

**REGENERATION AND ECONOMY
ENVIRONMENT AND REGENERATION
Annual Business Unit Operational Plan
2008/9**

SECTION 1: SERVICE PROFILE

PURPOSE OF THE SERVICE

Regeneration and Economy Division has a pivotal role to help deliver the aspirations for growth set out in "Kent - What Price Growth" and several "Towards 2010" targets focussed on the economy, tourism, rural regeneration, empty homes, brownfield development, water saving and priority areas of deprivation.

The Division's six business teams provide focussed resources to deliver effectively against these objectives. Three of these teams; coastal action zone, growth areas and development investment, focus on **physical development** to ensure that new development is of high quality and supported by essential infrastructure and catalytic regeneration projects; and that existing run down town centres can flourish again.

Another three teams: economy + skills, rural regeneration and tourism, focus on **economic development** to encourage and support development of key business sectors and to stimulate entrepreneurship, job creation, inward investment and skills development across Kent in urban, rural and coastal areas.

Our mission is:

"to revitalise Kent's towns, villages, coast and countryside to attract growth and investment for the benefit of Kent businesses, residents and visitors"

REGENERATION TEAMS

To achieve our purpose we have set the following Forward Planning structure.

PHYSICAL DEVELOPMENT - project activity, county-wide but mainly in priority coastal and growth areas, to enable high-quality sustainable development - ensuring maximum investment in the infrastructure and local facilities that make places liveable and the highest quality sustainable design and construction.

- **Coastal Action Zone** - working with partners to shape, influence or bring forward mixed development that will help reverse decline and create the conditions for social, cultural, physical and economic revitalisation - focusing on priority coastal towns, the areas of influence inland and the dynamic between nearby urban and coastal areas.
- **Growth Areas** - working with partners to shape, influence or bring forward development that will deliver the aspirations of the Sustainable Communities Plan and ensure the creation of vibrant, safe, attractive places where people want to be including innovative transport schemes that improve accessibility and encourage modal shifts.
- **Development Investment** - securing and maximising development contributions county wide to support transport, education and community infrastructure and influencing planning policy and Local Development Frameworks in support of this.

ECONOMIC DEVELOPMENT – fostering a sustainable robust economic base countywide - responsive to both the global market and local needs and poised to harness the opportunities arising from growth and regeneration.

- **Economy & Skills** - encouraging a culture of enterprise to support business start-ups, sustaining economic growth in key sectors and helping to deliver jobs growth in parallel with housing growth. Helping to ensure that Kent's current and future workforce have the skills

required to sustain economic growth and that young people are ready for the world of work with the life skills necessary to succeed in employment or self-employment

- **Rural Regeneration** - encouraging innovation and diversification within traditional rural industries, and building the entrepreneurial capacity of rural communities to provide higher income jobs, creative solutions to rural service delivery and further develop Kent's rural knowledge economy
- **Tourism** – working with partners to enable a single, simple delivery framework for the tourism industry in Kent which co-ordinates the large number of individual businesses and organisations offering tourism services. Effective marketing, training, product development and research to sustain and grow the visitor economy of Kent.

These six themes combined create the platform for sustainable regeneration and economic strength across Kent, enabling less wealthy parts of Kent to share more equitably in the County's future prosperity.

OPERATING CONTEXT

Legislative Context

The majority of the activities carried out by Regeneration and Economy Division are undertaken with reference to the Local Government Act (2000). This empowers local authorities to undertake activities they consider necessary to promote or improve the economic, social or environmental well being of their local area and/or of the local people. Section 39 of the 2004 Planning Act supports the regeneration role of the division in that there is a "duty to deliver sustainable development" which also includes achievement of good design and energy efficiency. The Local Government Act 1972 empowers local authorities to provide tourism services.

The legislative framework for development investment activity is contained within the Planning and Compensation Act 1991, Circular 05/2005 Planning Obligations and the Planning and Compulsory Purchase Act 2004, Highways Act 1980 and Land Compensation Act 1973. Further changes to the planning system - possible introduction of Planning Tariff- are expected within the next few years.

Current Internal Influences

Community Plan -The Vision for Kent

Through its work, the Division supports the objectives set out in the Vision for Kent and specifically contributes to the following themes:

- Economic success that is shared by all
- Keeping Kent moving
- Communities that feel safe and are safe
- Kent communities
- Enjoying life in Kent
- High Quality Homes
- Environmental Excellence

Additionally, the Division leads work on the implementation of the Developers Guide and Kent Design Guide as supporting policy documents to the Community Strategy.

Kent Commitment

The Division has always been pro-active in developing and strengthening partnerships with Kent's District Councils to deliver regeneration activity. We will use these established working relations to

support the principles of the Kent Commitment for enhanced working with District Councils. Our work is particularly relevant to achieving ambitions in the Kent Commitment for economic growth and regeneration across Kent. Additionally, there is potential for tourism to be a model for two-tier working.

Towards 2010

The Division is directly accountable for delivery of eight of the Directorate's nineteen 2010 targets, mostly without additional funding. Achieving successful delivery of the targets was a key rationale for the revised divisional structure. The Division also helps delivery of other Directorate targets.

Supporting Independence Programme

The Division contributes to the Kent Supporting Independence Programme by seeking to create and promote opportunities that reduce dependency through increasing economic prosperity particularly in the growth, East Kent and rural areas. The Division also plays a proactive role interacting and linking with other core public services to create better public services through a joined up approach and development of common agenda.

Public Service Agreement (PSA)

Regeneration is a major theme for PSA2 and the Division is leading on the target to improve the physical environment in the four coastal districts of Dover, Shepway, Swale and Thanet by bringing empty properties back into use. In 2008/09 we will implement a project plan to deliver a Kent wide empty property initiative with the aim of bringing 650 empty properties back into occupied use by 2010.

Kent Agreement 2

Through our work activity, the Division will facilitate opportunities and contribute to targets improving cultural facilities to children and young people, developing economic prosperity, increasing community capacity and design excellence of homes. The Division is also involved in accessibility and leisure initiatives that help deliver elements of the PSA2 Health target

Kent and Medway Structure Plan (KMSP)

The KMSP sets out how Kent will meet government targets for new housing development whilst establishing the need for complementary development of community facilities, infrastructure and jobs. In addition, there is a requirement to ensure development is of a high quality and develops/enhances open spaces for the benefit of Kent communities. In particular, the Division supports the following key elements:

- Homes and Jobs
- Ensuring communities benefit from development
- Moving around Kent and Medway

"Kent - What Price Growth"

"Kent - What Price Growth" recognises that economic growth is the primary driver to deliver the physical growth planned for Kent. By securing the necessary investment for high-quality infrastructure and jobs, Regeneration and Economy Division has a responsibility to help deliver success that can be measured against the four Kent Tests:

- Our countryside, traditional villages, market towns and environmental heritage must be protected and enhanced
- Development must be of the highest quality
- The necessary investment for infrastructure must be secured
- New jobs must go hand-in-hand with new houses

Kent Prospects

The Division leads and supports many of the programme activities identified in Kent Prospects through provision of opportunities for job development, promoting and developing an entrepreneurial culture, and skills development. Activity is focused in economically deprived areas and in the two nationally designated growth areas to ensure widespread share of economic prosperity and sustainable growth.

Equalities and Diversity

In undertaking our work activities we will comply with best practice to meet the Equalities Standard for Local Government and fully contribute to KCC's target to meeting level 5 of the standard by 2010. We will also use the opportunities afforded by the required Equality Impact Assessment process to continually seek to improve in this area. Specific objectives are listed in the Equalities and Diversity section of this business plan. Some individual projects also include equality outcomes. These are recorded on project plan checklists and monitored as part of ongoing performance review processes.

Climate Change Action Plan

KCC recognises that its activities and services have an impact upon the environment. As such, we are committed to identifying, monitoring and reducing these impacts to ensure we meet or exceed all environmental legislation. Project business cases need to demonstrate sustainability before they are agreed.

Current External Influences

Sustainable Communities Plan

In February 2003 the Office of the Deputy Prime Minister published 'Sustainable Communities: Building For The Future' (the Communities Plan). The plan is applicable to the whole of England but is particularly relevant to Kent because of the two growth areas in Kent - Ashford and Thames Gateway North Kent. The Plan establishes Government priorities for the growth areas and unlocks resources to support investment in these areas.

New Planning Obligations

National Government is systematically reviewing national planning policy. Proposals include much greater emphasis on planning policy being in place that will be delivered through new Local Development Frameworks (LDFs). In addition, substantive changes resulting from The Barker Report including voluntary charges/tariffs are expected within the next few years. The Division will need to advise each district in respect of service directorate requirements for development contributions. All LDFs go to Public Inquiry and therefore each will necessitate planning representation at public inquiry and significant input throughout the process to ensure the Kent Tests are met.

Regional Economic Strategy (RES)

During 2005/06 SEEDA reviewed the RES and rolled forward the strategy to cover the period 2006 to 2016. Following the publication of the RES, we have been working with SEEDA and other partners on delivery of the strategy.

Sub-national Review of Economic Development and Regeneration (SNR)

Published during 2007, the SNR outlines Government proposals to abolish regional assemblies and transfer strategic planning powers to the Regional Development Agencies. A further proposal is to introduce a statutory economic development duty for local authorities.

USERS

We aim to improve our service year on year in consultation with our service users. To help us we will undertake a variety of formal and informal consultations with partners to ensure constant two-way dialogue that helps influence policy and involves partners in establishing and evaluating the Division's priorities. During 2007/08 we were involved with several consultations, outcomes of which are appended to this plan. (Appendix 1). Further consultation work planned for 2008/09 is listed in section 3 of this business plan.

