, leaflets, materials, photography and video as required and introduce a new high-level 'Place (Visit, Live, Invest)' brochure.

### wayfinding and signage

- We will introduce an appropriate level of new visitor-based roadside, town centre, train station and port signage.

### trade shows

- We aim to attend a minimum of one trade show per year with one of our partners in order to promote White Cliffs Country.

### visitor information centre

- We intend to develop the resources available to the District Visitor Information Centre, based in Dover, and support partners in developing information to visitors, recognising their collective strategic importance across White Cliffs Country.

### website and social media

- We will develop and maintain a new state-of-the-art interactive Visit and Invest in White Cliffs Country website, supported by the active use of social media across key channels. A District Place Portal will also be developed.



# Objective 2

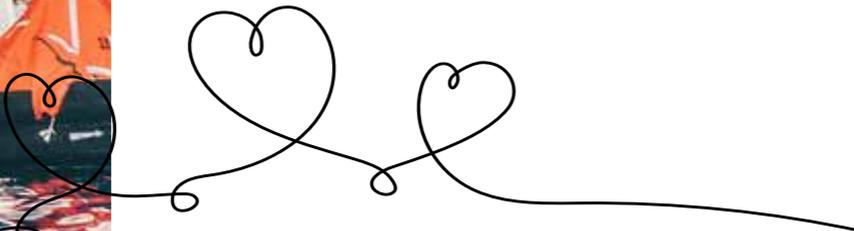
## people

**To generate good jobs and greater earning power for people living in the district - with tourism, hospitality and service at its heart.**

*Ensure through the provision of high-quality training in tourism, hospitality and service that the sector can attract, retain and develop a workforce with the skills it needs both now and in the future.*



Viking Maritime Skills Academy, Whitfield, Dover



**Key themes and associated priority actions for delivery of objectives.**  
*We all remember excellent customer service and those who are friendly and go the extra mile. Well-trained and engaged staff and volunteers are the number one asset of any business, organisation and ultimately, destination. They are vital to the customer journey and offer the welcome, engagement and delivery of quality tourism products. We will develop a dynamic programme which will review current working structures, identify apprenticeship and volunteer needs, build local skills capacity and change attitudes to working in the service sector. This will also address any shortage of skills and turnover of staff.*



**We will focus on:**

### civic pride

- Empowering people and communities to understand, value and create places of pride in the areas where they live and work.

### opportunities for all

- Ensuring that our tourism offer meets the needs and aspirations of all, young and old, as we develop schemes for tourism and visitor development.

### skills for people

- Collaborating with local educational providers and trainers to increase the availability of marketing, business development, tourism, service and hospitality training and skills development, and associated opportunities.
- We aim to build extra capacity across the sector to increase employment within the district by supporting delivery and retention. This will be achieved through recruitment programmes to encourage the pipeline of talent that joins the industry – with a focus on training, apprenticeships, volunteering and mentoring.

### visitors first

- Ensuring we put the 'visitor' (and we are all visitors) at the heart of all decision-making.

### volunteers

- We aim to work with the district's volunteer networks and promote tourism-based voluntary opportunities across White Cliffs Country - to meet the needs of the industry.

# Objective 3

To develop prosperous communities throughout the district – with sustainability, placemaking and the visitor economy at its heart.

We will embrace our unique location and inspire residents, visitors, providers, developers and businesses to visit, stay, spend and invest. We will develop the visitor economy and make ‘place’ a central component of every asset.

Key themes & associated priority actions for delivery of objectives.

Great placemaking can help people feel pride and ownership wherever they live, work and play. It draws on the wide range of combined assets from culture, arts, history and heritage, through to amazing outdoor spaces and great events. To achieve more and make better use of our core assets, we will develop a more joined-up approach and work closely with all those who can influence change.

## Place



We will focus on:

### art and culture

- We will invest in strategically important ‘Social & Cultural Visitor Zones’ to aid economic, community, cultural, social and environmental regeneration; with a focus on Market Square (Dover), Deal Pier Apron (Deal), Guildhall Forecourt (Sandwich) and The Quay (Sandwich).
- We will weave art and culture into the fabric of our everyday environment, as well as our current and future activity.
- We will investigate the potential of White Cliffs Country playing its part in any Kent bid of becoming a ‘UK City of Culture’.

### countryside, nature, parks and open spaces

- We will collaborate with the National Trust and English Heritage to investigate the potential of ‘The White Cliffs of Dover’ becoming a UNESCO World Heritage Site.
- We will work with the Kent Downs AONB and other partners to investigate the potential of the Kent Downs Area of Outstanding Natural Beauty (AONB) becoming a National Park.
- We will invest in the development of our parks and open spaces to create a high-quality environment, with a view to achieving a ‘Green Flag Award’ accreditation.
- We will work with partners to raise the standards of our beaches and marinas, with a view to achieving a ‘Blue Flag Award’ accreditation.



### carbon free

- We will steer the District’s tourism industry towards the early achievement of this council’s carbon-neutral ambitions, in support of the government’s NetZero plans.

### entertainment and evening economy

- We aim to increase the quantity, quality and range of the district’s entertainment & evening economy offer; with a focus on stimulating more investment, as well as supporting improvements and new developments.
- We will continue to raise the social, cultural and safety standards of our towns to ensure they provide entertaining, diverse, safe and enjoyable nights out, with a view to achieving a ‘Purple Flag Award’ accreditation.

### festivals, experiences and events

- We will employ a White Cliffs Country ‘Visitor Projects & Development Officer’.
- We aim to facilitate a new signature festival/event for White Cliffs Country of national scale – unique to the district and providing a new reason to visit.

### history and heritage

- We aim to identify, designate and protect our history and heritage and embed it into the fabric of our everyday environment, as well as our current and future activity.

### leisure and active pursuits

- We intend to protect and develop facilities for outdoor leisure and active pursuits as well as identify potential opportunities and areas of expansion.

### placemaking and public realm

- We will invest in ‘placemaking and public realm’ activity across the three character towns to position the district as a vibrant, outward-looking, safe and beautiful environment in which to live, work and visit; with a focus on festivals & events (including ‘The Open’), culture & art, history & heritage and the evening economy in order to support and strengthen our town centres.

### regeneration and planning

- We will research and identify the potential to simplify planning rules through possible local development orders and the fast tracking of applications, as part of the creation of Tourism/Visitor Zones within the district.

### sustainability and green

- We will encourage the investment, renovation and reuse of buildings and facilities to support housing, business, visitors and economic activity. We will promote holistic developments that can support sustainable economic growth and ensure that urban and rural communities have a long-term future for the people that live, work, visit, learn and invest within them.



