

**Towards 2010:
Final Report**

September 2010

DRAFT AS AT 2 SEPTEMBER

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Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding
AND

Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services

Lead Cabinet Member:

Kevin Lynes

Lead Managing Director:

David Cockburn

Lead Officers:

Theresa Bruton/Mike Bodkin

Target 1 Status: Good progress

Target 2 Status: Complete

List the partners with whom we are working to deliver this target:

Locate in Kent, district councils, local regeneration partnerships, area partnerships, South East England Development Agency, Department for Communities and Local Government (DCLG), and Department for Transport, Homes and Communities, Kent Foundation, Kent Economic Board, Business Support Kent.

Additionally, we work with key stakeholders from other private, public and voluntary sectors on specific projects.

Outcomes delivered:

These two Towards 2010 targets (1 and 2) are reported together as they are interlinked. Delivery of both of these targets must be seen against the background of the current global recession which makes it far more difficult to achieve all of the outcomes we are striving for. However, much has been achieved:

Publish KCC's Regeneration Framework - KCC's Regeneration Framework has been adopted. One of its key priorities is to develop a new relationship with business and we are planning a number of sector meetings covering low carbon, creative, construction, land-based and health and social care which will result in specific actions for supporting business. The Regeneration Framework has also led to the development of a number of other strategies including the Spatial Vision, Digital Strategy, the Housing Strategy and Growth without Gridlock, all to be completed during 2010/11.

Deliver KCC's 'Backing Kent Businesses' (BKB) Campaign - This campaign, launched in December 2008, focuses on ten commitments by KCC to help Kent business through the recession (See also Towards 2010 targets 5 and 9). Key outcomes to date are:

- Over 83% of Kent businesses supplying KCC are now paid within 20 days compared with around 44% at the launch of BKB in December 2008. There has been continuous improvement throughout the year and we are looking to improve further (see also Towards 2010 target 5)
- The Kent Enterprise Property Fund has been established with a number of properties being prepared as 'oven ready' joint venture schemes with the private sector with a number of properties already sold
- The approved contractors list has been re-opened with more than 600 new applications for inclusion on the list and further applications in the pipeline (up from 480 in October 2009)

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- A new simple guide to KCC procurement has been published and we are working towards streamlining and improving KCC's procurement arrangements (see also Towards 2010 target 5)
- Kent Business Support Centre, aimed at making it easier for local businesses to get information, has attracted 5,000 visitors per month since the launch of BKB. Information available includes an on-line business grant finder enabling companies to find routes to finance; a direct link to KCC procurement opportunities over £50k; and KCC telephone contact points profiled on the site so business can speak to people for advice (see also Towards 2010 target 5)
- A joint lobbying event led by KCC at Westminster in June 2009 highlighted how BKB partners were dealing with the recession but stressed the challenges still facing business such as the extraordinary amount of bureaucracy that exists, a planning regime which does not always support business, and businesses that still find it difficult to access finance from banks. A further Westminster event on 23 November 2009 successfully raised the profile of our "Enough is Enough" campaign. This covered issues such as businesses that still find it difficult to access finance, Operation Stack issues and problems associated with limited connections from Kent to the rest of the UK.
- The Business Pledge campaign was launched at the 2020 business conference in April to encourage businesses to use local supply chains
- The Kent Innovation and Growth team started in October 2009. This is a £2.6m SEEDA funded initiative with match funding from partners, including KCC, to provide intensive 1 to 1 assistance over the next three years for the top 250 high-growth potential companies in Kent. Part of the activities includes cascading best practice to the wider Kent business community
- The Kent Investors Club was launched in October 2009. This is an initiative funded by KCC and managed by Finance South East to develop the Business Angel's network in Kent and open up a route to finance for Kent businesses
- KCC Chairman's Receptions 2009/10 focused on the BKB campaign. Three receptions in total were held plus an additional one in Folkestone to support the case for a new nuclear power station at Dungeness. They presented a key opportunity to explore KCC contributions to supporting Kent business to an influential audience
- BKB partners have developed an online supply chain directory for off-shore wind energy, working with London Array in seeking to ensure that Kent businesses have access to procurement opportunities from this £2 billion scheme. The directory went 'live' in June 2010. Discussions are in hand via BKB partners to expand the supply chain directory to other major procurement opportunities across the public and private sectors
- We published 'Backing Kent Business: A Year of Progress' to identify progress in delivering the ten commitments and to present some of the other business support measures that KCC has put in place. We also published '50 Ways KCC Supports Kent Business', exploring the wide range of activities which KCC undertakes to the benefit of the Kent business community
- We supported the Kent 2020 business-to-business exhibition held in April 2010, now the largest event of its type in the south east with over 350 stands and 4,000 visitors. It was an exceptional and well-received event in a most challenging economic environment for Kent businesses. The networking activity leads to new business opportunities and therefore economic growth.

Maximise opportunities from the 2012 Olympics - KCC has established a Kent Olympics Co-ordinating Group to maximise procurement opportunities for Kent businesses. There has

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been a series of regional workshops focusing on how Kent businesses can access Olympic procurement opportunities and develop the business skills required to be successful in bidding for those opportunities. KCC has funded additional workshops in Kent over the last few years and this year we have funded a creative sector workshop focusing on the Olympics with another is planned for later in the year for the food sector. As at March 2010:

- 1,932 Kent organisations registered on CompeteFor (the Olympics website which connects potential suppliers with major contractors) and 1,868 Kent organisations fully published on CompeteFor (published means they have successfully completed the pre-qualification criteria)
- 962 Kent organisations attended the 2012 workshops (April 2009 to February 2010) on London 2012 Fit2Supply, quality management, bid writing & consortia/partnership workshops
- 14 Kent companies have won contracts through CompeteFor since the launch in January 2008 valued at approx £2,125,000
- 52 Kent companies have won contracts directly with the Olympic Delivery Authority.

Locate in Kent – LiK exceeded its targets for numbers of companies assisted and jobs created and retained in 2007/08 and 2008/09. As can be seen from the PI table, in 2009/10 the target for companies investing in Kent was exceeded (82 compared with 70) but the jobs created/safeguarded fell slightly short of the target of 2,973. This was due primarily to the prevailing economic climate and the fact that globally, job figures per company assisted reduced substantially. 2010/11 has started well with a project pipeline of 305, with 16 companies assisted and 688 jobs created or safeguarded.

Progress on the key PIs for LiK are shown below. Figures are shown for June 2010 (except where stated) and the corresponding figure as reported in last year's Towards 2010 Annual Report is given in brackets to show progress over the last twelve months:

- 13,287 (10,377) jobs created/safeguarded
- 292 (220) companies assisted to relocate, expand or set up in Kent
- 47 (36) overseas companies assisted to relocate, expand or set up in Kent
- 2,177 (2,022) jobs created and 4,808 (4,043) jobs created/safeguarded/indirectly by those overseas companies
- £418m (£386.4m) of capital expenditure in Kent made by those companies assisted to relocate, expand or set up in Kent. (who were able to provide this information (i.e. 60% approximately))
- Since January 2008, LiK have engaged with 600 (was 417 as at October 2009) companies regarding grants and assisted 26 companies (in Kent and Medway) to apply - 18 were successful (several still to be decided) leading to the award of £2,237,611 of Grant for Business Investment and R&D Grant, which generated £23,495,617 in capital expenditure in Kent.

Sectors have been targeted that offer good growth prospects such as financial and business services, offshore wind, sustainable construction, recycling and renewables, life sciences and security software continue to ensure Kent is well placed, and its offer well-known, once the economic upturn commences. These target growth sectors are being reviewed with KCC and Kent's sector propositions are being updated.

Proactive targeting of companies is taking place in NW Europe and the US with SEEDA and UKTi and active lead generation is taking place via specialist sales teams in France, Belgium and Germany (the latter commenced in May 2010). Suitable companies are offered the 'Launchpad' soft landings offer which covers The Nucleus in Dartford, Maidstone Studios,

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and will soon cover Kent Science Park. This has led to more than 10 foreign direct investment projects being logged in the last few months.

A report by PriceWaterhouse Coopers commissioned by KCC and entitled 'The Economic Impact of Locate in Kent' concluded, that:

“Based on these estimates of direct and indirect net jobs created, it is estimated that between £89m - £313m in net additional annual GVA has been added to the Kent economy since 1997/8 (by LiK activities). Where the persistence of these benefits is taken into account the total cumulative achieved GVA from LiK activities since 1997/8 is estimated between £322m -£1,218m. These results demonstrate the high positive return on funding LiK activities, even where conservative additionally assumptions are made”.

Locate in Kent participated in the benchmarking study of investment promotion agencies run by independent company, GDP Global. Locate in Kent was rated 'world class'.

Major campaigns were undertaken with partners to promote the benefits of the high speed train to persuade companies in London and the south-east to invest in Kent and another direct mail campaign is underway to a mailing list from The Directors of Finance magazine subscribers.

Launch the Kent Excellence in Business Awards (KEiBA) - Following the success of its inaugural year in 2009, KCC in partnership with the Kent Messenger Group, successfully held the 2010 KEiBA's at Chatham Historic Dockyard in July. The event attracted a broad spectrum of sponsors and significantly more business entrants than the first year despite the continuing challenging economic climate and has already become Kent's sell-out business celebratory event of the year.