REVIEW OF PERFORMANCE 2007/08: KEY PERFORMANCE INDICATORS

Indicator	Actual performance 2006/2007	Estimated performance 2007/08	Target 2008/09
TOWARDS 2010			
Target 1 (Inward investment) Number of jobs created/safeguarded in Kent ¹ (cumulative since 2005/06)	5,729	10,228	13,301
Number of new companies investing in Kent (cumulative since 2006/07)	64	174	238
Target 7 (Tourism) Value of on-line bookings made on Destination Management System (cumulative figures)	New system	£156k (bedding in)	£500k
No. of jobs in the visitor economy in Kent (Full time equivalents)	49,555	49,954	50,185
Small and medium sized businesses directly engaged with Kent Tourism Alliance	400	2,168	665
Number of visits to <i>Visit Kent</i> website	975,000	876,000	1,325,000
Target 39 (Empty Homes) Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	172	408	511
Target 40 (New developments) Percentage of developer contributions sought to agreed (minor sites under 500 units)	82%	75.8% ²	80%
Developer contributions ³			
• Developer contributions secured from minor sites	£4.8m	£3m	£3m
• Total developer contributions secured including from large scale sites (cumulative)	£43.8m	£170.2m ⁴	£174.7m ⁵
Corporate BVPI			
BVPI 8: Percentage of invoices paid within 30 days	89.4%	93.0% ⁶	95%

¹ Excludes Medway

² Slip in performance due to impact of wider basis on which development contributions are now being secured. Recent quarterly monitoring is showing a rising success rate. Underlying performance (since 2002) is 83.5%

³ Performance is subject to market and demographic conditions. Figures include cash and an estimated amount for direct provision

⁴ Includes £110m S106 for Eastern Quarry, Dartford, £7m S106 for Templar Barracks, Ashford and £9.4m S106 for The Bridge, Dartford

⁵ Dependent on agreeing S106 for Westwood, Thanet (£4.5m)

⁶ Performance at 31 January 2008

KEY ACHIEVEMENTS/OUTCOMES IN 2007/08

Coastal Action Zone

- Secured commitment to help close the gap in funding a new quay at Port Ramsgate to facilitate the assembly and construction phase of the world's biggest wind farm off the Kent coast. If construction goes ahead as planned, this will generate 600 short-term jobs and 200 long-term skilled jobs
- Supported London Array 's successful planning appeal with design advice
- Helped secure funding from Network Rail to fund £1.6 gap in the £2.8m Dover Priory Station Approach public realm improvement scheme due to start in March 2008
- KCC is also a leading partner in the development of the Dover Sea Sports Centre, contributing £250,000 from its Regeneration Fund, towards the £2.5m project, which started construction in July 2007
- Provided project management of £680k Dover Priory Station refurbishment completed in 2007
- Gained approval for a new public realm scheme for Tontine Street, Folkestone to regenerate the town centre area
- Exceeded the target figure for bringing empty properties back into occupied use securing over £2m performance reward grant for Kent
- Folkestone Arts and Business Centre on site

Growth Areas

- *Fastrack* and Thanet loop (formally delivered in R&E) won KCC Transport Authority of the Year Award at the Bus National Transport Awards. *Fastrack* also won top prize in the bus category at the National Transport Awards, and the "infrastructure and Innovation" Awards at the UK bus awards
- First phase of Ashford Ring Road restructuring completed and two-way flow in operation. Associated public realm improvements being implemented for completion in Spring 2008
- Gained a commendation at the Landscape Institute Annual Awards for the Lost O public art project in Ashford
- Agreement reached with Government and local partners on a package of eleven schemes totalling £166m of public and private sector funding to support growth of homes and jobs in Kent Thameside
- £39m DCLG funding drawn down to date for regeneration projects in North Kent and Ashford

Development Investment

- Secured S106 agreements for Eastern Quarry, Dartford, The Bridge, Dartford and Templar Barracks, Ashford, which will bring provide capital funding of £110m, £9.4m and £7m respectively for community infrastructure
- Phase 1 of Kings Hill development nearing completion and implementation of phase 2 planning consent commenced in January

Economy & Skills

- The Trade Mission to Virginia rated as a great success by Kent private sector delegates
- Successful 2020 Vision event

Rural Regeneration

- Launch of Kent Rural Delivery Framework placing Kent in a stronger position for bidding against emerging new rural funding regimes
- Launch of campaign against Post Office closures and support given to rural post offices
- Sandwich Rural Action Group overall winner of South East Market Towns Award
- Completion of Kent Downs Rural Advice Service, initiated by KCC. Outcomes are informing a best practice model to roll out county-wide

- With Hadlow college secured future governance and resource arrangements for Produced in Kent

Tourism

- Launch of the Destination Management System to facilitate on-line booking of accommodation and events supporting Kent's tourism sector
- Over 2 million people lined the streets of Kent to watch the Tour De France. The event generated £37m spend in the Kent economy and considered by the sponsors as one of the most successful stages of the tour
- The Summer's London Campaign generated an additional £40m spend in Kent
- Held first of 5 "big Day Out" events to support Kent's Olympic Strategy. 10,000 people benefited from the event which was supported by over 90 leading tourism attractions and destinations
- In Spring, launched the first Greeters programme with Thanet District Council to promote local attractions to visitors
- Gave support to Kent Tourism Alliance marketing campaigns in London and USA. Early indications are that visitor numbers from these markets have risen.

Kent-wide

- Positive feedback on our contribution to the Kent Show on bio-fuels and empty homes projects
- Launch of "Showcased", by Paul Carter, the first of a series of brochures to showcase design excellence in Kent. The first theme was sustainable design and generated over 50 entries
- Kent Design Awards bigger and better than ever
- Successful launch of the Kent Property Market Review at the new Dartford football stadium with attendance of over 200 people from the property industry

SECTION 2: PRIORITIES AND OBJECTIVES

KEY RESPONSIBILITIES OF THE SERVICE

	Key Corporate / Directorate Targets	
PLAN	NAME OF TARGET IN FULL	LEAD OFFICER
The Division leads on the following T2010 targets		
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	Caroline Lwin
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	Mike Bodkin / Theresa Bruton
Target 3	Support a programme of town centre regeneration	Mike Bodkin / Theresa Bruton
Target 4	Support rural businesses and communities to build a strong entrepreneurial culture	Liz Harrison
Target 7	Fulfil Kent's potential as a premier tourist destination	Frances Warrington
Target 39	Bring back into use the large number of empty homes in Kent	Susan Pledger
Target 40	Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix	Nigel Smith

	Key Corporate / Directorate Targets	
PLAN	NAME OF TARGET IN FULL	LEAD OFFICER
	of age groups and incomes	
Target 44	Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products	Stuart Gibbons
Target 46	Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies	Alan Turner
The Division supports the following T2010 targets . Lead officer relates to accountability in Division		
Target 6	Increase opportunities for graduates to work and live in Kent	Jim McKenzie
Target 8	Develop Kent as a major venue and location for the film, television and creative industries to benefit the Kent economy	Jim McKenzie
Target 25	Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county	Theresa Bruton
Target 27	Open the Turner Contemporary gallery, Margate, in 2010	Keith MacKenney
Target 34	Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent light management systems and congestion-busting teams	Mike Bodkin
Target 38	Maximise the use of previously developed land	Nigel Smith
Target 41	Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built-to-last materials	Caroline Lwin
Target 42	Reduce the impact of KCC's buildings and vehicles in the environment, including trailing the use of bio-fuels and other new technologies	Caroline Lwin
Target 45	Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage	Valerie Hyland
Target 48	Increase opportunities for everyone to take physical exercise	Valerie Hyland
The Division supports the following Kent Agreement 1 targets ⁷		
Block Four Target 8	Develop the economic prosperity of Kent	Theresa Bruton / Mike Bodkin
Block 4 Target 17	To improve Kent residents access to homes of excellent quality, in the right place, at the right time and at the right cost	Nigel Smith
The Division supports the following Kent Prospects priorities		
Priority 8	Encourage enterprise, innovation, skills development and high income job opportunities within rural businesses and communities with particular emphasis	Stuart Gibbons

⁷ Targets for Kent Agreement 2 are being developed. Targets on jobs and housing are expected to be included.

	Key Corporate / Directorate Targets	
PLAN	NAME OF TARGET IN FULL	LEAD OFFICER
	on the development of the rural knowledge economy	
Priority 11	Promote and develop opportunities associated with the Olympic, Paralympics supporting and cultural events which support skills development, tourism and business opportunities and infrastructure investment In Kent	Frances Warrington / Jim McKenzie
Priority 12	Develop Kent's local, national and global tourism visitor and investment profiles	Frances Warrington
Priority 14	Develop approaches that support innovation, skills, enterprise, market opportunities and attract investment in locations, clusters and sectors with growth potential	Theresa Bruton / Mike Bodkin
Priority 15	Develop Kent's tourism product by promoting investment in marketing skills, quality initiatives, accommodation and visitor attractions and by providing advisory support and training to visitor businesses	Frances Warrington
Priority 19	Protect and improve the supply of business sites and premises across the county to facilitate investment in a range of business sites, premises and mixed use developments, focussing on sustainable strategic employment sites , growth and regeneration areas	Theresa Bruton / Mike Bodkin
Priority 20	Develop links between education and business communities and increase access to enterprise and vocational learning opportunities for students in Kent's schools, colleges and universities	Jim McKenzie
Priority 24	Support capacity development of sustainable enterprises, to enable growth of green supply chain and market opportunities	Steve Rees
The Division supports the following Kent and Medway Structure Plan policies		
QL11	Protecting and enhancing existing community services	Nigel Smith
QL12	Provision for new community services and infrastructure	Nigel Smith
The Division supports the following Kent Rural Delivery Framework actions		
Action 2	Working with rural businesses and communities to build a strong entrepreneurial culture	Liz Harrison
Action 7	Develop an innovative and entrepreneurial approach to rural service provision	Liz Harrison
Action 8	Improve rural access and transport provision	Liz Harrison
Action 10	Address rural disadvantage and support independence	Liz Harrison

Towards 2010 detailed action plans can be found at <http://www.kent.gov.uk/publications/council-and-democracy/towards-2010-action-plans.htm>.

These business objectives are monitored to ensure they will be delivered. Risks associated with potential non delivery and the controls in place to mitigate those risks, have been assessed and documented as part of the annual operating plan process. A risk plan has been developed as necessary.

CORE SERVICES AND FORECAST ACTIVITY LEVELS

Coastal Action Zone

- PCZ1 Through specialist partnership mechanisms drive the physical regeneration of key coastal towns through masterplanning, site assembly and development and attracting external resources.
- PCZ2 Improve the physical environment of our coastal towns and their hinterlands through upgrading key physical locations, the public realm, integrating culture within regeneration programmes delivering key public led projects and enhancing the natural environment
- PCZ3 Plan for critical transport improvements. Support development of Kent's ports and airports.
- PCZ4 Provide support for Joint Venture with Thanet District Council to bring forward the development of Manston Park and EuroKent to maximise the opportunity for regeneration and job creation with other key business parks in Thanet.
- PCZ5 Lead KCC input to the Natural East Kent project.
- PCZ6 Lead KCC input in realising the wider benefits of Offshore Wind Farm Development at Ramsgate

Growth Areas

- PGA1 Lead KCC input to masterplanning and delivery of action plans in key towns (Ashford, Dartford, Gravesend, Sheerness and Sittingbourne) and their hinterlands
- PGA2 Lead and support delivery of major strategic regeneration projects
- PGA3 Identify and develop transport schemes to unlock regeneration potential in the area for example, *Fastrack* and *Smartlink*. Secure external support and funding for transport infrastructure improvements
- PGA4 Work with partners and utility companies to minimise the impact of new development on natural resources

Development Investment

- PDI1 Influence directly or support colleagues in respect of planning policy, legislative proposals etc. and any other related documents including the South East Plan, LDFs, SPG, SPD, Area Action Plans, Masterplans, Government Papers etc.
- PDI2 Make and or support representations to planning inquiries/appeals including those relating to planning policy and site specific planning applications.
- PDI3 Secure and maximise development contributions (financial and physical) countywide for community infrastructure including receipt of land and buildings
- PDI4 Influence regeneration on major development sites and secure funding/provision of adequate community infrastructure including transportation (currently over 25 cases countywide)
- PDI5 Generate, influence and support new models for development/infrastructure investment, particularly for those projects seen as catalytic to regeneration in Kent.
- PDI6 Where appropriate, work with service providers to secure and deliver new flexible infrastructure models capable of delivering flexible services
- PDI7 Work across divisions and directorates to ensure that service delivery needs are adequately reflected in the planning and development process and, therefore, delivered (high reliance upon other divisions and directorates).
- PDI8 Assist and advise service providers in the development of a robust evidence base to support their service provision methodologies and justification for seeking contributions/infrastructure on individual planning applications including resultant amendments to the Developers Guide