# Objective 4

## business

**To be 'open for business' and the best place to start and grow a business, social enterprise or organisation – with visitors, accessibility and sustainability at its heart.**

*We aim to improve the experience and productivity of the tourist industry in order to establish White Cliffs Country as a leading destination for residents, visitors and commerce – reducing barriers, developing business friendly opportunities and putting economic growth first.*

**Key themes and associated priority actions for delivery of objectives.**

*We wish to broaden our understanding of the visitor economy beyond leisure and ensure that, whatever the reason for travel, there is an opportunity in White Cliffs Country. We aim to exceed the expectations of all visitors to the region. Each segment has the potential to stabilise the district tourist industry and has huge potential to generate more for the local economy.*

The Zetland Arms, Kingsdown - dog friendly pub as featured in the ITV programme Liar

© Visit Kent



**We will focus on:**

### business

- Working with partners and actively promoting 'Invest in White Cliffs Country' business, organisation and social enterprise opportunities, as well as encouraging the industry to embrace M.I.C.E. (meetings, incentives, conferences and events) based business development.
- Supporting, facilitating and nurturing investment in innovative, sustainable and high-potential organisations to bring forward green, commercial and business developments.
- Identifying and promoting potential grants and funding opportunities to support investment and ongoing development.

### educational tourism

- Working with educational partners to boost educational tourism and promote White Cliffs Country as a great place to study and learn.

### experiences

- Working with partners to increase the quantity, quality and range of our 'experience' offer; with a focus on supporting improvements, encouraging and actively promoting current and new experience providers and their unique offers.

### screen tourism – film and television

- Working with partners, including the Kent Film Office and other associations, to identify possible locations and promote opportunities for screen tourism within White Cliffs Country.

### food, drink and local produce

- Developing a 'Produced in White Cliffs Country' trade association and forum to identify opportunities to create exciting food, drink and craft experiences for visitors and promote the local produce offer.

### sport

- Working with partners, industry and business to nurture, encourage and facilitate the development of exciting sectors, such as the golfing sector, sports tourism and sport-based assets and events across White Cliffs Country.



# Objective 5

## infrastructure

**To see an upgrade in infrastructure – with visitors, residents, accessibility and sustainability at its heart.**

*We aim to connect White Cliff Country's towns, attractions, accommodation providers, businesses and assets for the benefit of all, ensuring value growth by converting day visits to overnight stays. We will distribute the economic strength of tourism across White Cliffs Country and reduce barriers to growth.*

**Key themes and associated priority actions for delivery of objectives.**

*The provision of infrastructure is central to the wider economic and tourism growth agenda and benefits residents and visitors alike. Infrastructure has a range of elements at its core and is an intrinsic part of the development of any destination of choice. It can contribute to increased efficiency of production and distribution of services.*

© Betteshanger Park, Deal



**To achieve this objective, we will actively seek to secure available external grants and funding, and proactively collaborate with all required public and private sector stakeholders, industry and partners.**

**We will focus on:**

### accommodation

- Increasing the quantity, quality and range of our visitor accommodation stock; with a focus on supporting investment and improvements, rural/farming diversification of business use and new large 4\*/5\* hotel developments.

### attractions

- Increasing the quality and range of our visitor attraction stock with a focus on supporting investment, improvements and new developments. This will provide innovative, high-quality experiences to the customer, support businesses to address seasonality and build digital capability.

### digital

- Lobbying, supporting and investing in digital infrastructure with an aim to become one of the most accessible and sustainable locations in England with a focus on 'digitally' enabled destinations.

### transportation, parking and accessibility

- Lobbying, supporting and investing in transport and parking infrastructure with the aim to become one of the most accessible and sustainable locations in England with a focus on electric vehicle charging infrastructure.
- Addressing rail-first and last mile challenges with partners, to connect our landscapes, attractions, towns centres, rural areas and assets to key transport hubs; reducing the carbon footprint of the industry. Supporting 'Bus Back Better: National Bus Strategy for England (2021)'.

### cycling

- Lobbying, supporting and investing in cycling infrastructure to improve connectivity and accessibility and encourage 'greener' sustainable transportation. Supporting 'Gear Change: A bold vision for cycling and walking (2020)'.

### walking

- Lobbying, supporting and investing in walking infrastructure to improve connectivity and accessibility and encourage 'greener' sustainable transportation. Supporting 'Gear Change: A bold vision for cycling and walking (2020)'.



# Trends

## Addressing visitor trends within the objectives

*White Cliffs Country has an abundant number of available opportunities to develop and fulfil.*

*Dover District Council has identified a range of county, national and international visitor trends, opportunities and challenges that need to be met and addressed for the district to fully embrace its potential.*

Deal beach

© Visit Kent

# Targeting visitor trends

## demand for unique and personalised 'call to action' experiences

Local specific, bookable (free or chargeable) experiences to excite and engage the consumer – visitors are looking to create memories, learn new skills and do something different, rather than simply enjoy an everyday trip and item or gift purchase.

## demand for active pursuits, breaks and holidays

Free or chargeable activities to get active and escape the everyday; recharge, encourage health, wellbeing and wellness.

Visitors spend money, however they also invest time... value their investment and the spend will come

## demand for 'local'

Experience place as a local – the true and authentic destination; see the unique landscape, nature, local people, community, culture, events, produce, haunts and experiences.

## popularity of mini-vacations

More people are taking more breaks, more often – provide quick and easy getaways for visitors that feel like a holiday and an escape.

## embrace digital, be everywhere and always on

Grasp socialnomics - the world and people have changed. Websites, digital channels and social media have transformed the way we live, interact, plan and do business.



# Challenges

## Addressing

## challenges to the objectives

### reimagine

Reimagine and repurpose the White Cliffs Country name into a distinct overarching 'Place' brand, with sub-brands to work for the whole district.

### refresh

Re-introduce the visitor and resident to the district as a 'great' destination of choice – a great place to live, work, visit, learn and invest.

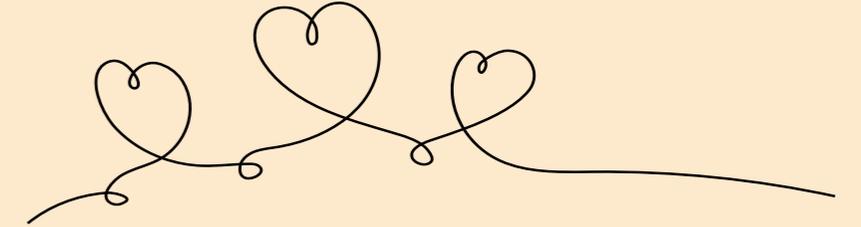
### be flexible

To always be flexible and responsive to visitor trends, expectations and demands but with an eye on cultivating our growing day trip audience into short and long break staycations – not just a day out.

### communicate

Communicate the relative ease of getting to the district from central London and Europe (especially France, Belgium, Netherlands and Germany) and work closer with key visitor hubs at a regional, national and international level to encourage all opportunities.

# A great destination



### improve

Improve current infrastructure to make the district more open, welcoming and easier to get around.

### package

Package our visitor offers to increase productivity and profitability rates; make the district easier to buy online and offline.

### create

Create compelling reasons to visit the district and ensure we spread the benefits of tourism growth across the whole district.

### promote opportunities

Promote opportunities to generate synergies and market opportunities between our attractions, entertainment, food & drink and accommodation providers.

### shape and develop

Work with existing businesses, town councils, parish councils, landowners, communities and developers to shape and develop our product offer and celebrate our seasons.

### training

Promote tourism and hospitality as a fantastic career path for local people – developing local training and qualification programmes.