Launch the 'Backing Kent People' campaign - The 'Backing Kent People' (BKP) campaign was launched on 6 April 2009 (see also Towards 2010 targets 5 and 29). Key outcomes to date include the following:

- Using the Mobile Gateway, two events took place, one at Pembury, in April 2009 and the other at Deal in May 2009. This was developed further for the summer 2009 period with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team offering advice to members of the public
- A detailed contract has been agreed with CAB that will increase their capacity to provide advice to more people, particularly in the areas of debt, benefit and employment. Regular monitoring with the CABs has highlighted a significant increase in the number of debt and benefit enquiries across Kent. Funds allocated by KCC to CABs have been used to increase the number of debt advisors, recruit and train more volunteers, increase opening hours and run additional outreach surgeries
- Three years of funding has been obtained for Kent Savers. The Kent and Medway Financial Inclusion Partnership Company has FSA approval to operate Kent Savers. In the first three months the Credit Union has:
 - Dealt with over 1,000 applications for membership and for loans. The current membership is 250
 - Agreed 78 loans against a target of 100 during first year of operation and has 228 registered savers.
- The partnership is also working with Town & Country Housing Group to develop a programme for financial inclusion in Kent. A number of focus groups have been run with young people around Kent to understand their views on money, what information they would find helpful and in what format. Money leaflets for school leavers have

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been produced and distributed to all school leavers. The leaflet provides support, information and signposting on money issues to students wishing to either continue in education or start work

- The Kent Benefits Partnership is running a series of surgeries in localities such as libraries and adult education centres offering advice on all benefits and a free benefits test for all. These events are being promoted on the Kent.gov – BKP website
- Free home energy surveys have been offered to over 100,000 Kent residents with take-up by almost 9,000 households. We are currently awaiting figures on cost savings identified for residents
- The Moneybox magazine was distributed across Kent Gateways, libraries and other key groups in October. Following positive feedback on the usefulness of the magazine further editions are being planned
- We held a BKP week in mid-October 2009 with radio advertising via Heart FM. As preparation for the event, front line staff in all Gateways had training to be able to assist customers by highlighting the support and advice available to them.

Act as accountable body for the URBAN programme - The programme, rated as the best in the UK, by the European Commission funders provided seed core funding for training, economic and environmental initiatives focused on deprived wards within Dartford and Gravesham. The £8.3m EU funded programme attracted further public/private funds of £13.4m contributing to the wider regeneration of Kent Thameside. Programme funding has formally ended but many of the 97 projects which supported the local community will continue. Legacy projects where Urban funding was matched with KCC's and/or others include: The Old Rectory Managed Workspace, Gravesend Old Town Hall refurbishment, Riverside Family Learning Centre, NU14 Cycle Path upgrade (along with a number of other walking and cycling routes provided or upgraded), Fastrack Route B infrastructure, Gravesend Taxi Driver Safety Scheme and refurbishment of the Guru Nanak Education Centre.

Support Enterprise Gateways (support to micro and start-up businesses) - This provided the following:

- 15 women attended a workshop specifically aimed at promoting entrepreneurship. A second workshop aimed at Kent school students involved 200 participants
- A training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses
- Support for the 'Back to Work' programme – a six-week course to prepare mothers to return to work based around raising self-confidence, raising aspirations, being productive, writing CVs and attending interviews
- The Enterprise Gateway programme was decommissioned by SEEDA in April 2010 to be replaced by the Business Link Enterprise Mentors and Enterprise Coaches programme to support start-up businesses
- KCC is funding Kent Foundation activities, via the Regeneration Fund, which has the remit to work with young people to develop their enterprise skills and support them into business start-up.

Support Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) – (see also Towards 2010 targets 3, 6 and 25). Along with partners, KCC provided grant funding towards the development of a new arts performance building in Folkestone. The building includes 15 business incubator spaces which adds to and extends

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the business space offer that forms part of the Folkestone Creative Quarter. The building is fully owned and managed by the Creative Foundation.

Oversee development in the following areas/projects:

Kent Thameside:

- Agreement has been reached with government and local partners on a package of 11 schemes totalling £203m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A bid for £23m of funding from the Homes and Communities Agency to support this programme was approved in March 2010 and £13m of HCA funding for the financial years 2009/10 and 2010/11 agreed. A further £10m of HCA funding, and £72m of DfT is to be assessed through the forthcoming Comprehensive Spending Review
- A new Fastrack route A (by The Bridge) has been opened
- The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008. Domestic high speed services commenced in December 2009
- A funding bid was submitted to provide £7.1m improvements for Dartford Station incorporating a new station building, a new forecourt area and better platform facilities for rail users with DBC as the accountable body.

Sittingbourne:

- The Northern Relief Road (NRR) in Sittingbourne – a key piece of infrastructure which will ‘unlock’ Sittingbourne town centre for retail, economic and housing expansion – commenced in August 2009 and is on track to complete by November 2011. Work has begun on the remaining section of the NRR (to connect with the A2) and a route has been identified
- KCC has made progress with key stakeholders to identify how best to ensure that the Kent Science Park (KSP) acts as a key economic driver for Kent. KCC is investigating the costs of improved road connections with consultants and the KSP. KCC has successfully negotiated to takeover the very well equipped labs at the Kent Science Resource Centre (on the KSP site) to provide skills training in sciences and high end manufacturing from September (see also Towards 2010 target 6)
- The Swale Training Centre, run by KCC is currently offering skills training for around 100 trainees per day as well as courses for 14-16 year olds and apprenticeships for 16+ students in engineering, construction and sustainable power generation. The centre is now offering a range of training for local firms. The Skills Centre is expanding the apprenticeship programme, increasing the number of students and the subjects on offer. The courses will directly address skills shortages and demand in Kent in relation to low carbon industries and will start from September 2010
- Future requirements in Sittingbourne town centre are being planned. The overall aim is to improve its function and appearance. This is in preparation for the submission of a major retail proposal for Sittingbourne town centre expected later in 2010
- KCC has played a major role in developing the ‘transformational green space’ at Milton Creek road. Work is underway on the major site with the KCC site works scheduled for 2011. This large green space (on reclaimed brown field and waste sties) is an important regeneration driver for Sittingbourne, which will improve the environment and perception of the town and provide an attractive backdrop for new and existing development. Ultimately the intention is to connect the town by this ‘green lung’ to the Swale Estuary, four miles to the north.

Isle of Sheppey including Queenborough and Rushenden:

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- At Queenborough and Rushenden, KCC has supported courses to improve local skills and training opportunities at the local Gateway Community Centre. In 2010 work has started to scope out a new Community/Skills/Enterprise centre building within the Master Plan area. This will build on the success to date and expand into more training, workspace units and business support to develop a more developed enterprise economy on Sheppey. The vision is that the community element of the building will be funded from the commercial/business uses
- The Rushenden Link Road, which will provide essential new access to the new planned development at Queenborough and Rushenden, has been part constructed and is due to complete in June 2011
- KCC is revisiting and defining its service delivery needs under s106 relating to the projected 2,000 new houses at Queenborough and Rushenden
- At Sheerness, KCC has responded to the port's initial ideas for expansion with a range of constructive points which are emerging in the Peel Ports Master Planning. As well as the commercial importance of Sheerness port to this area, employing over 300 people, the expansion of the port provides opportunities for realising the heritage buildings as a tourist attraction (like Chatham Maritime), rationalising traffic circulation, developing training linked to the port's needs, creating new workspace units and building new housing, marina and other leisure facilities. A new workstreams is looking at the potential of the Medway estuary (including the Isle of Grain) for operations in support of construction and maintenance in relation to the offshore wind industry. This will be an area of growing importance for KCC in 2010/11
- Across Sheppey KCC has drawn up plans for three cycle routes on the island at Sheerness, Leysdown and Queenborough/Rushenden. Implementation will commence in July 2010 continuing through 2010/11. These routes are part of regeneration improvements to Sheppey providing leisure routes, links to schools routes to work and fitness trails. The routes are part of a wider re-profiling of the island for 'green tourism' to increase tourism spend and economic activity, building on the success of other similar initiatives in Kent, such as the 'Crab and Winkle' way. Sustrans has already supported this programme with substantial match funding and a bid to Interreg is under consideration.

Thanet:

KCC is working with Thanet DC to enable regeneration opportunities at the Manston and Eurokent sites. Working through a joint venture company, East Kent Opportunities (EKO) LLP, achievements to date include the following:

- Opening of the Eurokent Spine Road in November 2008 providing improved access to Marlowe Academy, Marlowe Innovation Centre and the SEEDA workspace as well as traffic relief for Haine Road
- Agreement of a strategy for land sales to encourage regeneration and two offers to purchase land have been received
- Development of a planning application at the Eurokent site.

Future activity will include a stepping up the marketing activity for Manston and establishing closer links between EKO and local partners on associated skills, apprenticeship and job creation opportunities.

Consideration is being given to a proposal to extend the High Speed 1 (HS1) route to a Parkway station for Manston improving journey times for local communities, improving access for visitors and those using the airport as a regional airport, and developing its potential in helping alleviate the pressure on existing London airports.

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Off-shore wind farms:

- The 100 turbines for the Thanet Offshore wind farm have been installed and the development will be officially operational in September 2010
- Project developer, Vattenfall, has used the Port of Ramsgate as a base during the construction phase and the port has benefitted from dredging works to improve the draft clearance for specialist construction vessels. The port has also benefited from the construction of a new operations and maintenance base which is now complete. The base is expected to generate more than 25 long term jobs
- In conjunction with accommodating offshore wind farm users at Ramsgate, 738,000 Euros has been secured through an INTERREG IVA project designed to assist ports adapting to change which will be used to reconfigure and provide new pontoons to facilitate an increase in offshore wind crew boats
- Phase 1 of the London Array Offshore Wind Farm project has also started with the first stage being the construction of the onshore substation at Graveney. London Array is currently mobilising for offshore construction works which will commence in spring 2011. The project is expected to be operational by the end of 2012. The start of the London Array project has realised £300K for local community projects in the Graveney area
- A skills framework linked to the requirements of a growing technology sector and to enable Kent people to access the new opportunities has been developed. Alongside this and in conjunction with BKB, an offshore wind supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array. A Kent prospectus has also been developed to raise awareness of developments and opportunities in Kent and the potential for inward investment.