PDI9 Promote Kent's Property Market

Business and Skills

- EBS1 Support small and medium sized businesses, including targeted sector development. Establish and maintain successful operation of enterprise hubs, gateways and business incubators. Create a network of community enterprise hubs and satellites. Work to increase business access to broadband.
- EBS2 Work with key agencies to develop a culture of entrepreneurship in Kent and particularly among students
- EBS3 Act as accountable body for the EU URBAN2 programme
- EBS4 Through Locate in Kent, promote and market Kent as a business destination to domestic and overseas markets. Promote Kent businesses.
- EBS5 Support business liaison through Business Awards scheme and networking events: Business Expo, Business Lunches, BME support.
- EBS6 Work with regeneration teams to promote appropriate business space development.
- EBS7 Identify and seek to harness business opportunities arising out of London 2012 Olympics
- EBS8 Work with key partners to strengthen links between business and education. Lead / support delivery of projects developing skills development and capacity (EQUAL2, EMS Skills programme). Identify and promote opportunities for training and employment in Kent's construction industry

Rural Regeneration

- ERE1 Lead KCC's rural regeneration activity through strategy development, core and project activity
- ERE2 Act as accountable body for Leader + , Rural Revival, Kent Downs Rural Advice Service and Kent Small Rural Towns Programme
- ERE3 Support Produced in Kent Company to establish local, national and international recognition for Kentish produce of highest quality. Promote local producers to local markets
- ERE4 Develop Kent as a centre of excellence for non food crops
- ERE5 Develop international links to develop Kent's rural economy particularly food produce, non food crops and equestrian sector development

Tourism

- ET1 Through Kent Tourism Alliance, promote Kent to visitors, including targeted campaigns to increase overnight stays in the county and in low season and develop a Kent wide booking and sales mechanism to make it easy for customers to buy Kent
- ET2 Lead and support development and delivery of major tourist programmes and projects. Support cross cutting links between tourism and regeneration and economic activity.
- ET3 Drive forward development of quality and diversity of the tourist product in Kent focussing on increasing business tourism, niche markets, London weekend-breakers, overseas visitors
- ET4 Provide business support and research for tourism industry

Kent Wide

- KW1 Advise businesses on sustainable business development, assisting in development of new markets for recyclable materials and promoting environmental best practice in Kent.
- KW2 Promote key issues of sustainability and exemplar projects regarding community

facilities, the use of sustainable technologies and innovative use of technologies. Lead on regeneration issues of climate change.

- KW3 Drive up the standards of design quality through Kent Design Guide, Design Awards, Design Champions and Beacon projects. Raise profile of quality design. Explore opportunities to expand into other part of the county
- KW4 Deliver in partnership higher quality new homes, work to upgrade the existing stock and return empty properties back into meaningful use
- KW5 Where necessary, acquire/dispose/develop property to support regeneration and economic growth initiatives
- KW6 Lead / support as appropriate actions to implement KCC Regeneration Strategy
- KW7 Lead / support as appropriate on economic and regeneration impacts of major transport schemes and improvements

Strategic Liaison

- SPE1 Financially support and secure additional investment for partnerships and regeneration projects across Kent
- SPE2 Through growth area Delivery Boards, implement multi-million pound regeneration projects
- SPE3 Represent and secure support for Kent's interests on key strategic partnerships
- SPE4 Contribute to key strategic partnerships engaged in delivery of regeneration and economic growth agenda in Kent.

Management and Internal Links

- SML1 Manage divisional resources - contribute to Equalities and Diversity, Investors in People and Ways to Success through staff development and internal communications, improve IT provision and use by staff and effective use and monitoring of finances. Maintain and update risk register and business continuity plan.
- SML2 Actively support cross directorate working and management. Provide the lead for the Directorate Technology Board
- SML3 Co-ordination and delivery of external marketing and communications promoting work of the Division
- SML4 Work with other KCC Directorate's to ensure a joined up approach to regeneration agenda in Kent

Revenue Budget⁸

2008-09 Controllable Expenditure £'000	FTE	Activity/budget line	2008-09				Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000	Cabinet Member
			FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000					
		Coastal Action Zone	10.3	537.3	23.1	335.0	895.4			895.4	RG
		Development Investment	8.4	419.8	18.0	75.0	512.8	-25.0	-120.0	367.8	RG
		Growth Areas	15.0	723.5	17.3	1216.5	1957.3	-864.9		1092.4	RG
		Economy & Skills	13.6	802.2	14.1	1618.1	2434.4	-891.0		1543.4	RG
		Rural Regeneration	13.7	593.4	6.7	538.6	1138.7	-108.1		1030.6	RG
		Tourism	10.5	388.9	11.7	411.8	812.4	-100.0		712.4	RG
		Controllable Totals	71.5⁹	3465.1	90.9	4195.0	7751.0	-1989.0	-120.0	5642.0	RG
		<u>Memorandum Items:</u>¹⁰									
		Central Overheads									
		Directorate Overheads									
		Capital charges									
		Total Cost of Unit									

⁸ Divisional Director and PA budget in Resources business plan

⁹ Includes 21.1 externally funded posts. Excludes 3.9 posts externally funded from capital

¹⁰ To be allocated

NEW PROJECTS, DEVELOPMENTS AND KEY ACTIONS

The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
Coastal Action Zone				
CZ1 Dover Pride projects 1. Station Approach	Katherine Putnam	<ul style="list-style-type: none"> Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> Prepare and award tender for public realm work to commence 	May
2. Connaught Barracks eco homes development	David Hughes	<ul style="list-style-type: none"> Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> Lead KCC input to master planning of main site including consideration of possible future uses for Fort Bourgoyne 	2008/09
3. St Martins Public Realm Master Plan (subject to funding)	David Hughes	<ul style="list-style-type: none"> Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> Agree project scope and boundaries with KHS and DDC Commission master plan for site Identify resources for implementing project in the longer term 	July October 2008/09
4. Port Zone	David Hughes	<ul style="list-style-type: none"> Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> Commission master plan Preparation of detailed design Agreement of proposals with local businesses 	May June
5. Dover Town Investment Zone (DTIZ)	David Hughes	<ul style="list-style-type: none"> Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> Secure KCC agreement for DTIZ public realm strategy Subject to funding, determine possibility of site investment by KCC within DTIZ area or adjoining 	July September

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
6. Dover Aerial Transit (subject to funding) Project lead is KHS	David Hughes	<ul style="list-style-type: none"> • Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> • Lead regeneration input to project 	2008/09
7. Dover Olympic Torch bid	Theresa Bruton	<ul style="list-style-type: none"> • Lead on T2010 targets 2, 3 and 7 	<ul style="list-style-type: none"> • Support Kent Tourism Alliance and Communities Sports Development Unit to lobby for Olympic Torch to arrive in Dover as beginning point of journey to London for 2012 Olympics • Lead regeneration input to celebration event to mark handing over of olympic torch from Beijing to London 	2008/09 August
Redevelopment of former coalfields	David Hughes	<ul style="list-style-type: none"> • Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> • Develop proposals for construction training facility related to housing development at Aylesham • Provide support and advice for development of future leisure activities at Fowlmead (Betteshanger) • Lead KCC input to master plan for Snowdown 	September 2008/09 2008/09
CZ1 Margate Eastern Seafront: projects subject to funding 1. Fort Hill/King St Road scheme	Keith Mackenney	<ul style="list-style-type: none"> • Lead on T2010 targets 2 and 3 • Support for T2010 targets 27 and 38 • Support for Vision for Kent theme economic success 	<ul style="list-style-type: none"> • Begin scheme construction • Complete narrowing work • Complete improvements to King Street 	April September November

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
		for all <ul style="list-style-type: none"> Support for Kent Prospects priority 14 and 19 Support for KA target 8 		
2. Creation of Chalk Garden	Keith Mackenney	<ul style="list-style-type: none"> See above 	<ul style="list-style-type: none"> Detailed proposals agreed Tender process and mobilisation Construction completed 	April August December
3. Harbour View public realm	Keith Mackenney	<ul style="list-style-type: none"> See above 	<ul style="list-style-type: none"> Work completed 	September
4. Rendezvous site	Keith Mackenney	<ul style="list-style-type: none"> See above 	<ul style="list-style-type: none"> Commence utility provision and work on new access route Complete work 	September December
CZ4 Rendezvous site development	Keith Mackenney	<ul style="list-style-type: none"> Lead on T2010 targets 2 and 3 Support for T2010 target 38 Support for Vision for Kent theme Economic Success Shared by All Support for Kent Prospects priorities 14 and 19 Support for KA targets 8 and 17 	<ul style="list-style-type: none"> Commence Heads of Terms negotiations with preferred development partner Prepare detailed scheme proposals Negotiate Development Agreement and refine scheme proposals and viability Developer-led public consultation Submit planning application Achieve planning permission 	May May September September October January
CZ1 Margate renewal town centre development	Keith Mackenney	All projects: <ul style="list-style-type: none"> Lead on T2010 targets 2 and 3 	<ul style="list-style-type: none"> Selection of development partner 	Summer

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
		<ul style="list-style-type: none"> • Support for T2010 targets 27 and 38 • Support for Vision for Kent theme economic success for all • Support for Kent Prospects priority 14 and 19 • Support for KA target 8 	<ul style="list-style-type: none"> • Application of new planning brief in consideration of planning application for Dreamland site • Achieve SEEDA and ACE funding for Turner Contemporary • Turner Contemporary construction starts • Begin implementation of parking and access strategy • New commercial facilities opened on harbour arm 	<p>Summer/Autumn</p> <p>April</p> <p>October</p> <p>Summer</p> <p>Summer</p>
CZ1 Margate parking access and movement	George Chandler	<ul style="list-style-type: none"> • Lead for T2010 targets 2 and 3 • Support for T2010 targets 25, 27, 34 and 38 	<ul style="list-style-type: none"> • Publication of Parking Strategy Document • Consultation of specific parking projects 	<p>Autumn</p> <p>January</p>
CZ1 Margate Lower High Street Pedestrian improvements (subject to funding)	George Chandler	<ul style="list-style-type: none"> • Lead for T2010 targets 2 and 3 	<ul style="list-style-type: none"> • Development of outline design for public realm improvements 	<p>December</p>
CZ1 Tontine Street Public Realm Improvement Project, Folkestone	George Chandler	<ul style="list-style-type: none"> • Lead on T2010 target 3 • Support for T2010 targets 25, 34 and 38 	<ul style="list-style-type: none"> • Produce tender documents for appointment of contractors 	<p>July</p>
CZ6 Realising the wider benefits of Offshore Wind Farm Development	Theresa Bruton / Neil Hilkenne	<ul style="list-style-type: none"> • Support Vision for Kent (innovation and enterprise) • Support for Kent Prospects – pathways to sustainable prosperity • Support for KCC Climate 	<ul style="list-style-type: none"> • Technical and supporting studies completed • Decision tender for Quay (design and build) • Selection of preferred tender and commitment to 	<p>May</p> <p>June</p> <p>November</p>