### value

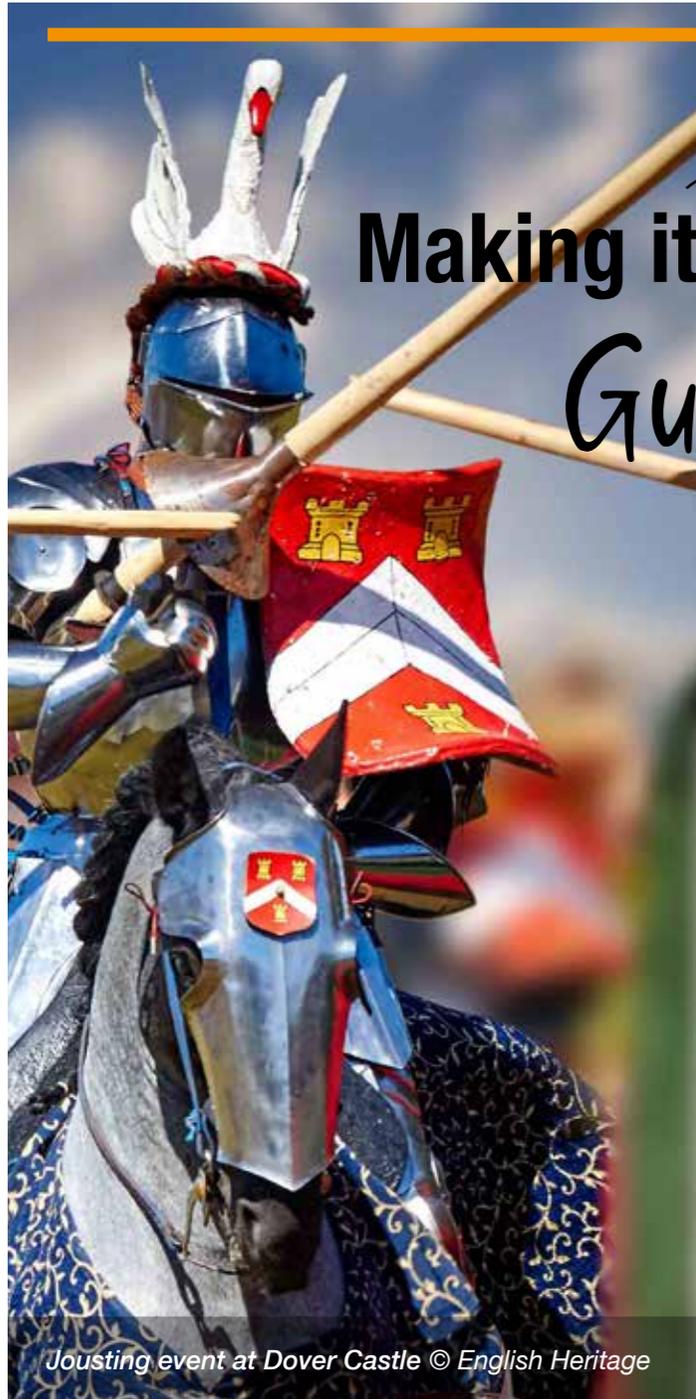
Demonstrate the value of tourism and visitors as a bridge to inward investment, funding, regeneration, planning and stronger community opportunities.

### benefits

Clearly show the benefits of partnership working to our commercial partners and the value that can be added by joining forces, cross-selling and getting behind the new overarching brand and vision.



Sandwich Quay



# Making it happen

## Guiding Principles

*The core of this strategy is about making our natural assets, outdoor pursuits, unique experiences, produce, culture and our heritage work harder for the visitor economy.*

*It's about working together, connecting products and services, offering more to see and do, delivering good customer service, and promoting efficiently and effectively to our target markets. We will work with businesses, the industry and other stakeholders to achieve this.*

*We have identified 10 guiding principles within the Strategy.*

Jousting event at Dover Castle © English Heritage

### positioning White Cliffs Country as a leading tourism destination

Building on our internationally recognised 'White Cliffs Country' name, we must proactively champion and celebrate our diverse tourism offer, promoting White Cliffs Country as a great place to live, work, visit, learn and invest. We must create a sense of place, communicating clear messages about White Cliffs Country and the special experience we have to offer.

### understand the audience

Celebrate and encourage our recognised core tourist markets – Country Loving Traditionalist; Free & Easy Mini-Breaker; Fun in the Sun – and understand the importance of a supporting and integrated local food & drink offer.

### value not volume

Marketing campaigns to encourage visitors to invest more time in the destination; to stay overnight, stay longer, spend more, and to return.

### collaboration and local ownership

Shared ownership and responsibility across the district (council, business and community, etc.) for the delivery of actions, avoidance of duplication and clarity in roles. Initiatives will need to have the widespread backing and support of business communities.

### sustainable growth

Working to achieve the right balance to ensure tourism growth is achieved in harmony with the environment and communities and avoids short-termism.

*The Strategy, and supporting documentation, identifies the strategic direction, nature and scale of the challenges involved in realising the overall strategic vision and achieving the objectives of each strategic outcome.*

### host community

Ensure that residents reap the benefits of a successful local visitor economy.

### quality offer

Good customer service, cleanliness, safety, good quality amenities, accredited attractions and accommodation will combine to offer a tourism product that will be capable of attracting repeat visitors and business and will establish a positive reputation for White Cliffs Country. There also needs to be a greater recognition of improving visitor access to facilities (physically and with better, more consistent, opening hours) and meeting the needs of the disabled and older traveller.

### innovation

Ensuring White Cliffs Country tourism products and their promotion continually move forward and take advantage of emerging smart technologies.

### build on future events

The 149th Open – this is a great opportunity to entice visitors, business and investors back, or attract them here for the first time! Events that put the district on the map in terms of showcasing what we have to offer.

### stimulating external funding and investment

Proactively seek external funding opportunities to invest in tourism facilities, experiences and opportunities that will help unlock tourism's growth potential.

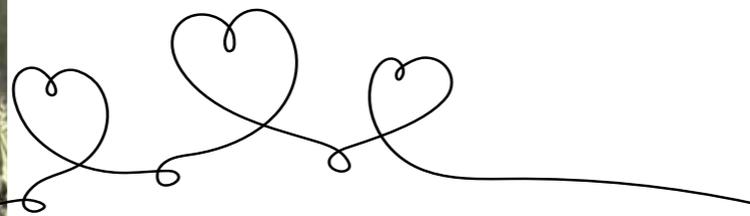


Dover District Council

Making it happen

# Action Plan

*There is a lot to do and we will need to manage resources effectively. The council has a role as a leader, influencer, facilitator and investor.*



Red Panda at Wingham Wildlife Park, Sandwich

## lead

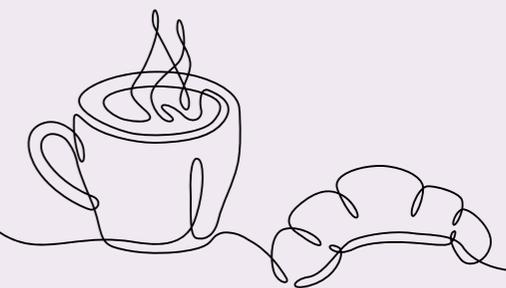
- Deliver outstanding visitor experiences and visitor information services at district-owned visitor assets.
- Stimulate investment and funding in tourism facilities, experiences, infrastructure and opportunities that help unlock tourism's growth potential.
- Ensure visitor-focused transport and digital infrastructure is part of the experience.
- Ensure Dover District Council departments, staff and councillors are advocates for the visitor economy and work as a team across departments to deliver the Strategy.