Ashford:

- Ashford's Future Company has been established to lead the delivery of the growth agenda in Ashford. The key workstreams are development, economic development and transport
- KCC is working with the Ashford Futures Partnership to develop plans for the use of key sites to the south of the town centre and around the station that will maximise commercial activities, employment and skills training
- Work has started on the development of the Ashford Strategic Tariff to secure developer contributions towards the provision of community infrastructure. KCC has a key role in determining the scope of services needed to support planned growth
- The Ashford Ring Road restructuring was completed in 2007/08 with a two-way flow in operation
- Elwick Road Shared Space Scheme is substantially complete and has attracted considerable interest in the national and local press and won numerous national awards including the prestigious Royal Town Planning Institute Award for Town Centre Regeneration
- A Smartlink bid has been submitted to improve public transport in Ashford. Significant work has been undertaken to harness more than £30m government funding for the strategic highway schemes at Junction 9 and Victoria Way. These complex schemes have now started with completion expected by March 2011

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- KCC is leading on the Gateway Plus project in Ashford to develop a new joint library, adult education and registrar building (see also Towards 2010 target 29). Work started on site in March 2010
- A learning partnership established by Ashford Future's is reviewing current curriculum delivery with a view to improving the current FE / HE offer in Ashford.

What more are we going to do?

Some of our planned areas of work have already been mentioned. Future work programmes will reflect priority objectives in the Regeneration Framework and will include:

Across the county:

- We will ensure a major focus on the development of the Sector Strategies to identify specific interventions that would assist sector growth. This will be industry-led, via Kent Economic Board, and will focus on identifying the most effective forms of public sector support and intervention
- The three accredited BKB partners, the Chambers of Commerce, Institute of Directors and the Federation of Small Businesses, plus Business Link, academic institutions and Business Link, have agreed that BKB remains very relevant for Kent businesses over 2010/11 and possibly beyond and have decided for it to be a business led campaign with a clear programme of actions to be developed. KCC will continue to support the initiative
- We will explore with the Kent Foundation how to secure funding and further develop its potential to deliver the youth enterprise agenda
- We will continue to identify opportunities for workspace provision for small and start-up companies
- We will develop the Enterprise Strategy, mapping out what is currently being delivered on the ground, with the aim to improve enterprise skills training, particularly for young people
- Work will be completed on the development of an Innovation Plan for Kent, using the opportunity of the Innovation and Growth Team investment to secure added value to a wide range of Kent businesses
- LiK will continue to focus on emerging sectors which offer good prospects and quality jobs, e.g. overseas companies which tend to involve bigger investments and higher quality jobs than domestic investments. It will also focus on innovative products such as Launchpad, and ensuring that investors, companies and intermediaries all understand the positive changes to Kent's business offer including high speed rail, new property products, and regeneration in Kent's towns. Under the new performance management framework with KCC, LiK is targeting its employment growth activities in the growth areas and coastal towns in need of regeneration and key sectors of the county's economy. So far, project numbers, at 305 (July 2010) are considered extremely healthy. Targets for 2010 onwards have changed significantly, in that they are now more detailed. As well as a target for total jobs, other targets are for the type of jobs created, jobs created in growth areas and the coastal strip, and jobs created through foreign direct investment. LiK is therefore:
 - Targeting high growth sectors that offer quality jobs, in collaboration with KCC
 - Generating successes and jobs overseas through a lead generation campaign in North West Europe (France, Belgium and Germany),

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- Promoting high speed rail as a unique selling point of a Kent business location
- With KCC, actively promoting Kent as a suitable location for public sector relocation
- Promoting the clear advantages of Kent as a business location to targeted sectors and areas using the Director of Finance mailing list
- Actively promoting Kent's sector propositions to UKTI posts overseas to ensure that Kent is put forward for as many overseas projects as possible for which it has a suitable offer
- Working with partners on an Interreg IVb bid for a project which will give the company more opportunities to meet targeted overseas companies
- Developing a new digital campaign to generate more visits to the website, which in turn creates leads
- Engaging with hotel developers and companies to actively promote hotel sites in Kent
- Developing a stakeholders strategy to ensure that as well as stakeholders being well informed, the company makes full use of their knowledge, experience, and contacts
- Working with developers, KCC and district councils to ensure that barriers to development are removed where possible, and that suitable commercial development comes forward as soon as possible.

Kent Thameside:

- A new tariff policy will be developed by both Dartford and Gravesham BCs, through the Local Delivery Framework (LDF) process, to secure funding contributions from developers for the Kent Thameside Strategic Transport Programme
- Subject to confirmation of funding, an Investment Fund for the Kent Thameside Strategic Transport Programme will be set up. Subject to the funding confirmation, work will commence at Northfleet and Dartford train stations
- Using £1.7m funding from CLG's Parklands programme a new Cycle Activity Park will be developed in Gravesham. The park will provide national standard cycle-sports and recreation facility, and a key green space and Green Grid linkage, connecting Kent Thameside to the surrounding countryside.

Swale:

- Two major road schemes will be delivered - the Sittingbourne Northern Relief Road (SNRR) and the Rushenden Link Road. Both schemes started in summer/autumn 2009 and finish in 2011
- Working with partners, a training plan will be developed for Sittingbourne to improve training provision and access to training opportunities
- With partners, the tourism potential and 'green profile' of Sheppey will continue to be improved by developing a number of cycling/walking routes on the island under the 'City to Sea' initiative. The work will complete by March 2011 and will benefit tourism businesses and promote healthy living.

East Kent and Thanet:

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- Work with Thanet DC and the owners of Kent International Airport will take place to ensure that appropriate safeguards are put in place to offset the environmental impacts of any airport's expansion. In particular, we will engage in the development of the Surface Access Strategy for the airport and ensure that this fits with Kent's Integrated Transport Strategy
- Work will continue with partners to secure investment in Ramsgate to support the off-shore wind farm developments to develop a base from which to attract complementary business activities and support long-term sustainable jobs linked to the essential operations and maintenance functions
- A planning application will be developed for the EuroKent site for a mixed use development providing wider regeneration benefits linking Westwood Cross, Marlowe Academy, its Innovation Centre, and the neighbouring Newington estate. The marketing activity will be stepped up for the site at Manston.

Ashford:

- With partners, we will develop and deliver projects to bring forward infrastructure and town centre regeneration and employment opportunities, including a lead on Victoria Way and Junction 9/Drovers roundabout, Eureka Business Park, Conningbrook and Chilmington Green.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of jobs created/safeguarded in Kent*	2,958**	3,339	3,786	2,973***	2,611****
Number of new companies investing in Kent*	64	66	70	70	82

* Excludes Medway

** This figure was incorrectly transposed in the October 2009 Annual Report (was shown as 2,598)

*** This is higher than in 2006/07 but lower than the last two years performance because of the predicted difficult year associated with the economic slowdown

**** This figure is below the target. Despite a healthy pipe-line of 300 projects the economic downturn has made it more difficult to convert projects into successes. It has also been influenced by the global trend for each project to produce significantly less jobs than previously. Targets have been met or exceeded every year until 2009/10 and even in 2009/10 the number of companies investing has exceeded the target

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: July 2010

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Target 3: Support a programme of town centre regeneration		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officers: Theresa Bruton/Mike Bodkin

Status: Completed

List the partners with whom we are working to deliver this target:

Dover: Dover Pride, Dover District Council, London & Southeastern Railway Ltd (LSER), Network Rail, Homes and Communities Agency, East Kent LSP, English Heritage, Arts Council England, CABE, PCT, Dover Town Council, Environment Agency and SEEDA.

Margate: Margate Renewal Partnership, Thanet District Council, GOSE, Turner Contemporary Trust, SEEDA, Arts Council England, English Heritage, Homes and Communities Agency, KCC Communities Directorate and Turner Contemporary Project Board.

Folkestone: Shepway District Council, SEEDA, and The Creative Foundation.

Outcomes delivered:

The particular focus for this Towards 2010 target is on Dover, Margate and Folkestone and primarily concentrates on KCC's lead or contribution to the various projects. The main developments are set out below. Work in other specific areas of the county is also outlined in this report for completeness.

Dover: KCC chairs the Dover Pride partnership that oversees and promotes regeneration in Dover town centre. Specific outcomes in Dover are as follows:

- In collaboration with Network Rail, Dover DC and Jacobs, we developed the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project. Work started in October 2009 and the project was completed in June 2010
- The Dover Sea Sports Centre opened in December 2009
- The Government's Sea Change Programme is delivering £7.5m of funding to substantially improve Dover's waterfront and Dover Castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016. Three out of four projects have been completed at Dover Castle, and this contributed to a 10% increase in visitor numbers in 2009. The improvements to Dover Esplanade were completed in August 2010
- The expansion of the Western Docks, Terminal 2, scheduled to take place between 2011 and 2016, will provide local job opportunities in the construction, maritime and cruise sectors. The Harbour Revision Order was applied for in January 2010
- KCC is pressing Government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks
- KCC is leading on work on the provision of enabling transport and other community infrastructure to support the development at Whitfield, including securing £8m to provide transport improvements across the town focusing on a new bus rapid transport scheme connecting with other parts of Dover, and park & ride facilities at Whitfield and Farthingloe
- On a wider scale, as part of the recently completed Dover Employment and Skills Plan, consultation is continuing with town's business community regarding labour and skills

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needs. The Dover Skills Centre was opened by KCC in spring 2010, and will focus on sustainable construction skills

- KCC is working with South Kent College to review its current performance and delivery in order to raise the profile of the skills agenda in the area.

Margate: KCC has largely focused its Margate regeneration activities on the town's eastern seafront, in the area where the Old Town meets the sea between the Lower High Street, the Harbour Arm and the Winter Gardens. The following progress has been achieved:

- Work on the construction of Turner Contemporary is on budget and on time for completion in late 2010 with an opening in spring 2011. Businesses and other investment have already been attracted to Margate in anticipation of the gallery's completion when more jobs are expected to be created. (See also Towards 2010 target 27)
- Following the completion of a package of public realm work involving the de-dualling of Fort Hill and the creation of stronger pedestrian connections between the Old Town and the seafront, the public areas at the western end of the Rendezvous site have been designed for completion ahead of the opening of Turner Contemporary. The effect of this work is to create a more pedestrian friendly environment in and around the Old Town, harbour and gallery, open to the development of a stronger cafe culture and attractive to new business.