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
		Change Action Plan	fund <ul style="list-style-type: none"> Commencement of quay construction 	December / January
CZ3 A2 diversion, Whitfield	George Chandler	<ul style="list-style-type: none"> Lead for T2010 target 2 	<ul style="list-style-type: none"> Design of route options to prove a Relief Route to Whitfield 	September
CZ3 A2 slips, Canterbury	George Chandler	<ul style="list-style-type: none"> Lead for T2010 target 3 Support for T2010 target 34 	<ul style="list-style-type: none"> Development of outline design for Wincheap Off-Slip Agreement with Highways Agency on procurement process for scheme construction 	July September
CZ5 Eurokent and Manston Park Joint Venture project	Mike Bodkin / Theresa Bruton	<ul style="list-style-type: none"> Lead for T2010 targets 1,2, and 40 Support for T2010 target 41 Support for Vision for Kent themes: economic success, keeping Kent moving, stronger and safer communities and environmental excellence Support for KAA outcome 8 Support for KCC Annual Plan: Section 5, Transforming the Kent economy 	<ul style="list-style-type: none"> Joint Venture incorporated and operational Dependent on outcome of Planning – Change of use of land designation identify preferred developer to assist build out of site Appointment of full time Executive Director for Joint Venture Completion of landscaping services to allow for limited land disposals at Manston park Outline planning permission obtained for sites Manston Park infrastructure 	April May June July July August September

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
			<ul style="list-style-type: none"> assessment completed and funding operations under review • EuroKent Spine Road completed on time and to budget • Work with other site occupiers to enhance future programme of Manston Park 	<p>November</p> <p>2008/09</p>
<p>CZ5 Natural East Kent including Betteshanger and Wetland development</p>	<p>George Chandler</p> <p>Val Hyland</p>	<ul style="list-style-type: none"> • Lead on T2010 target 7 • Support for T2010 target 48 	<ul style="list-style-type: none"> • Access plan identifying high level strategy and quick wins for implementation on the ground • Area action plan for Lydden and Pegwell Bay • Taking forward access developments identified in strategic plan • Taking forward work on green tourism 	<p>June</p> <p>December</p> <p>2008/09</p> <p>2008/09</p>
<p>Development Investment</p>				
<p>DI1 Sites development</p>	<p>Nigel Smith</p>	<ul style="list-style-type: none"> • Lead on T2010 target 40 • Support for T2010 target 38 • Supports Vision for Kent theme High Quality Homes • Supports KMSP policies QL11 and QL12 • Support for KA outcome 17 	<ul style="list-style-type: none"> • Secure funding for and influence the provision of community infrastructure in major development areas of the County • Actively contribute to policy planning in key developments, planning 	<p>2008/09</p> <p>2008/09</p>

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
			public inquiries and emerging local development frameworks <ul style="list-style-type: none"> • Maintain currency of Developer's Guide • Maintain a performance rate of 80% contributions secured to sought for minor site developments 	2008/09 2008/09
DI4 Kings Hill	Nigel Smith	<ul style="list-style-type: none"> • Support for Vision for Kent themes: economic success, keeping Kent moving, high quality homes • Support for T2010 target 38 • Support for Kent Prospects priorities 14 and 19 • Support for KA outcomes 8 and 17 	<ul style="list-style-type: none"> • 150 new homes • Dispose / bring into development 10 acres of land for business space development • Complete new junction at Gibson Drive / A228 	March March March
DI9 Kent Property Market Review	Rob Hancock	<ul style="list-style-type: none"> • Lead on T2010 target 40 	<ul style="list-style-type: none"> • Produce with partners the 2008 annual Kent Property Market Report • Organise with partners the launch of the report with exhibition 	October October
Growth Areas				
GA1 Swale regeneration projects: 1. Sittingbourne including Kent Science Park (KSP)	Hilary Coleman	<ul style="list-style-type: none"> • Lead for T2010 targets 1, 2, 3 and 40. • Support for T2010 target 38 	<ul style="list-style-type: none"> • Completion of master plan for KSP • Completion of sites work enabling key acquisitions 	April May

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
			<ul style="list-style-type: none"> • Completion of Enquiry for Northern Relief road • Completion of Faversham master planning • Completion of master plan for Sittingbourne town centre 	<p>Summer</p> <p>Summer</p> <p>Early 2009</p>
2. Sheppey including Queenborough, Rushenden, Sheerness and the marshes	Hilary Coleman	<ul style="list-style-type: none"> • Lead for T2010 targets 1, 2, 3 and 40. • Support for T2010 target 38 	<ul style="list-style-type: none"> • Commence work with Sheerness port on plans for future expansion • Complete environmental improvements at Blue town • Start on site with Rushenden Link Road • Set up new management structure for release of S106 funding for community projects 	<p>2008/09</p> <p>May</p> <p>May/June</p> <p>December</p>
GA1 Sittingbourne Northern Relief Road 1. A2 Bapchild Link 2. Network efficiency	George Chandler	Both elements <ul style="list-style-type: none"> • Lead for T2010 targets 2 and 3 • Support for T2010 target 34 	<ul style="list-style-type: none"> • Traffic assessment report to determine optimal route option for construction • Design of route options to link SNRR to A2 • Traffic assessment report showing when interventions are optimal for construction • Design of junction improvements 	<p>July</p> <p>Autumn</p> <p>December</p> <p>March</p>
GA1				

Project/ development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
Sittingbourne Southern Relief Road (SSRR)	George Chandler	<ul style="list-style-type: none"> • Lead for T2010 target 2 	<ul style="list-style-type: none"> • Development of outline designs for M2 motorway junction (5A) • Design of alignment for SSRR 	<p>April</p> <p>December</p>
GA3 Kent Thameside Strategic Transport Programme	Mike Bodkin	<ul style="list-style-type: none"> • Lead for T2010 target 2 	<ul style="list-style-type: none"> • Programme manager appointed • Schemes progressed according to programme • Annual report published 	<p>Spring</p> <p>2008/09</p> <p>December</p>
GA2 Dartford Station improvements	David Hughes	<ul style="list-style-type: none"> • Lead on T2010 target 1 • Support for Vision for Kent theme keeping Kent moving 	<ul style="list-style-type: none"> • Business case submitted to DfT/CLG • Confirmation of scheme funding • Subject to funding confirmation, agreement on programme of completion 	<p>May</p> <p>September</p> <p>Autumn</p>

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
GA2 Northfleet Station improvements	David Hughes	<ul style="list-style-type: none"> Lead on T2010 target 1 Support for Vision for Kent theme keeping Kent moving 	<ul style="list-style-type: none"> Business case submitted to DfT/CLG Confirmation of scheme funding Subject to funding confirmation, agreement on programme of completion 	<p>May</p> <p>September</p> <p>autumn</p>
GA2 Green infrastructure: 1. North KentA2 Corridor (Kent Thameside Green Grid)	Valerie Hyland	<ul style="list-style-type: none"> Lead for T2010 target 2 Support for T2010 targets 45, 48 and 34 	<ul style="list-style-type: none"> Subject to funding set up project team and agree development proposal and future management of scheme Complete feasibility study and public consultation Appoint project manager to develop feasibility and bid for major cycling activity Agree project plan for development of cycling facility Develop KCC exit strategy 	<p>2008/09</p> <p>2008/09</p> <p>2008/09</p> <p>2008/09</p> <p>2008/09</p>
2. Greening the Gateway Kent and Medway (GGKM)	Valerie Hyland	<ul style="list-style-type: none"> Lead for T2010 target 2 Support for T2010 targets 45, 48 and 34 	<ul style="list-style-type: none"> Develop North Kent¹¹ business plan to attract share of £35m Thames Gateway Parklands funding (2008/2011) Support development of GGKM plan for 	<p>July</p> <p>2008/09</p>

¹¹ Includes North Kent

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
			<ul style="list-style-type: none"> improvements to green infrastructure, access and heritage in North Kent • Support development of cluster studies to identify strategic projects 	2008/09
GA1 Master planning input for Swanscombe, Lower Ebbsfleet Valley and Northfleet Embankment	Rob Hancock	<ul style="list-style-type: none"> • Lead on T2010 target 2 	<ul style="list-style-type: none"> • Progress toward agreed Master plans 	2008/09
GA2 Co-ordinate KCC input to Ashford regeneration projects including Conningbrook and Discovery Park, Major sites such as Chilmington expansion area including community hub, Town centre joint venture partnership, library design support, strategic tariff	Val Hyland	<ul style="list-style-type: none"> • Lead for T2010 targets 2 and 3 • Support for T2010 target 40 	<ul style="list-style-type: none"> • Provide lead on specific initiatives and facilitate and influence others • Subject to securing funding, lead design of Chilmington Hub 	2008/09 December
GA3 Ashford Transport Improvements	Richard Stubbings for public realm elements	<ul style="list-style-type: none"> • Lead for T2010 targets 2 and 3 • Supports Vision for Kent Theme, Keeping Kent Moving 	<ul style="list-style-type: none"> • Completion of Elwick Road, Victoria Way and Chart Road works • Management of artistic input and champion for the scheme quality and concept for Elwick Road and Victoria Way • Progress Smartlink public transport system to 	November 2008/09 2008/09

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
			<ul style="list-style-type: none"> successful Local Transport Plan bid • Manage consultants in development of Public Arts Strategy 	Summer
GA4: Water saving project, Washford Farm, Ashford	Alan Turner	<ul style="list-style-type: none"> • Lead on T2010 target 46 	<ul style="list-style-type: none"> • Complete advice and installation work started in January 08 • Distribution of behavioural change leaflets 	May May
GA4 Ashford Sustainable Energy Feasibility Study	Alan Turner	<ul style="list-style-type: none"> • Lead on T2010 targets 40 and 44 • Support for T2010 targets 41 and 45 • Support for Vision for Kent, High Quality Homes • Support for KA Block 4 outcome 17 	<ul style="list-style-type: none"> • Report and presentation on feasibility of sustainable energy options for Ashford and mechanisms for delivery 	May
Economy & Skills				
ES1 Knowledge economy	Jim McKenzie	<ul style="list-style-type: none"> • Support for T2010 target 6 	<ul style="list-style-type: none"> • With Kent Universities and CFE develop a response to graduate retention 	June
ES1 Supporting Business Growth Innovation	Jim McKenzie	<ul style="list-style-type: none"> • Lead on T2010 targets 1 and 2 	<ul style="list-style-type: none"> • Support annual Kent Innovation Challenge • Subject to funding, Support to Kent Economic Board to develop Innovation Plan with a focus on Kent businesses 	February 2008/09