## facilitate

- Encourage and oversee new projects and activity, including festivals, experiences and events that businesses and partners can support and take part in.
- Ensure businesses, social enterprises and organisations are equipped with the tools, training and business advice they need to make the most of the visitor economy and improve productivity; as well as the number and quality of new jobs and apprenticeships in the sector.
- Ensure education providers and trainers are equipped with the tools and advice they need to tailor courses and training to the demands of the industry.
- Open clear routes to support providers to build industry capacity and training.

## how we will do it

- Valuing and understanding tourism and the visitor economy, working together and collectively thinking differently. Re-imagining what we have and what's possible.
- More marketing, more promotion, more communications, more engagement.
- Identifying and promoting potential grants and funding opportunities to support investment and ongoing development.
- Creating an online Tourism Industry Hub to support the sector, including data, research, policy, training, photos, videos and stories.
- Creating appropriate skills, teams, resources and capacity within the tourism department, and within other district council departments, to collectively support and champion place, tourism and the visitor economy.
- The Tourism & Visitor Economy Department to fully liaise with stakeholders and work with businesses to coordinate and bring forward offers, stories and experiences across the district; as well as local training and qualification programmes.
- Creating a Tourism/Growth Advisory and Delivery Board formed of local, national and international industry experts, to meet twice a year, to provide oversight, guidance and support.



Dover District Council

Making it happen

Delivering growth

### Actions delivered during the creation of this Strategy

- Thorough consultation with the tourism industry.
- Tourism's recognition as a priority within the district, regarding economic development, regeneration, inward investment and onward growth.
- Implementation of a collaborative approach between the district and character towns (Dover, Deal and Sandwich) through regular meeting, communication and dialogue.
- Partner membership of the England's Coast Project (Discover England Fund project) and launch of England's Coast Ambassador training.
- Launch of a White Cliffs Country Accommodation Charter.
- Launch of a White Cliffs Country Trade Pack.
- Partner membership with UKinbound.
- Secured funding and worked with Kent County Council and Sustrans to produce a vision audit of the district's walking and cycling offer.
- Implementation of collaborative approach with WCCTA, Visit Kent, Kent Downs AONB and Tourism South East. District efforts being matched by the county and regional tourist board and in turn plugged into national and international marketing efforts.
- Part of the Interreg 'Experience' project – match-funding partner of Visit Kent and Kent Downs AONB.

### Actions delivered during the last 12 months

- Launch of a new interactive White Cliffs Country website, supported by the active use of social media across key channels, including the launch of a new online White Cliffs Country Industry Hub.
- Undertook a root and branch review of Dover District Council's allocated resources to tourism and the visitor economy, including the recruitment of two new members of staff.
- Incorporated the adoption of this 'Strategy' into the new Corporate Plan, Economic Growth Strategy and Local Plan, as well as other Dover District Council planning.
- Embedded tourism, visitors and this 'Strategy' into current and future council projects, including the Market Square and Masion Dieu Development Projects, as well as successful funding applications including the White Cliffs Community Rail Partnership.
- Implementation of a collaborative approach between the district and related Chambers of Commerce/Trade (Dover, Deal, Sandwich, East Kent) through regular communication and dialogue.
- Working with WCCTA to strengthen and progress the White Cliffs Country Tourism Association, including its membership from public, private and community sectors and the introduction of shared action plans to help drive, oversee and champion the delivery of the Strategy.
- Established and delivered, with partners, opportunities for district businesses development training and personal development, including a new ambassador/greeter training programme and qualification (The Event Makers Kent).
- Working with Visit Kent and Kent Downs AONB to promote, embed and develop the Interreg 'Experience' project across the district, including district business participation.
- Delivered a vision audit of cycling and walking in the district (with KCC and Sustrans), with a focus on connectivity in and between the towns of Deal, Dover, Sandwich and Aylesham.

### Actions to be delivered over the next 12 months

- Launch a new interactive District Place Portal.
- Lead an annual 'District Visitor Economy Conference' and networking event, potentially including a new District Awards Event (working with WCCTA).
- Create a Tourism/Growth Advisory and Delivery Board formed of local, national and international industry experts, to meet twice a year, to provide oversight, guidance and support. The Board will not dictate projects but will raise district profile at a high level.
- Collaborate with local educational providers and trainers to increase the availability of marketing, business development, tourism, service and hospitality training & skills development and associated opportunities.
- Launch 'Produced in White Cliffs Country' and engage with local producers and showcase local food and drink.
- Work with partners to enable and deliver successful golf tournaments and maximise the marketing and promotional opportunities.
- Take a leading role in Kent's bid to become one of the UK's first pilot 'Tourism Zones'.
- Work to incorporate tourism, visitors and this 'Strategy' into current and future council projects, including those focused on town centre renewal and destination development, as well as within potential funding applications including the Welcome Back Fund and Levelling-Up Fund.
- Engage, support and deliver, with partners, walking and cycling initiatives, including opportunities for cycle schemes, cycle hubs and cycle training.
- Work with partners to enable and deliver Purple Flag accreditation for Dover.
- Review and revise the Strategy (annually) through an ongoing process of collaboration with residents, communities and businesses in the district.

RHIB rides with Dover Sea Safari, Dover  
© Dover Sea Safari

# Appendix A

## Overview

# Context

## White Cliffs Country

*'A unique destination where coast meets countryside, ancient meets modern, relaxation meets adventure, and England meets Europe.'*

### Location

As a visitor destination, White Cliffs Country's strength lies in its location, its three main character towns, traditional rural villages, heritage, coast, landscape, countryside and access to a wealth of surrounding attractions from London, Canterbury, Calais, Dunkerque, Paris and beyond!

White Cliffs Country covers an area of 123 square miles, with a wide range of natural environments, from the remarkable chalk downs to our world-famous coastline stretching for around 20 miles. At its closest point, White Cliffs Country is only 21 miles from France. Most of the countryside and coastline are protected by landscape and nature conservation designations, reflecting the environmental significance of this breath-taking corner of the Garden of England.

The district (as part of East Kent) is also one of the driest, sunniest and warmest (by day) places in the United Kingdom.

Due to its strategic location, the area boasts a rich archaeological and historical heritage of international importance – to the envy of many destinations – offering over 2,800 listed buildings, 48 ancient monuments, 12 museums, 57 conservation areas and 21 historic parks and gardens.

The iconic White Cliffs (a recognised symbol of Britain) and town of Dover are also truly world-famous. White Cliffs Country's popularity with visitors because of this rich history, international status and associated attractions is clear. However, its beautiful, unspoilt countryside, walking and cycling provision, character towns and wide range of experiences and things to do must also be noted. Not to mention the international attention and significance that is placed upon the district through links golf and 'The Open'. Golf and associated sports tourism are a growing area of development for us.