Despite the continued economic downturn, KCC is continuing to work with CTM Architects to produce development proposals for the eastern end of the Rendezvous site that meets the town's regeneration aspirations, is sympathetic to Turner Contemporary and make a contribution to its running costs. At the request of Thanet District Council (TDC), KCC's partner in this project, options for the future of the TDC owned Winter Gardens are now being considered as part of this project. The prospect of a hotel as part of the development is being tested.

Elsewhere in the town:

- £3.7m Sea Change funding has been secured for a major project that reintroduces amusements and a new leisure offer to the Dreamland site. Funding is being finalised for Phase 1 of the project, led by the Dreamland Trust, which will bring forward a Heritage Amusement Park around the listed Scenic Railway and refurbishes the Grade II listed Dreamland building. The project will bring the large town centre site back into public use and restore life to the western end of the seafront. The eventual offer will complement Turner Contemporary at the other end of the town
- A development brief has been approved by TDC for the Arlington site which currently contains a 142-apartment tower block, a disused car park and a largely derelict shopping area. The owners are expected to bring forward a hybrid planning application for the refurbishment of the tower block, the creation of a new supermarket and a car park and an outline for seafront proposals involving shops, cafes and a budget hotel. KCC is working closely with the owners and TDC to ensure that appropriate changes occur to the road system at the town's western gateway
- Working closely with Margate Renewal Partnership, KCC is leading the delivery of a parking, access and movement plan which to date has seen the major refurbishment of the College Square car park, a new approach to car park signing, and the identification of new coach parking for the town and revised signposting for pedestrians. This work will be completed ahead of Turner Contemporary's opening in 2011
- KCC is leading on work relating to the improvement of the seafront public realm between the station and Turner Contemporary. This work will take full account of new

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sea defences proposals that TDC are developing with the Environment Agency. Care is being taken to ensure that this work causes as little disruption as possible to the seafront ahead of the opening of Turner Contemporary.

Folkestone: The programme is focused on the eastern side of Folkestone town centre where recorded deprivation is high. Outcomes include the following:

- The University Centre and new Adult Education Centre and Quarterhouse have opened
- Folkestone was one of three towns, alongside Canterbury and Margate, promoted by the Visit Kent Cultural Tourism project to support the coastal Kent cultural offer
- The new high speed rail link from London, St Pancras International launched in December 2009.

Swale: This includes the following:

- Sittingbourne Northern Relief Road scheme (SNRR) will enable Sittingbourne town centre to be opened up for mixed-use development
- KCC is promoting a range of projects including a community centre and potential café linked to improved library facilities at Queenborough
- At Rushenden we are working with partners to develop a new school and community/health centre linked to a proposed housing development of 2,000 units.

Gravesend: KCC has completed the refurbishment of the Old Town Hall with a formal opening planned for autumn of 2010. The building provides community and event facilities, a bar/restaurant/café as well as commercial space for small businesses. Long term plans include working in partnership with 'Whole Community Works', a North Kent based multi-faith charity, in the provision of facilities to support vulnerable people into employment, skills training and as a hub for a wide variety of community activities.

What more are we going to do?

Dover:

- Lead the work on a Marine Skills Centre and undertake a feasibility investigation (lead is KCC Children, Families and Education directorate)
- Provide input to the master planning of various sites including development by the HCA of both the Connaught former army barracks to provide 500 eco-homes and a mixed-use development of the Coombe Valley road area, and public realm projects in the town centre and waterfront
- The scoping work for the development of the integrated passenger transit system is being undertaken by KCC and Dover DC. The aspiration is to make this happen by the time of the 2012 Olympics to showcase both Dover and Kent.

Margate:

- Working with partners, KCC will work to ensure that a series of public realm, parking and signing projects are brought to a conclusion ahead of the opening of Turner Contemporary. This will include the creation of an attractive and pedestrian friendly public space on the Rendezvous site
- KCC will work closely with TDC to ensure that its new flood prevention measures are effective and have a positive impact upon the regeneration of the town and the operation of Turner Contemporary

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- KCC will also work closely with TDC in bringing forward the Dreamland and Arlington developments
- Recommendations will be brought forward for the Rendezvous Site including viability of a hotel as part of the proposals
- Working closely with Margate Renewal Partnership, KCC is leading a task force to address the particular issues affecting Cliftonville West and the Margate Central wards. This includes exploration of a housing intervention strategy.

Folkestone:

- Continue to work with Shepway DC and Creative Foundation to realise the quality of development in the Creative Quarter and emerging proposals for the harbour (see also Towards 2010 target 6)
- Consideration is being given to how to maximise the opportunity accruing from, and linkages between, the creative quarter, town centre and future waterfront developments and in particular a deliverable public realm strategy and improvements to Tontine Street.

Ashford:

- We will work with partners to identify priorities for single conversation/local investment plan
- Work will continue to agree a cost tariff.

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an ‘aspirational’ status and progress is measured via qualitative means.

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: July 2010

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Target 4: Support rural businesses and communities to build a strong entrepreneurial culture		
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Lead Cabinet Member:	Lead Managing Director:	Lead Officer:
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Kevin Lynes

David Cockburn

Elizabeth Harrison

Status: Completed

List the partners with whom we are working to deliver this target:

Action with Communities in Rural Kent, Business Support Kent, Church in Society, Country and Land Business Association, district councils, GOSE, Kent Association of Local Councils, Kent Downs Area of Outstanding Natural Beauty, Kent Federation of Small Businesses, Kent NFU, Kent Wildlife Trust, Produced in Kent, SEEDA and governing partnerships for rural funding programmes (e.g. LEADER).

Outcomes delivered:

Improve Broadband Access: The Connecting Kent programme, managed by our IT experts, is providing support for rural businesses and communities to build a strong entrepreneurial culture through:

- Gathering and analysing current broadband availability across Kent at post-code level, and providing evidence of coverage issues ("Not Spots" and "Slow Spots") to support the business case for public sector interventions, lobbying of national bodies and responses to national consultations ('Digital Britain' and 'Proposals For A Next Generation Fund')
- Helping rural communities with "Not Spots" and "Slow Spots" to identify and engage a broadband service provider to address this issue, by helping parish councils advertise for and evaluate proposals, and by giving capital grants to the parish councils to ensure service delivery. A number of rural communities have already benefited from this:
 - 2006/07 - Elmsted, Milstead and Selsted exchanges were broadband-enabled by direct KCC subsidy to BT - around 600 homes and businesses attach to these exchanges
 - 2008/09 - Barham, East Studdal, Tilmanstone and Ulcombe received broadband grants - 1,500 homes and business are covered by a wireless broadband service provided by a Kent-based company (VFast)
 - 2009/10 - Iwade, Kings Hill, Selling, and Womenswold received broadband grants – around 4,500 homes and businesses are able to benefit from a mix of wireless and fibre-based services, including use of the Kent Public Service Network (shared by Kent public service organisations) to provide capacity
 - 2010/11 - Grants are being made to Boughton Monchelsea, Crockenhill, Crockham Hill, Stockbury, Chilham and Manston – 4,200 homes and businesses are set to benefit.

Generate new rural funding: The Kent Rural Access to Services Programme (RASP) has now supported the creation of three community shops at Barham, Chart Sutton and Matfield, also saving post office services in these villages. Further community shops proposals are currently in development and a dedicated toolkit has been created to support this. The programme has also supported four community transport schemes providing vital transport services to Kent's rural areas, with applications from a number of others in development. The programme has launched a promotion campaign to raise awareness of the community transport schemes

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available, developed an innovative tool kit to support new and existing schemes, and funded research into service provision and coverage

- The LEADER+, Kent Rural Towns Programme and Rural Revival have delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects. Projects supported include:
 - Wealden Wheels – a rural community transport initiative covering five rural parishes to overcome access issues for older and younger members. The operation is seen as an exemplar project
 - Kent Food Trails project - four themed food trails promoting Kentish apples, wine, beer and Romney lamb were developed to raise the awareness of the links between Kent's landscape and its local produce
 - The Funding Buddies LEADER+ project was successful in generating an additional £1million of funding for rural communities in Kent through successful funding applications and has recently been awarded over £300,000 of lottery funding to be rolled out across Kent
 - The Sandwich Phoenix Centre project has created a refurbished space for youth club activities, a drop-in centre, IT suite and a youth cafe. Renewable energy technologies, energy and water saving measures and recycled materials have been used throughout the building to minimise its environmental impact and reduce its future running costs.
- The Kent Downs and Marshes Leader programme will bring in over £2m of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years. To date, 18 projects have been approved with £430,000 awarded in grant funding (an average of £23,800 for each project) to a range of businesses and community projects in the LEADER area. Projects that have already received funding include:
 - Tilmangate Holiday Cottages – a farm diversification project involving the construction of two environmentally sustainable holiday cottages in place of a redundant barn. The cottages will be of traditional Kentish design and include cutting edge energy saving systems, including sustainable drainage systems and renewable energy generation (wind turbine and ground source heating), to minimise running costs and any negative impact on the environment. The aim is to make the project an environmental exemplar in holiday cottage lets, designed to complement and enhance the local and built environment
 - Rippledown Environmental Education Centre - funding has been awarded for the construction of a purpose built, straw-baled building containing two teaching classrooms and a kitchen area for use in teaching the rural skills programme at the centre. The construction of the building will be used as an exemplar of sustainable building techniques providing 'on the job training' as well as a venue for teaching courses
 - Cheesemakers of Canterbury – Funding awarded to a small, dynamic rural business to enable it to expand its existing production and develop new product lines. This involves the purchase of new machinery and rental of premises which will increase capacity at the existing business site, as well as enable development of new product lines in soft cheese production at a new site. The funding will create one new job and sustain three existing posts. It will also support another existing rural business producing goat's cheese and will be a boost to the production of a local, distinctive product that is much in demand in the county and beyond

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- Gorsehill Wood Regeneration – Funding given to provide an access road and machinery to bring an area of woodland back into economic use and active management. This is in line with a 25 year woodland management plan for the site which has been endorsed by the Forestry Commission and Natural England. As well as providing an economic return the project will provide an educational resource for schools and future training opportunities in sustainable woodland management. This will provide a link with the activity being carried out at Rippledown (see above) and both projects have been put in touch with each other to develop this further.