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
BME businesses Olympics			<ul style="list-style-type: none"> • Support BME Business event • Raise Olympic business opportunity to Kent business and seek to ensure they are “fit to tender” 	September 2008/09
ES1 Creative Sector	Jim McKenzie	<ul style="list-style-type: none"> • Support for T2010 target 8 	<ul style="list-style-type: none"> • Delivery of key elements of the Kent Film Strategy • Support further development of Media Tree in the Maidstone area and broaden its remit across Kent • Support delivery and success of the Performing Arts and business Centre, Folkestone 	2008/09 2008/09 September
ES1 Enterprise Skills / Start-up businesses	Jim McKenzie	<ul style="list-style-type: none"> • Lead on T2010 targets 1 and 2 	<ul style="list-style-type: none"> • With Kent Foundation, deliver programme targeting young people developing their enterprise skills • Subject to funding, target specific Enterprise Gateway projects targeted at disadvantaged communities • Work with property to identify four potential opportunities to develop new workspace provision 	2008/09 April/May 2008/09

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
			facilities including Manston Park	
ES1 Skills Development	Jim McKenzie	<ul style="list-style-type: none"> • Lead on T2010 target 2 • Support for Kent Prospects priority 20 	<ul style="list-style-type: none"> • Subject to funding, 10 secondary schools targeted for enterprise skills development (200 students) • Subject to funding, 3 deprived communities targeted for enterprise skills development – 90 people drawn into programme with 458 completing programme • Subject to funding, work with Ashford Borough Council in developing a skills strategy 	2008/09 2008/09 July
ES3 URBAN Programme	Hilary Coleman	<ul style="list-style-type: none"> • Lead for T2010 targets 1, 2 and 3 	<ul style="list-style-type: none"> • Complete programme and allocate remaining funding to projects • Undertake post programme evaluation • Complete financial aspects of programme 	December December December
ES5: Business Liaison	Allison Campbell-Smith	<ul style="list-style-type: none"> • Lead on T2010 target 1 	<ul style="list-style-type: none"> • Four Kent Ambassador meetings • Series of Business Liaison Lunches with key business sectors • Preparatory work to support for 2020 Vision in April 09 	2008/09 2008/09 2008/09

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
			<ul style="list-style-type: none"> • Preparatory work for possible trade mission from Virginia, USA in 2009/10 • Assist planning and launch of new Kent Business Awards 	<p>2008/09</p> <p>2008/09</p>
Rural Regeneration				
RE1 Managing change in Kent's rural areas (Community leadership role)	Stuart Gibbons	<ul style="list-style-type: none"> • Lead on T2010 target 4 • Support for Kent Prospects priority 8 	<ul style="list-style-type: none"> • Continue implementation and delivery of Kent Rural Delivery Framework priorities • Progress work on 3 champion theme work areas identified by the Kent Rural Board • Represent rural interests and feed into key consultations and policy shaping • Further augment the Kent Rural Evidence base 	<p>March</p> <p>March</p> <p>2008/09</p> <p>2008/09</p>
RE1 Strategic rural projects and initiatives: Non food crops centre	Stuart Gibbons	<ul style="list-style-type: none"> • Lead on T2010 target 4 • Support for Kent Prospects priority 8 • Support for Kent Rural Delivery Framework 	<ul style="list-style-type: none"> • Establish charitable trust and secure first phase international funding • Increase staffing capacity to drive project forward • Publish strategic plan • Attract additional UK and international non-food crop 	<p>2008/09</p> <p>2008/09</p> <p>2008/09</p>

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
Equestrian tourism			<ul style="list-style-type: none"> partners • Progress joint working with PROW, KTA and Virginia Rural Partnership 	2008/09
RE1 Growing partnership-based delivery and Kent's rural networks	Stuart Gibbons	<ul style="list-style-type: none"> • Lead on T2010 target 4 • Support for Kent Prospects priority 8 • Support for Kent Rural Delivery Framework all targets 	<ul style="list-style-type: none"> • 2 target driven SLAs in place to contribute to delivery of T2010 target 4 and 15 Kent Rural Delivery Framework actions • 3 new rural funding streams and respective administrative structures set up through 2008 – 2013 Leader + Programme • New virtual stakeholders forum set up 	<p>March</p> <p>2008/09</p> <p>2008/09</p>
RE1 Mitigating effects on rural communities of Post Office closures	Liz Harrison	<ul style="list-style-type: none"> • Lead on T2010 target 4 • Support for Kent Prospects priority 8 • Support for Kent Rural Delivery Framework targets 2,7,8 and 10 	<ul style="list-style-type: none"> • Provide 10 rural retailers with intensive mentoring to retain local access to key grocery and services within the community • Assist 5 communities to develop innovative community-led responses to mitigate effects of post office closure • With partners, review retail support provision with a view to adopting best practice model for adjusting to market conditions 	<p>March</p> <p>March</p> <p>2008/09</p>

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
			(currently operating in Oxfordshire) <ul style="list-style-type: none"> • Undertake research and report on impacts on post office closures on Kent's rural communities 	2008/09
RE 2 Mid Kent Leader+	Christine Taylor	<ul style="list-style-type: none"> • Lead on T2010 target 4 	<ul style="list-style-type: none"> • Complete programme and ensure remaining funds are allocated and spent • Complete closedown procedure • Complete 40 level 4 project monitoring visits 	December March March
ERE 2 Kent Small Rural Towns Regeneration	Tony Atkinson	<ul style="list-style-type: none"> • Lead on T2010 target 4 	<ul style="list-style-type: none"> • Completion of first three Kent rural Town projects • Completion of 2 rural town health checks • Submit bids for projects from 2 rural towns who completed health check in 2007-08 	March December January
RE3 Produced in Kent	Stuart Gibbons	<ul style="list-style-type: none"> • Lead on T2010 target 4 	<ul style="list-style-type: none"> • Secure future governance and resources for Produced in Kent to deliver the following: • Increase membership revenue by 10% • Publish a producer directory to generate additional revenue 	April March 2008/09

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
			<ul style="list-style-type: none"> • Networking events for member producers • Prepare a baseline study of primary food production in Kent • Organise Kent Food and Drink Festival 2008 • Support Year of Food and Farming Campaign collaborating with Kent schools 	2008/09 2008/09
Tourism				
T1 Market intelligence and research	Frances Warrington	<ul style="list-style-type: none"> • Lead on T2010 target 7 • Support for Kent Prospects priority 12 • Support for Kent 2012 strategy 	Undertake following research: <ul style="list-style-type: none"> • Business barometer • District Dashboard • Kent Tourism facts • KPIs Framework • Conversion research • Submit INTERREG bid to conduct local Kent Studies 	Quarterly Ongoing January Ongoing January April
T2 Pride in Kent	Frances Warrington	<ul style="list-style-type: none"> • Lead on T2010 target 7 • Support for T2010 target 1 	Organise and deliver: <ul style="list-style-type: none"> • Kent Big Day Out • Local Champions • Out and About events • People Award • In-housing training • Recognition Scheme • Quality programme 	March/April (09) Ongoing Spring / Autumn Ongoing Ongoing June Ongoing
T2 Product development and investment	Frances Warrington	<ul style="list-style-type: none"> • Lead on T2010 target 7 • Support for T2010 targets 1 and 2 • Support for Kent 2012 	<ul style="list-style-type: none"> • Complete Kent Tourism Development Strategy • Develop Kent Tourism Development Action Plan 	June July

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
		strategy	<ul style="list-style-type: none"> • Undertake investment monitor • Provide tourism input to projects including Coastal Kent Partnership, Cruise Connections, Natural East Kent, Green Tourism, niche market development, business tourism and business conferencing 	April 2008/09
Kent Wide				
KW2 Kent Foresight Projects: 1. Kent sustainable Future Industries Centres	Steve Rees	<ul style="list-style-type: none"> • Support for Cabinet Big Idea • Support for Vision for Kent (innovation and enterprise) • Support for Kent Prospects • Support for KCC Climate Change Action Plan • Support for KCC Environmental Policy 	Subject to funding: <ul style="list-style-type: none"> • Completion of stage 3 SusCon centre for construction excellence and urban renaissance in Kent Thameside • Completion of stage 3 Hadlow Centre for sustainable land use and rural renaissance • Completion of stage 1 Kent Science Park centre for sustainable enterprise acceleration • Completion of stage 1 CLIMATE centre for climate change solutions 	December December September September
2. Regional Eco-innovation Action Programme (fast tracking commercialisation of sustainable technologies	Steve Rees	<ul style="list-style-type: none"> • See above 	<ul style="list-style-type: none"> • Subject to funding investigate potential for INTERREG funding for pilot programme and implement 	July

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
KW2 Kent Water Demand Management Group	Alan Turner	<ul style="list-style-type: none"> • Lead on T2010 target 46 • Support for KA2 High Quality Homes 	if successful Subject to outcomes of March workshop <ul style="list-style-type: none"> • Recruitment of a partnership officer • Project plan for promoting water efficiency in the social housing sector • Update of Kent Design Technical Appendix on water efficiency • Project plan for additional water saving in schools • Behavioural change programme • Production of marketing and promotional materials 	TBA following workshop outcomes
KW3 Kent Design	TBA	<ul style="list-style-type: none"> • Support for Vision for Kent theme High Quality Housing • Support for KA outcome 17 	<ul style="list-style-type: none"> • Deliver training and other capacity raising events • Produce new planning policy documents • Support the independent design appraisal of up to 10 major developments across Kent • Produce and launch the second Kent Design showcased document Streets and Open Spaces • Produce a promotional strategy for the Kent Design initiative 	2008/09 December 2008/09 September 2008/09

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
			<ul style="list-style-type: none"> • Plan for a major design related conference in the North Kent Area in 2009 • Plan and launch the 2009 Kent Design Awards 	<p>2008/09</p> <p>2008/09</p>
<p>KW3 Eco Regions/ Eco Towns</p>	<p>Katherine Putnam</p>	<ul style="list-style-type: none"> • Lead on T2010 target 40 • Support for T2010 target 41 • Support for KA block 4 target 17 	<ul style="list-style-type: none"> • To be determined if any Kent bids are successful 	<p>2008/09</p>
<p>KW4 Kent Empty Property Initiative</p>	<p>Susan Pledger</p>	<ul style="list-style-type: none"> • Lead on T2010 target 39 	<ul style="list-style-type: none"> • Roll-out loan scheme to participating districts • Identify training needs for new districts and deliver appropriate training programme • Produce advisory booklet for loan applicants to promote energy efficiency and water saving measures • Year one target for empty properties returned to use (200 properties) 	<p>Ongoing - review in February April – September</p> <p>July</p> <p>March</p>