Beyond the three key character towns of Deal, Dover and Sandwich, the district also features a wide range of beautiful villages, attractions, accommodation, products and experiences in rural areas.

White Cliffs Country has three visitor information centres, one within each character town. The three towns are at different stages of tourism development with different challenges to address, different offers and individual target markets.

*We need to develop a White Cliffs Country story, setting out what we have to offer and what we need to focus on to shape our sense of place and guide our development as a world-class destination. This will shape not only communications but also actions by the public and private sector, behaviour, product development, investment and the management of the developed and natural environment.*



White Cliffs Country © whiteonesugar

# Appendix A

## Overview

## Location



# Character Town

## Comparison highlights

Deal

### WINNER

*The Telegraph's 'High Street of the Year' 2013.  
'Pier of the Year' 2008.*

**OVER 100,000**  
visitors per year, each, to  
both *Betteshanger Park*  
and *Walmer Castle & Gardens*.

### FIRST

*Conservation Area in Kent*  
to be designated (1968).

Dover

### WORLD-FAMOUS

*Iconic White Cliffs of Dover.*

**CIRCA 400,000**  
Visitors per year to  
*Dover Castle*.

### PORT

*England's second busiest*  
*cruise port and*  
*Europe's busiest*  
*international ferry port.*

Sandwich

### UNIQUE

*Most complete medieval*  
*town in Britain.*

**OVER 400,000**  
Visitors per year to  
*Wingham Wildlife Park*.

### GOLF

*Two golf courses that*  
*have collectively hosted*  
*'The Open' 15 times.*  
*'The 149th Open' returns*  
*in July 2021.*

# Appendix A

## Overview

# Character Town

'A quaint, quirky and quintessentially English seaside town'

## Deal

Visitor offer



Culture & Art



Heritage



Food & Drink



Shopping



Activities



Golf



Beach/coast

Deal is an attractive, timeless and historically important seaside town with a rich heritage of smuggling and seafaring.

Town associated accreditations:

- A Cinque Port
- Cycle Friendly Deal
- Walkers are Welcome
- Fairtrade Town

Associated chambers of commerce:

- Deal & Walmer Chamber of Trade
- East Kent Chamber of Commerce

Twinned with:

- Saint-Omer, France and Vlissingen, Netherlands

Comparative destinations:

- Whitstable and Aldeburgh

The character town of Deal encompasses:

Walmer, Ripple, Kingsdown, Sholden, Ringwold, Betteshanger, Great Mongeham, Northbourne, East Studdal and Tilmanstone.

Economic impact

1.6 million  
trips

£81 million  
tourism value

5%  
tourism employment

4.33  
average days stayed

£216.38  
average overnight  
spend

(2019 data)

Visitor  
Satisfaction

51%  
enjoyment  
'very high'

42%  
enjoyment 'high'

94%  
'very likely' or 'likely'  
to recommend

(2018 Deal Visitors Survey)

25  
Attractions

11 FREE

152.8 DAYS  
average yearly  
opening

30%  
open seven days a  
week

(2018 Deal Visitors Survey)

11 EVENTS  
annually  
(Visitor focused events)

Activities  
87% visitors  
walking or rambling

Accommodation  
180 options  
(not incl. Airbnb)

762 beds  
1,160 bed spaces

4.2  
bedrooms  
average per provider

£80pn  
median price



Deal © whiteonesugar

# Appendix A

## Overview

# Character Town

'An active, adventurous and authentic English historic town'

## Dover

Dover is a rich tapestry of nationally and internationally important history and heritage; a world-famous town with many direct links to the making of Britain.

Town associated accreditations:

- A Cinque Port
- Walkers are Welcome
- Fairtrade Town

Associated chambers of commerce:

- Dover Chamber of Commerce
- East Kent Chamber of Commerce

Twinned with:

- Calais, France and Split, Croatia

Comparative Destination:

- Dunkerque, Calais, Boulogne-sur-Mer, Ostend and Rotterdam

The character town of Dover encompasses:

Capel-le-Ferne, Lydden, Guston, Whitfield, Hougham, River, Shepherdswell, Elvington, Temple Ewell, Wootton, Martin Mill, St Margaret's Bay, Sutton-By-Dover, St Margarets-at-Cliffe, Alkham, Swingate, Ashley and Barfrestone.

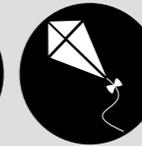
Visitor offer



Heritage



Outdoor



Activities



Shopping



Food & drink



Port



Beach/coast

Economic impact

**1.78 million**  
trips

**£117 million**  
tourism value

**7%**  
tourism employment

**3.56**  
average days stayed

**£199.08**  
average overnight  
spend

(2019 data)

Visitor  
Satisfaction

**20%**  
enjoyment  
'very high'

**47%**  
enjoyment 'high'

**68%**  
'very likely' or 'likely'  
to recommend

(2018 Dover Visitors Survey)

**50**  
Attractions

**15 FREE**

**172.5 DAYS**  
average yearly  
opening

**43%**  
open seven days a  
week

(2018 Dover Visitors Survey)

**13 EVENTS**  
annually

(Visitor focused events)

Activities  
**62% visitors**  
walking or rambling

Accommodation  
**124 options**  
(not incl. Airbnb)

**1,672 beds**  
2,614 bed spaces

**13.5**  
bedrooms  
average per provider

**£71 pn**  
median price



Dover © whiteonesugar

# Appendix A

## Overview

# Character Town

'A relaxed, romantic and rustic English medieval town'

## Sandwich

Sandwich is one of the most complete and well-preserved medieval towns in Britain; its unspoilt streets are said to contain more half-timbered houses than any other street in England.

Town associated accreditations:

- A Cinque Port

Associated chambers of commerce:

- Sandwich Chamber of Commerce
- East Kent Chamber of Commerce

Twinned with:

- Honfleur, France; Ronse, Belgium and Sonsbeck, Germany

Comparative destination:

- Rye, Faversham and Rothenburg ob der Tauber

The character town of Sandwich encompasses: Staple, Chillenden, Goodnestone, Wingham, Ham, Ash, Stourmouth, Aylesham, Worth, Woodnesborough, Westmarsh, Shatterling and Richborough.