Support Kent's Rural Post Offices:

- To help mitigate the impact of recent post office closures in Kent, along with partners, KCC launched a targeted business advice scheme for co-located retailers. The Kent Action for Rural Retailers (KARR) initiative provides specialist retail advice to village shop owners and works with communities to develop solutions to unplanned post office closures. From 2008 to 2010, 324 visits were undertaken to support 114 independent retailers to remain in business across rural Kent. In addition, three retailer led forums have been set up to enable village shop owners to network and share ideas. A fourth is currently in development
- KCC organised a community summit with partners to examine the opportunities for community enterprise-led solutions for communities affected by recent post office closures. The scheme has helped support the development of a community run post office scheme in Capel Le Ferne, a community café in Rodmersham and a new ready-meal business in Bidborough. See also the reference to Barham and Chart Sutton post offices on a previous page.

Develop the Kent Rural Delivery Framework: We have worked with partners to develop the Kent Rural Delivery Framework, an evidence-based, multi-agency plan for Kent's rural areas. This Towards 2010 target has been embedded and established as one of the priority actions within the finalised framework and highlights the potential of rural enterprises to further grow Kent's economy.

Support the land-based sector: KCC has worked with the Kent Downs Area of Outstanding Natural Beauty Unit to pilot a new integrated approach to assist farmers wishing to diversify in the Kent Downs. The scheme provides planning, environmental and business advice to ensure that new farm-based business proposals are successful and well thought through. An on-line toolkit has been published which is being cited as an example of regional best practice.

Support 'Produced in Kent':

- A new scheme was launched in June 2009 to provide branded 'Produced in Kent' point of sale materials for independent rural retailers
- A media campaign was launched in partnership with the 'Kent on Sunday' newspaper to promote Kentish produce
- Two new food themed walking trails were launched – Cherry Trail and a Seafood Trail
- The Kent Food and Drink festival was organised in Canterbury and a local food court created at the Kent County Show showcasing Kent products
- Feasibility work was commissioned to assist the distribution network for local produce across Kent

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- A producer toolkit was launched to assist local (food) producers in developing and setting up and growing their business (informed by the experience of market leaders)
- Produced in Kent's strong track record has been built upon to promote Kent's vibrant and growing local food sector through a successful events and publicity programme e.g. Taste of Kent Awards in February 2010.

Commission innovative research to support the rural economy:

- We have secured funding from the Commission for Rural Communities to develop a 'rural business barometer'. This national pilot has monitored the impact of the economic downturn on Kent's rural businesses and fed into reports to the Secretary of State
- We have completed an innovative rural economic study to quantify the size, shape and latent potential within Kent's rural economy. This has placed the value of Kent's rural economy at £5.5 billion GVA per annum and has highlighted that almost 40% of Kent's businesses are located in rural areas. In addition the study has highlighted that Kent's food sector generates an additional £2.6 billion per annum
- Additional research into barriers impacting on the delivery of rural affordable housing (to meet local needs) has been commissioned from DTZ to inform the development of the Kent and Medway Housing Strategy
- In partnership with the Kent Rural Board and the Kent Economic Board, a dedicated study has been undertaken to further quantify the current skills needs and training priorities for Kent's farming and horticultural sectors.

What more are we going to do?

- Work with the Kent Rural Board and its business networks to support and help deliver the rural dimension of the Kent Regeneration Framework, with particular focus on opportunities to further grow Kent's £5.5bn rural economy
- Develop and implement a food sector strategy (as part of the sector strategy process) to further grow Kent's £2.6 billion food sector. Given that Kent is a major food producer and importer; the group will look at proactive solutions to address growing concerns about the UK's future access to sufficient and affordable food supplies (food security)
- Work with partners to successfully deliver the Kent Downs and Marshes Leader Programme and continue to build upon the momentum generated over the last nine months in supporting a range of rural business and community projects
- Work with the Kent Rural Board to continue to lobby for better broadband access for rural areas and explore ways that the Kent Public Service Network can be innovatively used to enhance broadband-access across Kent. A funding bid of £84,000 revenue and £1,584,000 capital has been recommended for approval to the Leader by the Regeneration Sub-Group to develop an innovative Kent approach to providing broadband infrastructure in rural areas currently deemed not viable for next generation high speed access. The funding will enable up to 15 demonstration projects and build an evidence base to support the viability of investing in rural broadband to support the growth and diversification of rural businesses
- Develop, agree and implement an action plan with the Kent Rural Board and Chief Planning Officers Group to address strategically a range of planning-related issues affecting rural businesses and communities
- Commission research into Kent's rapidly growing home-based rural business sector to identify further sector development and support opportunities

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- Realise the ‘Big-Society’ ambition in rural areas by continuing to empower and support Kent’s rural communities in developing local, community-owned solutions to a range of rural access issues (e.g. community transport schemes, community shops and community broadband).

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an ‘aspirational’ status and progress is measured via qualitative means.

Monitoring completed by: Elizabeth Harrison

Date: July 2010

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Target 6: Increase opportunities for graduates to work and live in Kent		
Lead Cabinet Member: Kevin Lynes/ Sarah Hohler	Lead Managing Directors: David Cockburn/ Rosalind Turner	Lead Officers: Jim McKenzie/ Sue Dunn

Status: Completed

List the partners with whom we are working to deliver this target:

Kent Higher Education and Further Education (HE/FE) sector, Higher Education Funding Council, Department for Business Innovation and Skills

Outcomes delivered:

Increasing opportunities for graduates in Kent underpins the development of the knowledge economy which is vital to the future success of the local economy. The key is to increase the pool of graduate talent, both locally grown and attracted from elsewhere, ensuring that the development of graduate skills meets the needs of Kent business to enable innovation and growth.

The number of graduate UK leavers who moved to employment in Kent increased from 3,565 in 2006/07 to 4,254 in 2009/10 (20%). Achieving success requires a broad ranging approach which provides learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace. Developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent are all part of this process. In effect, there is a 'journey of ambition' which consists of three core strands:

- Schools and colleges developing the aspirations and positive attitudes of young people and providing appropriate work-oriented learning and skills, leading through to graduate level qualifications either through Kent universities or elsewhere
- Capturing and retaining these graduate skills through a dynamic Kent economy where the graduate skills on offer meet business needs and the business sector values what graduates can bring to business growth
- Developing a supportive, creative and attractive environment in Kent where graduates want to live and work and can realise their professional and personal ambitions.

KCC and its partners are delivering these strands through a variety of interventions and the main outcomes are given below:

Schools agenda: Linking up the schools enterprise and vocational skills agenda with the involvement of real businesses is important to the delivery of this target and KCC has been instrumental in the development of the following:

- The Kent Skills framework has been piloted with the Institute of Education London which will include Level 4 provision to enable schools to start foundation degree modules in the sixth form. Foundation degrees are being developed at Invicta Grammar School, Maidstone, Sittingbourne Skills Centre and Kent Science Resource Centre. This will be developed across the county.
- School business incubator units have been developed at Abbey School, Faversham and Astor, Dover with real businesses linking with the education agenda
- New innovative vocational and technical training programmes are being developed by KCC's 14 to 24 Innovation Unit in a wide range of occupational sectors which will

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provide alternative progression into higher education. These are being developed by Kent and Greenwich Universities and include advanced apprenticeships

- Work is taking place with the Kent Foundation in targeting young people to promote enterprise skills and support business start-up activity. Targeted groups are school leavers and graduates.

Universities and higher learning: The HE sector, of course, has a vital role to play in the provision and retention of graduates in Kent and KCC has pursued a number of issues with the sector:

- Meetings continue to place with Kent universities to discuss graduate retention within the county. They are already responding to the issues e.g. University of Kent has an excellent careers advisory service which highlights opportunities in Kent. Liaison has subsequently continued with the universities to explore further opportunities for graduate retention. This work has been expanded because of the economic downturn and the impact this has had on graduate employment opportunities
- The Kent Film Office (see Towards 2010 target 8) continues to develop the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs
- KCC's 14 to 24 Innovation Unit is working directly with the Kent Science Park to expand the foundation degree programme and with schools to promote sciences as a positive career choice (see Towards 2010 targets 1 and 2).

Create dynamic environments for graduates:

- KCC is supporting the development of the Creative Quarter, Folkestone, led by the Creative Foundation (see Towards 2010 target 3), a key regeneration programme upgrading the urban fabric and providing workspace for the creative sector
- KCC is leading on the development of the Turner Contemporary (see Towards 2010 target 27), which will transform the offer of Margate as a place to invest and develop, creating new job opportunities and developing the creative sector, one of the fastest growing sectors in the UK economy with high graduate employment levels
- KCC acquired Manston Business Park, with the vision for it "to act as a significant impetus to the regeneration of the Thanet and wider east Kent economy by the provision of high quality employment land, and in turn high quality jobs, in a phased and co-ordinated manner". This follows the previous successful intervention by KCC in developing King's Hill. Manston Business Park is now part of a joint venture with Thanet DC incorporating EuroKent business site to enhance the business and employment opportunities with high quality jobs which will include graduate level jobs.

Create graduate job opportunities: The creative sector is one of the most highly educated with 49% of the workforce educated to graduate level or above. By 2014, projected demand within the UK is for 1.58 million employees at graduate level. KCC is seeking to expand this sector, and thereby graduate opportunities through the following ways:

- The Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) at Folkestone is providing workspace units adjacent to the new University College. (See also Towards 2010 targets 1, 2, 3 and 25). The college and Quarterhouse are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and it is well placed therefore to provide them with business accommodation and start-up business support

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- KCC is developing the Kent Film & Television Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector (See Towards 2010 target 8)
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. The University for the Creative Arts (UCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition to these four specific areas:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives. One example is the recent work on the age profile of the workforce and the implications for succession planning
- We also continue to work with Locate in Kent (see Towards 2010 targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and West Kent/South Kent College. Major blue chip companies involved in maritime trades are partners in this project
- The National Skills Academies in construction are part of the Building Schools for the Future programme and will deliver a range of degree equivalent courses within the work place including Foundation Degrees. This work started in January 2009. A number of graduates have been offered placements on school construction sites. The final outputs of this programme will be reported in March 2011
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich, which is one of Pfizer's four key global research and development sites employing substantial numbers of graduates. This is an important part of Kent's knowledge economy
- KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills
- The graduate gateway has been established which is an online resource for graduates in Kent, drawing together the range of opportunities and support available into a single accessible location and promoting the county as a destination for those seeking to establish graduate careers.