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
KW4 Development of Kent Agreement 2	Rob Hancock	<ul style="list-style-type: none"> Lead for High Quality Homes 	<ul style="list-style-type: none"> Provide specialist input to development of theme Draft theme versions produced Final theme versions produced 	To April April June
KW6 KCC Regeneration Strategy	Rob Hancock/ Jim McKenzie Caroline Lwin	<ul style="list-style-type: none"> Supports all themes in Vision for Kent, T2010 and Kent Prospects 	Support Directorate Team in: <ul style="list-style-type: none"> Securing Cabinet approval Launching and publicising of Strategy Delivering 2008/09 actions in KCC Regeneration Strategy 	May June 2008/09
KW7 Kent Transport Regeneration Conference	Stephen Dukes	<ul style="list-style-type: none"> Lead for T2010 targets 1 and 2 	<ul style="list-style-type: none"> Secure sponsorship for conference Undertake organisational tasks to deliver conference Hold conference Report on outcomes 	June May to August November January
Strategic Liaison				
SPE4 Dover Pride Partnership	Theresa Bruton	<ul style="list-style-type: none"> Lead on T2010 target 3 	<ul style="list-style-type: none"> Review KCC financial support for Dover Pride Programme Team 	2008/09 2008/09
SPE4 Support establishment of Ashford Special Purpose Vehicle and changes to working groups	Valerie Hyland	<ul style="list-style-type: none"> Lead on T2010 target 2 	<ul style="list-style-type: none"> Set up company Recruit Managing Director Lead KCC staff input to Ashford Growth agenda Review working groups and KCC input to these 	Autumn Autumn 2008/09 Summer

Project / Development /key action	A/c Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target Dates
Management				
SML3	Caroline Lwin		<ul style="list-style-type: none"> Provide direction to support Divisional input to Kent County Show 	July

In line with financial regulations, any capital projects on this list this will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader

USER/ RESIDENT INVOLVEMENT PLANNED FOR 2008/9 (Following proposals are all subject to funding)

Name	Start date/ End date	Feedback date	Target Group	Target area (Kent, Town, district, ward etc)	Brief summary	What we want to find out and how we will use the information,(approx 25 – 50 words)	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Empty Properties East Kent Initiative	June/July		Residents and businesses	Districts of Dover, Shepway, Swale and Thanet	Follow up survey to that carried out at commencement of initiative	To demonstrate at least 15% increase in resident and business confidence in their neighbourhood as a result of bringing empty properties back into use	No	Business Environment Social	Susan Pledger 01622 226814 susan.pledger@kent.gov.uk
Subject to funding, graduates survey	TBD		Kent Universities	Kent	Kent as place for career development	Better understanding of what graduates require to stay in Kent to encourage more to stay and work in Kent	No	Business, Education	Jim McKenzie 01622 21967 jim.mckenzie@kent.gov.uk
Kent	On-going		Kent	Kent	Develop Kent	Ascertain	No	Business	Jim McKenzie

Name	Start date/ End date	Feedback date	Target Group	Target area (Kent, Town, district, ward etc	Brief summary	What we want to find out and how we will use the information,(approx 25 – 50 words)	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Innovation Challenge			businesses		Innovation Challenge Awards	requirements for the awards. Get more businesses entering the competition			01622 221967 jim.mckenzie@kent.gov.uk
Kent Ambassadors/ Business Liaison	On-going		Kent businesses	Kent	Focus in on understanding and influencing strategic objectives	KCC in better position to understand and influence strategic business agenda	No	Business	Jim McKenzie 01622 221967 jim.mckenzie@kent.gov.uk
Media Tree	Throughout 2008/09		Kent businesses	Kent	To get feedback from private sector to further develop the offer of Media Tree	Media Tree focused on what the creative sector expects in terms of offer	No	Business	Jim McKenzie 01622 221967 jim.mckenzie@kent.gov.uk
Kent Film Office	2008/09 and beyond		Film Industry		Establish whether service offered by Kent Film Office meets needs	Better focused delivery	No	Business	Jim McKenzie 01622 221967 jim.mckenzie@kent.gov.uk
Dover Port Zone	Spring 08		Businesses	Dover Port	Input to detailed designs for port development	Business support for development design proposals	No	Business	David Hughes 01622 1942 dave.hughes@kent.gov.uk

* Consultation types – Business, Council, Environment, Social, Community, Education, Leisure, Transport

CAPACITY, SKILLS AND DEVELOPMENT PLANNING

The Division's Learning and Development Plan identifies the key skills / knowledge needed to meet business plan objectives. To deliver the business plan, the following expertise is needed:

- Business liaison and business development
- Business tourism
- Development finance
- Economic development
- Future proofing
- Green infrastructure
- Key economic sectors
- Planning and property development
- Project management and project planning
- Skills development in key sectors
- Transport master planning
- Urban design and place-making

In the longer term, skills development is required to address two of the T2010 targets. These are targets 44 (non-food crops) and 46 (water). Additionally, tourism, transport and sustainable development need to become further embedded in regeneration activity.

Within the Division, the Development Investment Team is identified as having the most significant resourcing difficulties. Key skills are planning and property development. In 2007/08, the Division supported an in-house training programme to develop these skills within the team. This will continue into 2008/09. Of more immediate concern is whether the division can recruit suitable candidates to current vacancies, of which there are two full time posts.

The following table gives an age profile¹² for the division at January 2008. All staff are being required to complete a self-assessment skills audit as part of the 2008/09 appraisal and action planning process. We will use information provided to develop an age/skills profile matched against key generic skills in order to meet possible impacts on the service over the next 5 years. This work will lead by the Leadership Team led on learning and development supported by the Divisional Learning and Development Team.

Age Band	Number of staff (headcount)
25 and under	6
26 – 35	17
36 – 45	21
46 – 55	27
Over 55	12

The above table includes all Regeneration and Economy staff funded either through core or external revenue and capital budgets.

¹² Excludes Divisional Director

EQUALITIES AND DIVERSITY

KCC targets to achieve level 5 (highest level) of the Equality Standard for Local Government by 2010. The KCC Equality Strategy has five priority outcomes:

- Equal and inclusive services
- Participation and involvement
- Safe and free from harassment
- The quality of intelligence and monitoring systems
- Reputation as an excellent employer

In Regeneration and Economy we support these outcomes internally through management systems and processes, and, externally through our partnership working and project delivery.

Priority Area	Actions	Lead	Date
Equal and inclusive services	<ul style="list-style-type: none"> • Continue to apply the lessons learnt from equality impact assessments carried out in 2007/08 to existing and new work • Implement a process to ensure all policy development and projects are assessed for equality and diversity impacts • Seek to include equalities and diversity principles within partnership terms of reference • Seek to ensure Divisional publications comply with Best Practice • Promote increased awareness among staff of equalities and diversity issues and how they can be addressed in consultation and project planning • Invite speakers representing hard to reach groups to Learning Lunches and encourage attendance at their events 	Theresa Bruton Theresa Bruton Partnership Leads ¹³ Jackie Gibb Theresa Bruton/Jim McKenzie Theresa Bruton/Jim McKenzie	
Participation and involvement	<ul style="list-style-type: none"> • Ensure all consultations, where we have an involvement, include a variety of methods and formats to reach all communities and interest groups targeted to ensure all social and community issues are respected. Pro-actively seek views 	Project leads ¹⁴	

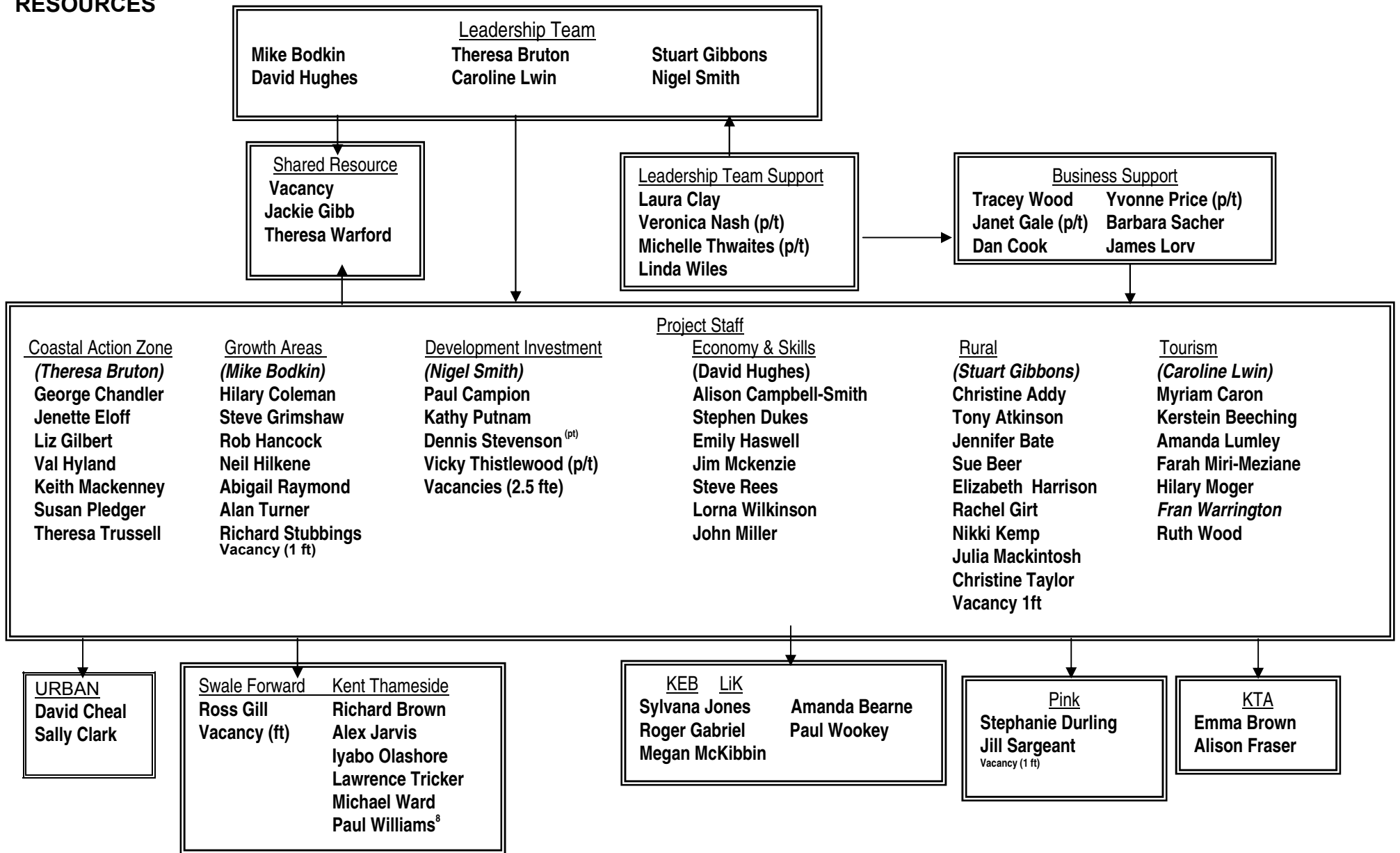
¹³ Partnership leads are identified on divisional partnership register

¹⁴ Project leads are identified in Section 2 above, New Projects, Developments and Key Actions

Priority Area	Actions	Lead	Date
	<ul style="list-style-type: none"> from representatives of hard to reach group groups • Seek to widen community engagement in relevant partnership activities • Continue to explore innovative ways to make better use of different communications methods for different audiences 	Partnership Leads Jackie Gibb	
The quality of intelligence and monitoring systems	<ul style="list-style-type: none"> • Embedding greater use of equalities and diversity statistical data in preparation of project plans • Where appropriate/possible consider collection and monitoring of equalities and diversity outcomes for specific projects 	Leadership Team Project Leads	
Reputation as an excellent employer	<ul style="list-style-type: none"> • Consider greater use of equality web sites / specialist press agencies for recruitment from under-represented groups • Advocate and give time for staff to participate in staff groups • Provide access to training and advice • Continue to make reasonable adjustments to workplace for staff as needs arise • Actively encourage flexible working and work-life balance • Provide opportunities for staff to celebrate own and others successes • Actively encourage personal development and volunteering 	Leadership Team ¹⁵ Line Managers Leadership Team David Hughes Leadership Team Leadership Team Leadership Team	

¹⁵ Leadership Team is Caroline Lwin, Mike Bodkin, Theresa Bruton, Stuart Gibbons, David Hughes and Nigel Smith

RESOURCES



Staffing

	2007/08	2008/09
KS13 and above or equivalent (FTEs)	15.20 ¹⁶	12.86 ¹³
KS12 and below (FTEs)	58.14	58.64
TOTAL	73.84	71.5
Of the above total, the estimated FTE which are externally funded	19.92 ¹⁷	21.10 ¹⁸

SECTION 17 CRIME & DISORDER ACT

Under Section 17 of the Crime and Disorder Act, we will deliver services designed to prevent crime and disorder, to make Kent a safe place to live, work and visit. We can help deliver this through master planning activity and advocacy of Kent Design Guide.