Visitor offer



Heritage



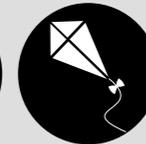
Golf



Food & Drink



Culture & Art



Activities



River Quayside



Outdoors

### Economic impact

**299,800**  
trips

**£18.3 million**  
tourism value

**1%**  
tourism employment

**4.58**  
average days stayed

**£220.37**  
average overnight spend

(2019 data)

### Visitor Satisfaction

**73%**  
enjoyment  
'very high'

**23%**  
enjoyment 'high'

**96%**  
'very likely' or 'likely'  
to recommend

(2018 Sandwich Visitors Survey)

### 29 Attractions

**9 FREE**

**170.2 DAYS**  
average yearly opening

**37%**  
open seven days a week

(2018 Sandwich Visitors Survey)

**10 EVENTS**  
annually

(Visitor focused events)

### Activities

**80% visitors**  
walking or rambling

### Accommodation

**80 options**  
(not incl. Airbnb)

**486 beds**  
986 bed spaces

**6.1 bedrooms**  
average per provider

**£77pn**  
median price



Sandwich © whiteonesugar

# Appendix A

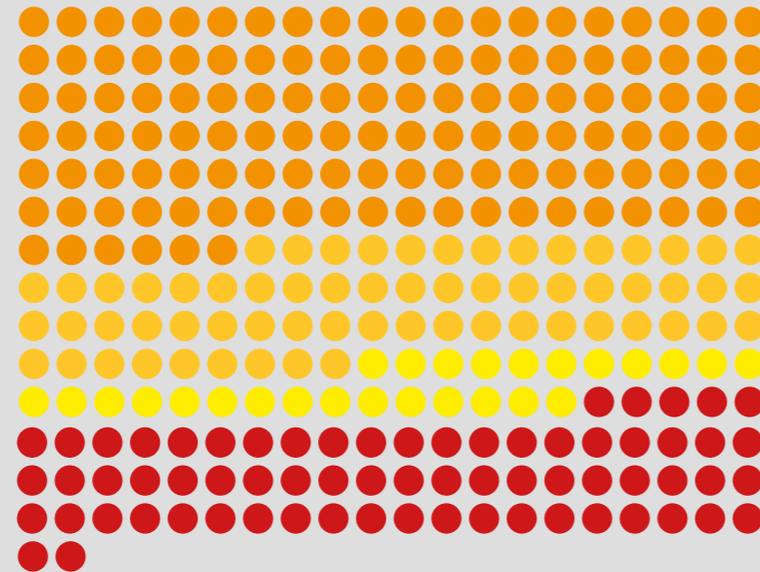
## Overview

### Current Performance

17% of all employment in the district is tourism/visitor based, with the average length of stay being 3.41 nights.

The visitor economy is a key industry in the Dover district and is worth £302 million annually (2019), supports 6,071 jobs and welcomes 7% of all visitors to Kent. White Cliffs Country tourism has seen year-on-year growth in economic value and employment since 2006.

Total value of Tourism £302,490,000



- £141,089,000 Day trips (46%)
- £62,123,000 Domestic staying trips (21%)
- £24,579,000 International staying trips (8%)
- Indirect, induced and associated spend

Average spend per visitor

£33.08

Day trips

£62.24  
per night

Overnight Trips

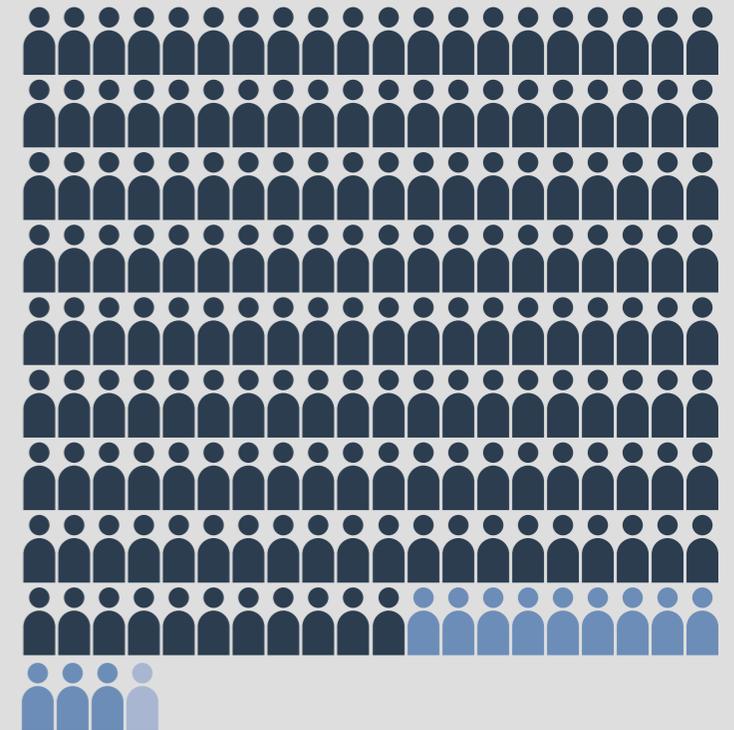
Worth 2 x more than a day trip

£204.49

Extended Stay

Worth 6 x more than a day trip

Total volume of Tourism 4,689,000



- 4,265,000 Day trips (91%)
- 334,000 Domestic staying trips (7%)
- 90,000 International staying trips (2%)

# Appendix A

## Overview

*We have assisted the success of the district's tourism sector in recent years through a strong focus on promotion and raising awareness by working with the local and regional tourism industry, as well as Visit Kent and Tourism South East under the popular and established White Cliffs Country banner. Projects have traditionally included production of a successful annual tourism guide, annual days out leaflet and an up-to-date website, including live social media platforms. The Council, via the Tourism & Visitor Economy Team, is also directly responsible for running the district's Strategic Visitor Information Centre (VIC) based in Dover (with a contribution to the relocation and running costs from Dover Town Council), as well as the VIC Welcome Desk at Dover Cruise Port.*

## State of the market

In October 2018, we created a new Strategic Tourism & Visitor Economy Manager post to step up our role in safeguarding, promoting and maximising tourism opportunities and productivity across White Cliffs Country. Now part of our new Inward Investment & Tourism Team, led by the Head of Inward Investment, tourism and the visitor economy are considered a central component of our work.

### visitor perception

As would be expected from association with a world-famous, iconic landmark or event within any destination, 'White Cliffs Country' is the most associated statement for the Dover district with visitors, followed by 'The Gateway to England' and 'The Lock & Key of the Kingdom'. White Cliffs Country is a spontaneous association and associated phrase for 79.4% of UK visitors and 58.7% of international visitors. (BrittonMcGrathAssociates)

### visitor profile

White Cliffs Country attracts visitors across the age range for holidays and leisure, and appeals to individuals, couples and family units. Deal and Dover both tend to welcome families and couples, with Sandwich seeing individuals travelling alone and couples. Sandwich also, on average, welcomes an older visitor of 45+. The district relies heavily on repeat visitors (72%), with the character town of Dover, on average, welcoming more first-time visitors. (BrittonMcGrathAssociates)

### visitor facilities and services

A range of accommodation types are available and are dotted throughout White Cliffs Country. Primarily mid-range, most of the accommodation stock is self-catering, based in the form of houses, cottages and chalet rentals (66%), followed by serviced accommodation in the form of B&B's and hotels (24%). The character town Visitor Surveys 2018 report that, on average, 53% of visitors rated paid for accommodation as 'very good', with 50% stating that it also represented 'very good' value for money.

Locate in Kent and Visit Kent, with DDC involvement, are currently working together on a joint initiative focused on accommodation stock in White Cliffs Country and Kent, with a view to remedying the perceived shortage in the supply of quality hotel stock available to visitors – especially 4\* and 5\* accommodation with food & drink facilities and large-scale conference/meeting and event spaces. The National Coastal Tourism Academy (England's Coast project) also highlights that one of the common major challenges coastal regions face, as witnessed in Dover district, is the lack of large volume, quality accommodation that will meet the high demand of domestic and international business and leisure markets. The district currently has no '5\* rated' hotels and two '4\* AA rated' hotels.