What more are we going to do?

- Expand the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promotes graduate opportunities via non-traditional routes while employed

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- Deliver a major creative and media event to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- Promote, through the new web site, 'My Right Turn', the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges (see Towards 2010 target 15)
- Deliver a project with Locate in Kent and the University of Kent to explore the potential for the university's global alumni network to promote inward investment i.e. develop the employment capacity of the Kent knowledge economy
- Investigate alternative progression routes into higher education by developing an advanced apprenticeship programme e.g. an Open University for Apprentices
- Develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent
- Develop a countywide strategy for enterprise to ensure a co-ordinated approach to this activity across KCC by September 2010
- Work with business and innovations skill departments and continue to provide workshops to support graduates who are unemployed and to prepare them for job opportunities. These workshops are being run in Kent universities
- Identify potential graduate opportunities with the Future Jobs Fund.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,730	4,040	4,000	4,254

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: August 2010

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Target 7: Fulfil Kent's potential as a premier tourist destination		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Fran Warrington

Status: Good progress

List the partners with whom we are working to deliver this target:

Major stakeholder groups include Visit Britain; Visit England; Tourism South East; SEEDA, Locate in Kent; Association of Tourist Attractions in Kent; Kent Film Office; Access Development; KCC Sports, Leisure and Olympics, Arts and Culture, Turner Contemporary; Kent district and borough councils; Medway Council, Business Link Kent; Comite Regionale du Tourisme, Comite Departentale du Tourisme Pas de Calais and Nord; Westtour and partners; Visit Kent Investors.

Outcomes delivered:

Tourist-related business supports approximately 50,000 jobs in the Kent economy, which is 7% of total jobs.

Specific developments against this target are as follows:

Increase marketing - Research has demonstrated that £1.4million is generated into the Kent economy generated through Visit Kent marketing each year. Although the ambitious target for Destination Management System (DMS) website visits was not met in 2009/10 (see PI table) there was a marked increase in hits compared to previous years. To date:

- The total spend generated by Visit Kent from UK market activities, including 1,855,705 website visits to end of March 2010, was estimated to be £8,800,627 for the calendar year 2009 and approximately £10m to the end of March 2010
- 12% of web enquirers visit Kent as a direct result of the information they received from the Visit Kent website
- The DMS is being developed enabling local information which is input at a local level to be disseminated via constant datafeed to Kent Media, Tourism South East, Visit Britain and Enjoy England
- Research on the effectiveness of the Visit Kent Magazine as a marketing tool shows that while 33% of readers were going to visit Kent before reading the magazine, a further 32% intended to visit in 2008 and 29% intend to visit in 2009 as a result of receiving the magazine.

In 2010, with partner investors, Visit Kent launched a major new short stay visitor 'Kent Contemporary' campaign using M&C Saatchi for a three year period plus an initiative to refresh the Kent brand. The 'Kent Places and Faces' campaign was launched to the industry at the Kent 2020 exhibition at Detling in April followed by the consumer roll-out of the campaign in May. New photography was shot for the campaign and features a range of Kent locations and characters associated with those locations. The aim is to capture and celebrate details about people and places in Kent that best characterise the spirit of Kent. The campaign will be aimed predominantly at the London audience in the form of a major poster campaign across different platforms. The 'above the line' activity will be backed up with online marketing initiatives and PR.

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Deliver specific campaigns: - This included the following:

London Campaign - This was a three year campaign (2007 to 2009), supported by KCC and Southeastern Rail, to encourage London residents to visit Kent by rail for day trips and short breaks. Research demonstrated:

- A 20% increase in travel to Kent as a destination
- 35% of those who saw the advert said they would consider visiting Kent.

In 2009 the campaign became more tactical leading on '2 for 1' offers for visiting Kent attractions and as at the end of December there had been 7,275 '2 for 1' vouchers redeemed at participating venues.

European Campaign - This is a three year campaign (2008 to 2010) targeting European markets of France Belgium, Netherlands and Germany. As a result:

- 28 new inward tour operator packages to Kent were created
- Over €1 million of press coverage was levered in through journalist visits
- Over €1.2 million worth of bookings to Kent were secured via Dutch Tour operator 'House of Britain'
- The trade activity stimulated by the campaign attracted international conferences including Coach Tourism Council and Group Travel Organiser and Germany's VPR conference (German coach travel).

VIP Campaign - This campaign is a continuation of the three year campaign to position Kent as the destination of choice for USA visitors focusing on famous people inspired by Kent. The campaign has directly generated £1.7 million of business for Kent.

Deliver other innovative and opportunist campaigns: - This included the following:

'The Other Boleyn Girl' campaign – Delivered in partnership with the Kent Film Office (see Towards 2010 target 8) which helped:

- Create a Hollywood Film location map for Kent
- Generate £745k directly into the local economy
- Generate £282k worth of press coverage.

The Cultural Tourism Campaign – This generated £929k through day trips and short breaks to Kent.

The New Golf Campaign - Launched at the European Golf Championships in 2008 and to date has delivered:

- A consumer guide to Kent golf courses – 5,000 distributed to overseas and domestic markets and 3,000 mailed to a dedicated database of golf consumers
- Golf competitions to generate interest
- A Micro Website – total visitors to March 2010 was an estimated 3,000
- Dedicated double page spread in Visit Kent guide
- Nine press trips for golf journalists hosted
- 15 press features - value of press coverage generated is £221,459

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- Visit Kent hosting the prestigious Ryder Cup at Royal Cinque Ports attended by senior editors and media from UK national press and APG in France
- 16 overseas and domestic tour operators featuring Kent golf packages
- Visit Kent now chairs the 2011 Sandwich Open Golf Group and is co-ordinating the Kent Golf Legacy to spread the economic benefits of the Open to Kent throughout Kent.

Cinque Ports Anniversary Campaign – Delivered with the historian Dr David Starkey and partnered with Hastings BC and the Confederation of the Cinque Ports. This has delivered a new guide; website, DVD and education pack for schools.

- Cruise Campaign - The cruise economy is worth over £19m to the Kent economy. The cruise season resumed in March 2010. In 2009 the Cruise campaign with the Port of Dover Kent showcased the Kent offer to cruise passengers. It involved a new consumer guide produced in three languages, to include German and Italian for distribution to independent passengers. 10,000 guides were distributed. It formed a part of three exhibitions, and five road show events and the ACE Convention at Dover Cruise Terminal in June 2009 involved 500 agents.

Celebrating Kent - Training and Business Support - This is an innovative programme raising standards of customer service, and reminding all businesses and residents of the assets Kent has to offer. Over 360 businesses participated in the training programmes up to March 2010.

Kent's Big Day Out - Kent resident familiarisation of what's available is paramount and the intention of this campaign is to encourage Kent residents to discover the attractions on their doorstep in addition to the 32% of those visitors coming to Kent that stay with friends and family. Previous success has encouraged the event to be held for a third year. 150 tourism and leisure businesses are actively involved each year. Over 47,000 free tickets are available overall with 22,922 residents enjoying a day out.

Due to the recognised success of the Kent Big day Out campaign, Suffolk, Sussex and Nord Pas De Calais are using skills and ideas created in Kent on a consultancy basis. In 2011 the Big Day Out will be promoted to residents of Nord Pas de Calais in conjunction with French partners and cross channel carriers.

Kent Greeters Programme - The initiative is designed to improve the skills and knowledge of Kent's service sector business owners and employees and residents. People planning to visit the area are invited to book a meeting with a local volunteer Greeter who will tell them about local services and facilities. The programme was a first for Kent, Britain and Europe and the project came second in the British Travel Writers Guild annual awards in 2008. A Kent Greeters microsite has been developed to support the programme.

Due to the success of the programme Pas de Calais have launched a Greeters programme and Brighton, London Development Agency, Visit Britain and SEEDA have requested advice from Kent on a consultancy basis to implement Greeters in their area.

The Westtour tourism office in Bruges is now starting a Greeters programme with the help of Kent Greeters and through the CAST Interreg programme. In the meantime a further 23 Greeters have been recruited across Kent and 136 visitors personally welcomed.

What more are we going to do?

- Explore the potential for offering a better and more efficient service to Kent visitors and businesses by acting as an affiliate for the larger booking engines. Consumers can

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research through the Visit Kent site and then book through a nationally/internationally trusted brand

- Build relationships with partners in Europe by capitalising on the proximity of France to develop new products and new unique selling points to improve Kent 's competitive edge
- Co-host the global Greeters Network conference in September 2010 with Comite Departementale du Tourisme Pas de Calais
- Utilise additional Interreg funding to maximise leverage of KCC and investor funding by 50% and further develop joint projects with French and Belgian partners
- Support and strengthen investor/business liaison to increase the numbers participating in Visit Kent activities
- Work to improve the quality of facilities and infrastructure to raise the quality of existing businesses and actively seek entrepreneurs to develop new, individual and quality products
- Promote skills development by supporting training of service sector employees in customer care and product knowledge by 2012 and engage residents in 'visitor welcoming'
- Initiate engagement with young people in terms of career promotion, apprenticeships, business/education liaison, tourism, visitor marketing, IT and skills.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Value of on-line bookings made on Destination Management System (cumulative since 2007/08) *	N/A	£212,942	£467,939	£1m	£909,680
Number of jobs in the visitor economy in Kent (Source Cambridge Model)	49,555**	50,669	N/A***	50,500	Available Oct 2010
Number of visits to <i>Visit Kent</i> website	975,000	977,473	1,260,964	1,500,000	1,855,705

* **The** Destination Management System (DMS) established for this target in 2005 was at that time regarded as the appropriate mechanism for helping businesses be more competitive in the up and coming internet markets and was in line with systems being used by many marketing bodies across the country. Since then, however, internet bookings have doubled with about two thirds of these being made *through providers own web sites*. There has also been significant growth in direct booking intermediaries such as 'hotels.com', 'lastminute.com', 'travelsupermarket.com' etc. Because these have large volumes, they have been able to invest heavily in technological advances providing highly functional systems which outperform those set up in the early days by public sector DMSs, many of which are already redundant. The supplier of the DMS changed the way the system calculates the value of bookings in 2009/10

** Based on 2003 data

*** The Economic Cambridge Model is being carried out in November 2010 with results available in December 2010

Monitoring completed by: Frances Warrington

Date: July 2010

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Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Theresa Bruton

Status: Completed

List the partners with whom we are working to deliver this target:

All Kent district councils.