CORPORATE ENVIRONMENTAL PERFORMANCE AND CLIMATE CHANGE ADAPTATION

Corporate Environmental Performance

The Division is committed to retaining ISO 14001 and has developed the following actions in support of 2008/09 Directorate Environmental objectives and targets.

Business Unit cross-cutting environmental objective (ISO 14001)	Lead officer	Deliverables / outcomes for 2008/09	Target date
Commitment to support revised KCC Environment Policy and implementation plans	Leadership Team	<ul style="list-style-type: none"> Promote policy to all staff to raise awareness Division actions taken to support policy implementation plan Project business cases to include climate change and environmental considerations 	2008/09 2008/09 April
Reduce energy and water use within E&R occupied buildings to support achievement of T2010 target 42	Leadership Team	<ul style="list-style-type: none"> Continue to promote initiatives to staff to reduce energy and water consumption in buildings(linked to Office Benchmarking audit action plan) 	2008/09
A 20% reduction in the amount of print and copy paper used	Tracey Wood	<ul style="list-style-type: none"> Office paper purchases to be made from 100% recyclable materials 	March

¹⁶ Includes 3.86 fte that are externally funded

¹⁷ Excludes 3.9fte that are externally funded from capital

¹⁸ Excludes 3.9fte that are externally funded from capital

Business Unit cross-cutting environmental objective (ISO 14001)	Lead officer	Deliverables / outcomes for 2008/09	Target date
		<ul style="list-style-type: none"> • Monitor paper waste at printers and photocopiers • Monitoring of paper purchased against 07/08 baseline 	
All external and internal documents to be produced on recycled paper, with ISO 14001 logo displayed	Leadership Team	<ul style="list-style-type: none"> • Review of intended internal publications to test compliance where appropriate 	March
All staff to have individual environmental targets or an environmental behaviour as part of TCP	Leadership Team	<ul style="list-style-type: none"> • Reminders to all staff 	July and January
All new printers to have double sided capability. All existing printers to defaulted, where possible, to double-sided	Tracey Wood	<ul style="list-style-type: none"> • Any new purchases / leases to include requirement for double-sided printing and eco-tone functionality 	March
Reduction in business mileage within the division	Leadership Team	<ul style="list-style-type: none"> • Promote car sharing options • Promote use of video conferencing facilities • Reduction against baseline 07/08 	2008/09 2008/09 March
Develop action plan following "Green Office Benchmarking Audits"	Leadership Team	<ul style="list-style-type: none"> • Red/Amber progressed to Green - audited by CEPG • Meet actions arising from audits undertaken on office environment 	March March

Climate Change Adaptation

In July 07, the Division participated in a corporate Climate Change Impacts workshop. The workshop identified the following impacts on Regeneration and Economy arising from climate change.

- Climate change impacts on quality of life
- Impacts on bio-diversity
- Additional water requirements
- Increased carbon emissions from transport
- Opportunities for tourism and renewable/sustainable technologies
- Increased potential for outdoor lifestyles

As stated, on page 1 of this Business Plan, the Division is organised into six overarching regeneration themes. Common to each team, delivery of business objectives is achieved by influencing policy development, partnership working and giving support to / leading on

project implementation. The table below summarises the key impacts on delivering our business priorities and the adaptive actions we are pursuing in 2008/09 to address impacts. Actions are further cross-referenced to recommendations made to full Council as part of the KCC Climate Change Action Programme.

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery (Key Impact areas)	Adaptive action in 2008/09	Lead Officer
Partnership working / policy influencing – all regeneration areas	<p>Decision-making role:</p> <ul style="list-style-type: none"> • Ensuring that projects include an assessment of their contribution to wider sustainability issues • Using masterplanning process to factor in climate change impacts of town centre regeneration activity <p>Leadership</p> <ul style="list-style-type: none"> • Including environmental issues within partnership objectives • Considering climate change impacts on policy development through partnership representation and in responding to policy proposals • Internal policy development considers 	<ul style="list-style-type: none"> • Masterplanning (coastal action zone and growth areas) • Policy development (all regeneration areas) • Business and Skills development (construction, renewable technologies industries and non –food crops development) (all regeneration areas) • Partnership development/working (all regeneration areas) 	<ul style="list-style-type: none"> • Follow up work on mapping exercises carried out in 2007/08 to identify specific actions for business activity / project development identified as having a major impact on climate change (recommendation 2) • Develop a Climate Change Action Plan for the Division including identification of lead officers and timescale for delivery (recommendations 9 and 11) • Review business continuity plan to ensure it adequately covers climate change impacts on business activities / objectives (recommendation 2) • Increased focus on masterplanning to reduce reliance on cars to travel around town centres (recommendation 7) 	<p>Rob Hancock 2008/09</p> <p>Rob Hancock 2008/09</p> <p>Theresa Warford July</p> <p>Project leads and timetables as identified in new projects, developments and key</p>

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery (Key Impact areas)	Adaptive action in 2008/09	Lead Officer
	<p>environmental impacts of business activities</p> <ul style="list-style-type: none"> • Mapping activity to identify high-risk areas 		<ul style="list-style-type: none"> • Make sustainability standards part of selection criteria in selection process for developer partners (recommendation 6) • Influence and negotiate with partners to take forward recommendations on sustainable energy provision (recommendation 4) • Advocacy of Kent Design with housing builders to consider impacts of climate change on housing design particularly in relation to PPS25 on flood risk assessment (recommendation 3) 	<p>actions section</p> <p>As above</p> <p>Neil Hilkene 2008/09</p> <p>Caroline Lwin 2008/09</p>
Project delivery	See above	<ul style="list-style-type: none"> • Town Centre Regeneration projects (see coastal action zone and growth areas) • Utility and natural resources projects (see coastal action zone and growth areas) • Blue and Green grid (environmental regeneration) (see growth 	<ul style="list-style-type: none"> • Further develop and advocate water saving projects in areas of high demand. Monitor and report on performance of projects (recommendation 3) • As part of Empty Property Initiative roll out, link property renovation/improvement work to KCC actions on water and energy efficiency to reduce carbon impact of properties 	<p>Alan Turner 2008/09</p> <p>Susan Pledger 2008/09</p>

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery (Key Impact areas)	Adaptive action in 2008/09	Lead Officer
		areas)	<p>brought back into use via the project (recommendation 3)</p> <ul style="list-style-type: none"> • Provide KCC lead on response to Government proposals on Eco-Towns / Eco Region 	Katherine Putnam 2008/09
Management (workforce development)	<ul style="list-style-type: none"> • Identifying and raising awareness of Climate Change impacts of regeneration and economic development activity • Undertake and monitor actions to support directorate objectives to retains ISO 14401 and support achievement of T2010 target 42 • Encourage and support learning and development supporting understanding of climate change 	<ul style="list-style-type: none"> • Staff - raising awareness and knowledge 	<ul style="list-style-type: none"> • Research, develop and disseminate information to staff on impacts of regeneration activity on climate change so that it is better integrated in business cases for project development (recommendations 1 and 2) • Greater focus on ISO 14001 objectives to raise staff awareness and meet directorate targets 	<p>Rob Hancock 2008/09</p> <p>Leadership Team (See section on ISO14001 above)</p>

SECTION 3: MONITORING AND REVIEW

All project outcomes are formally monitored twice yearly and reported to Leadership Team, Portfolio Holder for Regeneration and Supporting Independence Programme, Managing Director. Fortnightly reports are also provided to the Leader. The Division also reports as appropriate to Policy Overview Committee. These reports are shared with all staff in the division. Additionally, individual Leadership Team members meet monthly with project leads to discuss progress and identify potential slippage or obstacles and decide what action can be taken. Where appropriate the Managing Director and Cabinet Member are updated and kept informed where failure to meet targets will adversely affect overall business objectives.

More detailed reports on individual high-profile projects are produced throughout the year and reported to Leadership, Managing Director and Cabinet.

During 2007/09 more formalised project plan proforma were introduced. These include a section for review of projects at intermediate and end of project stages.

2007/08 Consultation Outcomes

Name	Start date/ End date	Feedback date	Target Group	Target area	Brief summary	Outcomes	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Planning and designing sustainable energy solutions - Kent Design Technical Guide	April – August	N/A	Development industry, Districts, professionals, interested groups and organisations	Kent wide	To get feedback and comment on draft guide to inform final versions	Consultation postponed as developments during year on other sustainable solutions have overtaken timetable. Will reappraise in 2008/09	No	Business	Neil Hilkene 01622 221352
Kent Design Planning Policy Statements	May – March	N/A	Central Government. Partners, development industry, Districts	Kent wide	To inform policy content and produce schedule of amendments	See above	No	Business	Pete Davies 01622 22
Water use and Satisfactions	Nov – Dec	On website	Residents	Kent wide	To monitor performance of water saving measures	High satisfaction levels	No	Environment	Alan Turner 01622
Kent Sustainable Business Plan	April – July	Will be post Regeneration Strategy	Key partners	Kent wide	To develop Action Plan to deliver range of projects	Outcomes included in a Sustainable Future Industries Plan	No	Environment	

* Consultation types – Business, Council, Environment, Social, Community, Education, Leisure, Transport