White Cliffs Country boasts some award-winning pubs and restaurants serving excellent food. Spa facility developments, conference and wedding rooms, coupled with examples of star-chef destination restaurants, boutique independents, the glamping of Fallow Fields and golf resort approach of some of our local golf clubs, have added a new dimension to what is needed and just what is possible in White Cliffs Country. The district currently has no 'Michelin Star' rated restaurants.

White Cliffs Country and its visitors would benefit from more of this growth and the provision of further visitor accommodation. Environmental improvements, visitor facilities, more eating establishments utilising local products and an improved shopping and evening entertainment provision would also be advantageous.

### attractions

White Cliffs Country has over 100 recognised visitor attractions, of which 35 are free. Most attractions are history and heritage focused, supported by leisure and activity, as well as culture. In 2017, attractions saw an economic impact value of £12.3 million.

### activities and experience

White Cliffs Country offers a wide variety of activities and experiences throughout the year. The majority are free of charge. However, some are only available through a guide or independent provider.

### events

White Cliffs Country hosts numerous events that are open to the public and the majority are free of charge. These events tend to be based around the character towns of Deal, Dover and Sandwich, and are independently run by established community groups. There are currently no district-wide events and no cross-over events between the towns.

# Appendix A

## Overview

## Transport

*White Cliffs Country is recognised as a strategic ‘International Gateway’ and has, for the most part, good transport links, with areas identified for further development. Transport priorities for the district continue to focus on sustainability, connectivity, traffic flow and ‘Growth without Gridlock’.*

### Parking

- Dover District Council has 42 car parks and 3,045 car parking bays across the district. 16 car parks are free of charge.
- There are 106 disabled bays, 23 motorcycle bays and 10 coach bays. There are no coach parking bays in Deal or Sandwich within the district’s car parks.
- There are currently 15 public EV charging points in the district. Dover District Council have now invested in a further 49 new electric vehicle charging points across the district.

### Roads

- The district is connected by main highways M20/A20 and M2/A2 corridors which also provide a link to London.
- The car/van/motorhome was the most common mode of transport used by visitors to reach the district.
- There are limited coach and motorhome parking facilities.

### Trains

- High speed rail (HS1) exists from Sandwich, Deal, Walmer, Martin Mill and Dover to London and wider rail networks. Central London is currently only 64 minutes from Dover Priory, with a target to reduce this to less than one hour.
- Train stations also connect to Folkestone, Ashford, Tonbridge, Canterbury, Maidstone and towns in Thanet.
- The Eurotunnel ‘Le Shuttle’ train service operates from Folkestone.

### Port of Dover - Ferry

- The Port of Dover is Europe’s busiest international ferry port, with carriers (DFDS, P&O and Irish Ferries) sailing every 30 minutes, 24 hours a day, 364 days a year, to Calais and Dunkerque. Foot passenger services at the Ferry Terminal operate between 6am and 7.30pm.
- In 2017, the Port welcomed 11.7 million passengers, 2.2 million tourist cars and 79,638 coaches.

### Port of Dover - Cruise

- England’s second busiest cruise port, attracting 130 ships in 2019 and over 200,000 passengers annually. To date around 120 calls are expected in 2022.
- 57% of cruise ship visits to Dover in 2019 were ‘Turnaround’.

### Buses and Coaches

- Stagecoach buses offer a regular public bus service, with areas identified for further development.
- For longer journeys the National Express coach service operates and there are various stops throughout the district. The National Express service from London to White Cliffs Country is the very same ‘007’ that inspired the famous spy novels about James Bond.
- A Bus Rapid Transit (BRT) system is being developed as part of the Whitfield Urban Expansion to provide a strong connection between Dover town centre and Dover Priory railway station.

### Cycling

- White Cliffs Country offers a fantastic array of nine different themed cycle routes and trails spanning the district, including National Cycle Route 1 and Route 2, as well as National Cycle Network Route 16 and 17.

### Walking

- Recognised as the district’s top visitor activity, White Cliffs Country offers 30 outstanding trails and routes, including the New England Coast Path, Saxon Shore Way and the North Downs Way National Trail (this 153-mile trail starts and ends in Dover). The historic and internationally important Via Francigena pilgrimage route from Canterbury Cathedral to Rome also passes through White Cliffs Country.

### Air

- The nearest international airport is London City Airport (LCY). This airport has international and domestic flights from London and is about 61 miles from the centre of Dover. The nearest major airport is London Gatwick Airport (LGW), which has international and domestic flights from London and is 84 miles from Dover.
- Previously, Manston (Kent International Airport) in Thanet provided a domestic and international service. However, this airport was decommissioned in 2014. In July 2019, the sale of the Manston airport site was announced to a firm aiming to bring short haul and cargo flights, as well as associated businesses to the site. The Council is currently awaiting updated decisions to this development. Work has already started on the railway station (Thanet Parkway) to support area developments.

# Appendix B

## Branding White Cliffs Country



### White Cliffs Country – Brand 'The Dover, Deal, Sandwich Triangle'

## White Cliffs Country

*For visitor and promotional ease and understanding of offer and opportunity, we will adopt the principal of the White Cliffs Country 'Triangle' – with the district's three 'character towns' of Dover, Deal and Sandwich. Each character town will encompass their surrounding parishes, areas, attractions, accommodation etc. into a clear visitor offer and package.*

We will continue to operate under the 'White Cliffs Country' name and supporting brand. An expanded 'purposeful and playful' identity that will now also encompass the sub-brands of:

- Visit White Cliffs Country (Tag Line: 'Discover more and explore beyond the chalk')
- Invest in White Cliffs Country (Tag Line: 'The Enterprise Coast')
- Produced in White Cliffs Country
- Study in White Cliffs Country
- Train in White Cliffs Country
- Events in White Cliffs Country
- Golf in White Cliffs Country (Tag line: 'Kent's Golf Coast')

## Visit White Cliffs Country Tourism and visitor economy

*This growth strategy for tourism and the visitor economy is the beginning of the journey and we are calling on all businesses and providers involved in the visitor economy to engage with us to take up opportunities available across the district.*

This growth strategy for tourism and the visitor economy is the beginning of the journey and we are calling on all businesses and providers involved in the visitor economy to engage with us to take up opportunities available across the district.

White Cliffs Country (Dover District) has a growing reputation as a place to visit for a day or short staycation, with a new generation of visitors, tourists and residents discovering what makes White Cliffs Country great.

We are planning for future growth of the district by implementing this new strategy, as well as refreshing our Local Plan (work in progress) and Corporate Plan (work in progress), ensuring that there is enough capacity to support visitor need, economic growth and opportunities, including the visitor economy. We invite you to join us as we become even greater.

### reasons to visit White Cliffs Country:

- Ease of getting to and around destinations.
- One of the warmest and driest places in the UK.
- Beautiful countryside.
- Beautiful beaches.
- Range of history and heritage.
- Range of attractions and things to do.
- Range of events and festivals, including major events.
- Opportunities for activities, experiences and sport.
- Quality of food & drink.
- Quality and range of local produce.
- Opportunities for shopping.
- Authentic, honest and real destinations.
- A leading International Gateway, with direct connections to London, readily accessible from Europe and beyond.
- Just over one hour from London by train.