Outcomes delivered:

KCC launched the 'No Use Empty' initiative in 2005 with a £5m funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The original LAA1 target was exceeded in March 2008, securing a government reward grant of £2.239m for KCC. Following discussions with the eight district councils outside the original East Kent Initiative, all agreed to join a Kent wide initiative, although some have taken a more proactive approach to the initiative than others.

A joint launch event was undertaken in April 2008 attracting widespread media publicity which saw the roll-out of the initiative across the whole county. Three intervention strategies are used - loan scheme, support to district enforcement work and direct acquisition by KCC.

Specific successes include the following:

- The 2009/10 target was increased from the original 650 properties to 850 in June 2009, as can be seen in the PI table, having achieved this Towards 2010 target ahead of schedule. This revised target has also been exceeded with over 1,200 brought back in to use by 31 March 2010
- The enforced sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years. Town & Country Housing Group worked with Thanet DC to bring the property back into use as affordable housing and all six flats are now sold
- Compulsory purchase of the former Warren Court Hotel, Cliftonville, Margate, derelict for some five years and subject to frequent arson attacks, was made possible by the very first inter-authority loan (May 2009). Thanet District Council are now engaged with Town and Country Housing Association who have attracted £1.6m of funding from the Homes and Communities Agency to take forward the redevelopment of this site for affordable housing
- The first property to be acquired under the Direct Purchase Scheme is proceeding slower than expected having been delayed by complex legal issues. A planning application was submitted but turned down. Following a successful appeal (granted June 2010) the acquisition is now progressing. The property is in the Old Town of Margate and will be refurbished as a small commercial unit with two units of accommodation
- Applications to convert commercial properties into residential accommodation are also eligible for funding. The initiative has recently supported the conversion of a Victorian warehouse situated in Dover town centre, providing eight units, which were marketed in June 2009.

The 'No Use Empty' initiative has been widely praised across the UK as a unique partnership between county and local councils, achieving tangible results and setting an example for others to follow. In September 2009, the Audit Commission in their report, "Building Better

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Lives” identified the Kent initiative as a model of excellence. The level of interest in the initiative remains high, for example:

- Media: ITV Tonight Programme, BBC Homes Under The Hammer, Kent TV
- Press: National and local exposure as well as a range of housing/regeneration publications
- Direct: Telephone enquiries from other local authorities across the UK
- Website: www.no-use-empty.org

In November 2009, KCC launched the ‘Architect in the Empty Home’ initiative becoming the first Council outside London to launch such an initiative. ‘Architect in the Empty Home’ is a service available to owners of empty properties who make a small donation through the Empty Homes Agency. In return, owners receive a two hour consultation with an architect who will provide a drawing/written report without further obligation.

Research undertaken by BMG in September 2008 which measured the impact of the initiative in East Kent on public and business confidence showed that public confidence in the area had increased from 48% to 57%. However business confidence had dropped from 65% to 62%.

During National Empty Homes Week (November 2009), the initiative worked with 12 districts to co-ordinate and write to all known owners of empty properties to offer a range of methods which could be considered to encourage owners to do something about their properties.

- In terms of the partnership fund the project consultant is in the process of visiting all new partner districts to arrange detailed training for relevant staff on the different enforcement procedures. One district, Gravesham, has already instigated a large-scale enforcement scheme. This work is ongoing
- The value of loans approved to 31 March 2010 is £3.2m (as shown below) attracting private sector leverage of £5.2m

Dover	£1,058,010	38% of loans approved in Dover have been directed to the Town Centre and surrounding area
Thanet	£1,793,540	53% of loans approved in Thanet have been directed to the Cliftonville Area
Dartford	£211,000	
Sevenoaks	£25,000	
Shepway	£169,800	
Total	£3,257,350	

- 33% of all properties returned to use at 31 March 2010 have been a direct result of Loan Intervention
- Completed Loan applications have significantly increased during 2009/10. Interest in the Initiative has increased with 121 information packs being issued to 31 March 2010 (3 times more than in previous years). Based on 42 Loan Applications being returned at 31 March 2010 this represents a conversion rate of 35%.

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What more are we going to do?

- Contribute to the Kent and Medway Housing Strategy
- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts
- Progress the proposal for wider use of Performance Reward Grant (Capital) held within the initiative for the four original partners (Dover, Thanet, Shepway & Swale)
- Support districts to use their enforcement powers to tackle priority cases which have been identified, such as Empty Management Dwelling Orders (EDMOs)
- Take forward the refurbishment of our first Direct Purchase in Margate
- Explore the availability of other sources of funding which the initiative could access and facilitate planned visits from HM Treasury and other Government departments to promote our success to date
- Ensure that loans administered in the early stages of the initiative are repaid in full to replenish the loan fund
- Seek approval to extend the Initiative by re-cycling the initial loans (£1.2m due to be repaid by March 2011 and £2.1m due to be repaid by March 2010). This will also allow the Initiative to align itself with District Housing Strategies, which incorporate Empty Homes, as well as reflect the commitment in KCC's Regeneration Framework
- Ensure the target of 200 units per annum for the next three years is achieved (at quarter 1 April – June 2010, a minimum of 54 units have been achieved – subject to verification)
- Develop the project's communication strategy to:
 - Retain the initiative's high profile in east Kent and publicise its continued achievements to support regeneration, particularly the Dover Pride Initiative and Margate Old Town strategy, by bringing long-term eyesore properties back into use
 - Promote the proactive stance to residents and owners across all Kent to ensure empty properties are returned to use and support the provision of "new" good quality housing
 - Maximise the publicity the Initiative continues to attract from media and production companies.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	170	339	680	850*	1,266

* Target increased from original of 650 to 850 in June 2009, having achieved this Towards 2010 target ahead of schedule following the successful roll out of the initiative across the whole county in April 2008.

Monitoring completed by: Steve Grimshaw

Date: July 2010

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Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes		
Lead Cabinet Member: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry/David Cockburn	Lead Officers: Richard Feasey/Nigel Smith

Status: Good progress

List the partners with whom we are working to deliver this target:

District councils in Kent, Medway Council, Kent Economic Board, Kent Housing Group

Outcomes delivered:

KCC is working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing need and opportunities across the area. It will in part examine innovative ways of bringing forward housing development of different tenures. The strategy should be completed in autumn 2011. Funding has been secured from the Regeneration Fund to extend the project to facilitate the implementation stage of the Kent and Medway Housing Strategy. As part of the current work, we are working with Thanet District Council to develop an operational model for the acquisition and re-use of empty properties in the Margate Central and Cliftonville West wards of Thanet.

Following a recent invitation by Government, KCC submitted proposals to be included in any pilot of proposed Accelerated Development Zones, by which 'Tax Incremental Financing' of infrastructure to support development would be brought forward. This is a practice used in countries such as the US. Under such a pilot scheme, increased revenues generated once development has been occupied would be ring-fenced and dedicated to paying back infrastructure which had been financed through bonds raised or other similar mechanisms.

The current review of 'What Price Growth?' maintains KCC's commitment to assess the level and scale of infrastructure required to address the housing growth in Kent and the financial and investment implications. In this context an Integrated Infrastructure and Finance model has been commissioned to provide supporting evidence to inform a revised document. The work will also be used to underpin KCC's approach to plan for and manage sustainable housing growth and plan for needs of forecast demographic changes across Kent to 2026 and to feed into district Local Development Frameworks.

Other specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils and therefore we work with district councils to ensure requirements for KCC services are included in Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the introduction of local tariffs. In partnership with Tunbridge Wells Borough Council and the Planning Advisory Service we are participating in a national pilot programme to apply a systematic approach to infrastructure planning to support the requirements now placed on the preparation of Local Development Frameworks

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- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. To date LDF Core Strategies have been adopted in Ashford, Dover, Tonbridge and Malling and Tunbridge Wells. The core strategy for Sevenoaks has been submitted and initial policies and proposals published for Shepway and Thanet. Through representations and, where appropriate, participation in Public Examinations of these plans KCC has pressed the case for clear and robust recognition in policies and Infrastructure Delivery plans of the demands on county services and the type and form of new housing arising from development and other structural changes (for example, demographic change). KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery and negotiations on other district LDFs continue. During 2010/11, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Shepway, Thanet and Maidstone
- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009. Formal consultation commenced in December 2009, the results of which will be reported to Cabinet in 2010 with a view to adoption of the statements as supplementary planning guidance
- We have contributed to strategic housing market assessments (HMAs) in partnership with districts, Registered Social Landlords (RSLs) and the house building industry. These assessments, required under government guidance, (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision, needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. Housing Market Assessments have been completed for West Kent, East Kent and Dartford and a North Kent HMA is well advanced. Under the Kent Housing Strategy, a Kent wide Strategic Housing Management Assessment has been produced reviewing evidence on housing need and mix in terms of type
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Homes also need to be well designed, adaptable and fit for purpose. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance

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- The governance of the KDI has changed and has renewed direction with the establishment of new Chairs for its Project Management Group (decision-making body that reports to the Kent Planning Officers Group), now led by Stephen Gaimster (Assistant Director of Development, Economy & Transport, Medway Council), and Robert Huxford (Director of the Urban Design Group) for the Steering Group, which represents both the public and private sectors
- The KDI is also producing, in collaboration with some of the district councils, through its newly established working groups, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance. Current examples include:
 - formal consultation processes have been carried out to update two existing technical appendices, namely sustainable construction and energy solutions
 - the commission (phase 1) with Jacobs UK Ltd (part funded by KHS) to develop a framework for a maintenance and management protocol/toolkit for the public realm on principal streets within town centres. A number of successful workshops were undertaken to develop the framework for this commission
 - supporting the development of design guidelines for historic farmsteads (with English Heritage and the Kent Downs AONB Unit) – a workshop with key stakeholders will inform the emerging draft
 - developing high level design policy for Inclusive Design, in collaboration with SEEDA's & KAC's *Teamwork* checklist
 - developing evidence based policy to establish Kent wide Residential Space Standards building on the HCA's emerging national policy
 - setting up a team to take forward the approach of the CABE bid (October 2009) to assist with the development of the planning for crime prevention guidance (with Kent Police, the University of Kent and 3 of Kent's Districts)
- We have successfully completed the KDI District Roadshow, with all 13 Districts within Kent, and the 2009/10 Kent Design Awards were presented at a dinner for the industry in March 2010. The standard of design for a range of categories has been outstanding especially for the housing (single dwellings and major residential sites). For the first time an overall prize for project of the year was awarded. The Bruce-Lockhart award, named in memory of the late Lord Sandy Bruce-Lockhart, former Leader of KCC, was given to the superb restoration of the Darnley Mausoleum at Cobham
- The Bridge Learning and Community campus is a KCC freehold building housing under one roof the following services all situated around a central reception - primary school, nursery school, library access point, health consulting room, police/information/voluntary organisation point, Adult Social Services, Children's Social Services, youth centre and a community meeting room. The school includes many innovative environmental and energy conservation features including a central atrium to maximise daylight and rainwater harvesting. The building is fully DDA compliant.

What more are going to do?

- We will complete and publish the Kent Housing Strategy by Autumn 2010. Begin work to implement the "step change" proposals and interventions being identified in the emerging strategy
- Development of detailed proposals and regulations that will govern developer contributions following the changes to the planning system to be proposed by the

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Coalition Government will be monitored. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent

- We will continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub regional and local levels
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and 'What Price Growth 2' policies
- The KDI will continue to roll out the guidance and policy notes, to develop further those key themes referred to above, especially Sustainable Construction: a cross-Directorate approach to assess practical and pragmatic approaches to energy efficiency, climate change adaptation and the use of renewables where possible for new housing and retrofit. Other work will include infill development for smaller sites of fewer than 20 houses
- The KDI will develop and launch its new website building on the recently updated KCC and R&E websites, as this will act as a new platform and communication hub for the Kent Design network
- The KDI will continue to promote skills development through bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders including local authority officers, council members and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent between professional disciplines and sectors
- The KDI will develop and build upon an evidence based approach to inform the development of design policy – 'live' examples with a research element include the KHS post-occupancy surveys and the key themes relating to Residential Space Standards and Crime Prevention & the Built Environment on major housing estates.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Section 106 developer contributions achieved as a percentage of those sought for minor applications (up to 500 units)	82%	82%	89%	80%	84.6%

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2010

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Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Elizabeth Harrison

Status: Not achieved

The world has changed since the original Towards 2010 concept for a Global Centre for non-food crops was first proposed. Concerns regarding environmental sustainability, food prices, and the displacement of agriculture have led to a decline in the general public's acceptance of some non-food crops, which, together with a growth of other centres specialising in this area, means that the benefits of this target to Kent are limited.

It has been decided that resources would be better spent:

- Developing a clearer understanding of the innovative new opportunities, in terms of Kent's rural economy and businesses, environment, skills base, and jobs related to this area
- Working to position Kent as a focal point for the development and promotion of secure food and non-food crops in the rural economy.

Subsequently, with the agreement of the Leader and Chief Executive of the Council in April 2009, it was decided not to pursue and report against this target as it was originally specified.

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Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Alan Turner

Status: Good progress

List the partners with whom we are working to deliver this target:

Environment Agency, South East Water, Veolia Water Southeast, Southern Water Services, Sutton & East Surrey Water, Hillreed Homes, Ashford's Future, Ashford Borough Council, Kent Thameside Regeneration Partnership, Waterwise, Consumer Council for Water, Kent Wildlife Trust, Dover District Council, Swale Borough Council, Medway Council.

Outcomes delivered:

Household water use accounts for 75% of the total used and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. Some new water infrastructure will be needed but large scale solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment. The impact of new homes can be minimised by ensuring they are water efficient and similar improvements can be made to the existing housing stock.

Improvements to water resources management are difficult to measure, they are significantly influenced by weather patterns and it can take years to identify reliable trends. However there are indications that per capita water demand may have stabilised after years of growth and there is evidence of some river water quality improvements despite the growth in housing. Furthermore, KCC believes that its tough stance with water companies is helping to drive efficiencies and control customer bills.

Given the aim of the target and the long term nature of the issues this will be ongoing work for a very long period of time. However, given the level of resources appropriate to delivering the target we believe we are on course. The water companies and other agencies plan long term accordingly which is why we would not say we are done. Veolia Water SE (formerly Folkestone & Dover Water) provides an indication of early success as this company has been able to reduce its total water use over recent years at the same time as accommodating housing growth.

Progress on the specific actions within this target is detailed below:

Action 1: Spotlight on Kent's water companies

- KCC called for a public inquiry into our serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following a debate at KCC Cabinet in August 2008, KCC formerly asked the Secretary of State at DEFRA to call for a public inquiry into these plans. At the beginning of February 2009, water companies responded to the issues raised in the Water Resource Management Plan (WRMP) consultations. KCC evaluated these responses and was satisfied with all except South East Water's WRMP. Follow-up letters were sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In December 2009, DEFRA announced the public inquiry into the WRMP for South East Water and this was held from 11 May to 16 June 2010. In liaison with the districts and in collaboration with the EA, KCC made strong representation to the inquiry and ensured that our challenge had maximum impact. This

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was the first time ever that a water company had been called to a public inquiry (pressed for by Kent) and also the first time KCC has taken such a strong stance on the long term water company plans.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC has been lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works and a £40million upgrading the Bybrook wastewater treatment works has already been completed. This work has led to improvements in the water quality in the River Stour
- Maidstone BC is currently completing a Water Cycle Strategy that assesses the future demands on the water supply and wastewater systems in the light of local housing growth plans and will determine any additional infrastructure necessary to accommodate this growth. KCC has influenced the preparation of this strategy through its role on the Steering Group. Similar Water Cycle Strategies have already been completed for Kent Thameside, Dover and Ashford
- KCC has successfully lobbied government on the Code for Sustainable Homes (CSH). Government addressed almost all the points in KCC's summary response specifically and positively. In December 2008 KCC took part in an expert review of the water section of the CSH
- Water infrastructure provision was covered in the Southeast Plan sub-regional strategies into which KCC had significant input. With the demise of the SE Plan KCC will work with partners to consider alternative approaches for planning strategic water infrastructure
- The KCC Minerals and Waste Development Framework will address policy and site allocation issues for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses
- KCC's Water Policy was adopted in December 2006 providing direction to KCC projects and partnership working.

Action 3: Pilot and roll-out water-saving technology

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC has worked with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial won several awards and results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs water saving measures in all their new homes
- A conference entitled 'Water Efficiency in Kent' was held on 12 April 2010. This event included a keynote speech by the KCC Cabinet Member for Regeneration it showcased several KCC partnership projects and included an exhibition of water-saving technology. The event attracted 140 delegates from local authorities, housing developers, water companies, environmental organisations and local businesses.

Action 4: Wider use of water-saving technology

- During 2009 KCC led a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This partnership project promoted simple, free water

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saving measures to households. The project has provided a cost effective mechanism for off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills. Monitoring work has identified high levels of satisfaction from the project households

- Since 2007 KCC has been working constructively with Veolia Water SE and supporting their programme of compulsory metering, innovative tariffs and water efficiency improvements. This work is showing year on year improvements and the company has been able to reduce its total water use at the same time as accommodating housing growth of 11 percent
- Further partnership work is now in progress to develop a large scale programme for both water and energy saving improvements for existing homes in Ashford. The first phase started in March 2010 and is on target to meet its objectives. KCC has also been supporting the development of a similar partnership project in Swale
- KCC is now leading the development of a Kent-wide domestic retrofit project that will also include water efficiency improvements. Work is expected to start in the first areas in August 2010. Water company support is being negotiated.

Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007
- A focused water conservation campaign has been carried out in Ashford. This aimed to help people understand the link between their water use and the local aquatic environment. The campaign has been repeated in June 2010 and the materials are now also being used within other local projects
- As part of the KCC Eco-Schools programme, water saving has been promoted to Kent's school children
- Schools in Thanet have been targeted with specific messages regarding problems of groundwater pollution and measures that can help to address the declining quality of this crucial water resource
- KCC is currently piloting a new training course aimed at teaching DIY enthusiasts about simple home improvements for water and energy efficiency.

What more are we going to do?

- Wider opportunities will continue to be found to roll out the retrofitting of water saving measures to existing homes through dedicated projects and by integrating this into similar energy saving initiatives
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management
- KCC will embrace the opportunities that the Floods and Water Management Act presents for improving water management and the protection of Kent's water resources
- KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group and will push for the success with Veolia Water SE to be replicated across the county
- KCC will lobby OFWAT for better regulatory controls and incentives for the next cycle of water company Water Resources Management Plans so that Kent's concerns are

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addressed within the regulator's requirements at the start of the planning cycle and are demanded of water companies from the outset

- We will examine the projected impacts of climate change on Kent's water resources and ensure appropriate adaptation responses.

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an 'aspirational' status and progress is measured via qualitative means.

Monitoring completed by: Alan Turner

Date: 14 July 2010