# Appendix B

## Branding



## Invest in White Cliffs Country

*White Cliffs Country (Dover District) has a growing reputation as a place to live and work, with a new generation of investors, start-up businesses and families discovering what makes the 'Enterprise Coast' great.*

*We are planning for future growth of the district by refreshing our Local Plan (work in progress), ensuring that there is enough capacity to support economic growth and opportunities, including the visitor economy. We invite you to join us as we become even greater.*

## Business, Commercial and Investment

### reasons to invest White Cliffs Country

- The 'Enterprise Coast' is 76 miles south east of London and just 21 miles from France.
- Fast Motorway Connections via the M2/A2/A299 and M20/A20.
- High Speed 1 Coast to Capital by train in just over an hour, Dover Priory to St Pancras International.
- Europe on your doorstep with unrivalled connections from the Port of Dover, the busiest roll on/roll off freight and passenger port in Europe.
- UK's most successful Enterprise Zone at Discovery Park in Sandwich.
- Affordable business locations, office, manufacturing and distribution space and coastal living.
- Significant funding and incentives for new and growing business, including Regional Growth Funds.
- Over 10,000 new homes to be built.
- £250 million Port Expansion to cement Dover's position as an International Gateway and the 'Gateway to Europe'.
- Coastal Living combining a world-famous coastline and heritage with idyllic countryside, unique towns and villages.
- New look café and range of improvements at Deal Pier.
- Dover Waterfront – plans for a stunning new waterfront strengthening links between the town of Dover, the port and our heritage, by building a land-bridge, etc.
- New Vision for Sandwich – plans to protect and showcase Sandwich's historic environment, to create pedestrian-friendly links and encourage more tourist and business activity. (Sandwich Town Council).
- Cycle Friendly Deal – plans to encourage cycling through improvements in infrastructure, visibility, promotion, information, education and continued political support. (Deal Town Council).
- Love Dover – plans to advance citizenship and community development through urban regeneration. (Dover Town Council).
- 'Dover Soul' - £2.44 million (Coastal Communities Fund) to rejuvenate Dover's Old Town and Market Square.
- Maison Dieu – working with the Landmark Trust and Heritage Lottery Fund to develop an iconic and significant historical landmark.

# Appendix B

## Branding



Study in

## White Cliffs Country

## Learning, Training and Skills

*White Cliffs Country (Dover District) has a growing reputation as a great place to learn and study, beyond a visit and the areas obvious links to the national curriculum and school or college day and overnight trips. A new generation of learners are discovering what makes White Cliffs Country great.*

*We are planning to build stronger relationships with our local educational providers to facilitate future growth, as well as learning, training & skills development, ensuring that the required support is in place to facilitate and nurture opportunity, including progress within the economy. We invite you to join us as we become even greater.*

### places to study, learn and develop new skills in White Cliffs Country

- 1x world-class and world-renowned Maritime Skills Academy, welcoming domestic and international visitors and students.
- 1x Technical College, 16+, part of a wider East Kent Group, welcoming domestic pupils from a 20/25 miles radius.
- 2x state boarding schools, 11 to 18, welcoming domestic and international pupils.
- 3x state grammar schools, 11 to 18, welcoming pupils within catchment area.
- 6x state secondary schools, 11 to 18, welcoming pupils within catchment area.
- 41x state primary schools, 5 to 11, welcoming pupils within catchment area.
- 2x state special schools, welcoming pupils within catchment area.
- 1x independent day and boarding school, 3 to 18, welcoming domestic and international pupils.
- 1x independent day and boarding preparatory school, Nursery to 13, welcoming domestic and international pupils.
- 1x independent junior day school, Nursery to 11, welcoming domestic pupils from a 20/25-mile radius.

***This growth strategy for tourism and the visitor economy is the beginning of the journey and we are calling on all businesses and providers involved in the visitor economy to engage with us to take up opportunities available across the district.***

# Appendix B

## Branding



## Produced in White Cliffs Country

*White Cliffs Country (Dover District), part of the 'Garden of England', has a growing reputation as a producer of great food and drink, with a new generation of businesses, business owners, families and individuals discovering what makes this 'coast and country' taste great.*

*We are planning to build stronger relationships with our local producers, businesses and farmers to facilitate future growth, ensuring that the required support is in place to facilitate economic growth and opportunity, including progress within the visitor economy. We invite you to join us as we become even greater.*

# Appendix C

## Destination Management and Marketing

*White Cliffs Country (Dover District Council) is the Destination Management & Marketing Organisation for Dover District (including the character towns of Deal, Dover, Sandwich and wider environs), welcoming 4.7 million visitors a year, championing the district's £302 million tourism industry and supporting more than 6,000 jobs. Focused upon the five strategic pillars of ideas, people, place, business environment and infrastructure, White Cliffs Country targets domestic and international markets to raise the district's profile as a 'great place to visit, invest, live, work and learn', improving experience, engagement, quality and skills within the industry, and growing investment in tourism. White Cliffs Country works with local, county, regional and national partners and industry groups.*

*White Cliffs Country also runs, in partnership with Dover Museum, the White Cliffs Country Visitor Information Centre (physical and digital service), as well as the Visitor Welcome Desk for Kent's Cruise Partnership (based at Dover Cruise Port).*

*For further information visit [WhiteCliffsCountry.org.uk](http://WhiteCliffsCountry.org.uk) (consumer) or [www.WhiteCliffsCountry.org.uk/Industry-Hub](http://www.WhiteCliffsCountry.org.uk/Industry-Hub) (business) or visit White Cliffs Country's social media channels on Facebook, Twitter and Instagram.*

# Appendix D

## Related Dover District Council Strategies, Plans and Policies

- *Corporate Plan*
- *Local Plan*
- *Economic Growth Strategy*
- *Heritage Strategy*
- *Climate Change Strategy*
- *A Cultural Survey and Framework for Dover*

# Appendix E

## Destination

### Developing White Cliffs Country

#### *Building relationships and welcoming investment in:*

- *Enhanced tourism.*
- *Quality hotels and visitor accommodation, including executive glamping, high end boutique hotels, spas and conference facilities.*
- *First-class attractions and unique experiences.*
- *Exceeding expectations across the district's golf and sporting venues.*
- *State-of-the-art provision that brings history and heritage to life through modern technology.*
- *The existing and new in retail, food and drink outlets.*
- *Rapid link infrastructure and last mile solutions.*
- *Productive leisure and wellbeing facilities.*
- *Idyllic parks and open spaces.*
- *Creating capacity to build skills, training, education and sector-based employment and apprenticeships.*
- *Exciting town centre regeneration, including national-level festivals and colourful events.*
- *Leading innovation hubs.*
- *Local produce, green and sustainable industry excellence.*



White Cliffs Country – a great place to live work, visit, learn and invest!



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*'To be a vibrant world-class destination valued for its outstanding heritage, landscape and pursuits, as well as its ease of access, warmth of welcome and wealth of opportunity.'*

*The growth and success of tourism in White Cliffs Country is dependent on everyone working together to achieve this common vision.*

**Tourism is everyone's business**

**Contact Information**

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