2007/08 Performance Review

Project/development/key action	Planned outcome/deliverable	Progress
Coastal Action Zone		
Coastal Action Zone – Evidence / Asset Base	<ul style="list-style-type: none"> • A clearly defined and accepted geographic focus for the Kent Coastal Zone within which the key coastal towns regeneration work sits, influences and benefits • A baseline from which to promote the opportunity that regeneration in the coastal zone will realise for Kent 	<p>Green</p> <p>Red. Work is now being pursued as part of Coastal strategy</p>
Conference to promote Kent regeneration opportunity – in partnership with other body/ies	<ul style="list-style-type: none"> • Profile for KCC’s work in the Coastal zone and towns • Steer for future commitment and investment 	<p>Green</p> <p>Green</p>
Dover Pride initiative <ul style="list-style-type: none"> • St James (DTIZ) • Dover Mid Town • South Kent College • Connaught Barracks • Sea Sports Centre • Archery Festival 	<ul style="list-style-type: none"> • Commence re development with public support for public realm improvements and related site acquisitions • Feasibility study into scope for comprehensive redevelopment and preparation of master plan • Bid to Learning and Skills Council for capital funding • Assist preparation of development brief and prepare master plan • Secure all funding to develop • Compete development of Centre • Support preparations for Summer Festival • Investigate scope for further funding under new INTERREG 4 Programme for Dover’s regeneration 	<p>Green</p> <p>Green</p> <p>Red – College is undergoing a review of assets and financial position</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>
Dover Priory Station and York Street Phase 1	<ul style="list-style-type: none"> • Concept, detailed designs and implementation of schemes • Produce and implement up to 3 lighting schemes 	<p>Green for Dover Priory Station</p> <p>Red for York Street. Changes to project to include in wider St. Martins Public Realm</p>

Project/development/key action	Planned outcome/deliverable	Progress
		project being developed for 2008/09
Dover LDF Transportation Model	<ul style="list-style-type: none"> • Microsimulation model built • Forecast scenarios tested • Whitfield Master plan promoted to South East Plan EIP 	Green Green Green
Margate <ul style="list-style-type: none"> • Dreamland / Arlington • Old Town • Turner Contemporary 	<ul style="list-style-type: none"> • Contribute to development brief • Delivery of outcomes of aspects of project including pedestrian connections and the harbour arm • Facilitation of regeneration focus and input 	Green Green Green
Margate transport strategies	<ul style="list-style-type: none"> • Scoping report on parking • Scoping report on Movement and Access 	Green Green
Margate Eastern Waterfront <ul style="list-style-type: none"> • Fort hill • Rendezvous site 	<ul style="list-style-type: none"> • Make full case with financial benefits for the dedualling of Fort Hill and obtain agreement to the scheme • Select developer, agree plans for viable development and negotiate development agreement 	Green Green
Folkestone	<ul style="list-style-type: none"> • Work with Shepway DC and Creative Foundation on Tontine Street and Ford Street signals improvements • Release funding for Folkestone Performing Arts Centre, subject to satisfactory completion of outputs and milestones contained in contract provisions 	Green Green
Ramsgate	<ul style="list-style-type: none"> • Assist resolution of the consents and funding processes for proposed new quay at the Port 	Red – complex funding and delivery issues still to resolve. Work continuing into 2008/09
Natural East Kent	<ul style="list-style-type: none"> • Land and coastal management strategy developed • Develop as Green Tourism Initiative to stage where future delivery can be external to Division • Vision plan for Natural East Kent 	Red Delays to other elements of the programme and change to area-based approach being developed in 2008/09 Red. See above Green

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> Complete exit strategy for Lydden Valley 	Green
Manston Park	<ul style="list-style-type: none"> Produce business plan to ensure long-term financial security and return on KCC investment Delivery of initial phases of implementation strategy that brings in suitable, quality investment into the business park Establishment of long-term framework for estate management Implement measures for efficient and safe management of KCC's holdings and interests Investigate potential Joint Venture partnership arrangements with Thanet DC 	Green Green Red – reprioritised work into securing buy-in from current occupiers. Green Green
EuroKent	<ul style="list-style-type: none"> Support to long-term planning and delivery strategy complementary to Manston Park Implementation of Access Road Phase 5 (lead in KHS) 	Green
East Kent Spatial Development Company	<ul style="list-style-type: none"> Implementation of recommendations of Company review 	Green
East Kent Empty Property Initiative	<ul style="list-style-type: none"> Return to use 132 long-term private sector empty properties Develop project plan to roll-out Kent-wide to all District Councils from March 2008 	Green
A2 slips, Canterbury	<ul style="list-style-type: none"> Outline design of Wincheap Junction completed 	Green
Wincheap Regeneration	<ul style="list-style-type: none"> Input to Canterbury City Council proposals 	Now being led by KHS
Support / take forward regeneration proposals in other coastal towns	<ul style="list-style-type: none"> Input to regeneration initiatives in Deal, Whitstable, Herne Bay and Aylesham 	Green
Growth Areas		
Support delivery of regeneration in key areas of Swale: Sittingbourne	<ul style="list-style-type: none"> Development of public/private land acquisition vehicle to facilitate regeneration of key sites 	Green

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> • Complete planning and design work for transport node around station to improve public transport access • Support KCC policy response on major town centre planning applications • Commencement of Master Plan for town centre • Develop Intermediate Learning option for town centre to improve training office involving Sittingbourne library 	<p>Green</p> <p>N/A – none received</p> <p>Green</p> <p>Green</p>
Queenborough/Rushenden	<ul style="list-style-type: none"> • Scope layout, design and phasing for community hub at Rushenden, involving KCC Service Directorates • Secure funds and develop detailed multi-use centre with employment generation and training at Queenborough old school and library 	<p>Red – work continuing in 2008/09 to complete Red – see above</p>
Sheerness	<ul style="list-style-type: none"> • Complete initial Master Plan work • Develop planning brief for Bluetown to enable mixed housing and employment regeneration • Follow up work with Port to achieve public benefits alongside improvement of commercial port • Support development of Innovation Centre to provide business incubator units and support linked to emerging Enterprise Gateway and new secondary school 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>
Sheppey	<ul style="list-style-type: none"> • Support Flying Start project to make successful submission to the Lottery • Support eco-tourism and environmental projects at Elmley, Kingsferry Lakes and Leysdown 	<p>Red – bid unsuccessful</p> <p>Green</p>
Kent Science Park	<ul style="list-style-type: none"> • Support expansion at Kent Science Park to deliver high quality jobs • Support development of technician FE and HE specialist training on site to help provide nucleus of much need lab specialists 	<p>Green</p> <p>Green</p>
Support delivery of regeneration in Kent Thameside: Eastern Quarry	<ul style="list-style-type: none"> • Planning consent granted by Dartford BC 	<p>Green (outline)</p>
Dartford Town Centre	<ul style="list-style-type: none"> • New proposals for Lowfield Street agreed with Dartford 	<p>N/A – none received</p>

Project/development/key action	Planned outcome/deliverable	Progress
	BC	
Northfleet Embankment	<ul style="list-style-type: none"> Progress master plan with SEEDA through delivery group to enable planning application 	Red – application delayed by SEEDA and not expected now until Autumn 08 at earliest
Gravesend	<ul style="list-style-type: none"> Seek funding or other ways to Bring Old Town Hall into use Work with delivery group to bring forward Heritage Quarter scheme Progress made with master plan for North East Gravesend/Canal Basin 	Red. Funding dependent on outcome of planning applications that was unsuccessful Green Green
Major Sites	<ul style="list-style-type: none"> Developments able to proceed Work with partners to progress sites including Ebbsfleet, Swanscombe and The Bridge 	Green Green
Greening the Gateway Kent and Medway	<ul style="list-style-type: none"> Develop plans for strategic greenspace infrastructure for urban and peri-urban areas of North Kent including most deprived wards Support funding bids and high advocacy of initiative Housing development takes account of environment and green grid Improved access routes for cycling and walking 	Green Green Red – Not yet fully embedded in all LDF due to lack of staffing resource to influence Green
Thames Gateway Strategic Partnership Transport Advisory Sub-Group	<ul style="list-style-type: none"> Lead KCC input to achieve agreed priority list of projects for Gateway with KCC schemes amongst those in top priority 	Green
Thames Gateway North Kent transport business plan	<ul style="list-style-type: none"> Plan completed and adopted by TGKP 	Green
Kent Thameside Homes and Roads work	<ul style="list-style-type: none"> Funding from private sector and government agreed KTS transport strategy completed 	Green Green
<i>Fastrack</i>	<ul style="list-style-type: none"> Implementation of Route A by the Bridge development Introduction of services to Ebbsfleet Station 	Green Green
Sittingbourne Northern Relief Road	<ul style="list-style-type: none"> Outline designs for A2 Bapchild link 	Green

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> • Outline designs for A249 Grovehurst Junction • Study work into M2 J5 Stockbury commissioned 	<p>Green</p> <p>Green</p>
Ashford	<ul style="list-style-type: none"> • Testing options for funding Delivery Vehicle • Cost plan produced and Greater Ashford Framework bid • Strategic tariff agreed • First stage report identifying governance models and options for community infrastructure • Principles established for Ashford Rural Impact Study to inform Area Development Documents 	<p>Green</p> <p>Green</p> <p>Red – being considered by Planning Inspector whose report is not available until late March at the earliest</p> <p>Green</p> <p>Red – delay due to staffing shortages in rural team</p>
Regeneration and growth projects in Ashford	<ul style="list-style-type: none"> • Conclude feasibility work on Ashford Arena and recommend way forward to Members • Establish mix and scope of development around Conningbrook/Julie Rose Regional Water Sports Centre • Approval of planning application for Learning Campus • Development Brief produced for Elwick Road and Joint Venture partner identified • Support delivery of major sites charter, e.g. Chilmington and Cheesemen’s Green 	<p>Green</p> <p>Green but subject to South Kent College financial review</p> <p>Green</p> <p>Green</p> <p>Green</p>
Ashford Green and Blue Grid (Eg discovery Park)	<ul style="list-style-type: none"> • Development of strategy • Development of projects and improved access for cycling and walking routes • Housing development takes account of environment and green grid • Projects identified to inform cost plan and Area Development Documents 	<p>Green</p> <p>Green</p> <p>Red – Not yet fully embedded in all LDF due to lack of staffing resource to influence</p> <p>Green</p>
Ashford transport improvements	<ul style="list-style-type: none"> • Ring road phase 2 scheme design and cost completed as basis for bid to DCLG 	<p>Red – delayed due to rescheduling of Ashford Delivery Plan</p>

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> • Scheme design and cost for Victoria Way completed as basis for bid to DCLG • Prepare Smartlink bid for LTP • Smartlink bid submitted • Park and Ride detailed design approved • Junctions 9 and 10 detailed design approved • Series of guidance, events and projects held in support of Ashford Arts Strategy 	<p>Green</p> <p>Green</p> <p>Red – cannot submit bid for consideration until Autumn 08</p> <p>Green</p> <p>Green</p> <p>Green</p>
Ashford water resource and waste management strategies	<ul style="list-style-type: none"> • Principles established to inform Area Development Documents • Projects identified to inform cost plan 	<p>Green</p> <p>Green</p>
Support Ashford Futures on Eco footprint work	<ul style="list-style-type: none"> • Support Ashford's Future to identify targets for Area Development Documents 	<p>Green</p>
Utility provision and minimisation of water resource constraints on growth area	<ul style="list-style-type: none"> • Enhanced understanding of water tariff impacts. • Improved water efficiency in new homes • Projects developed for promotion/demonstration of water efficiency • Programme developed for addressing water savings in existing homes 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>
New Project Maidstone Growth Point – Bring forward Wrens Cross	<ul style="list-style-type: none"> • Produce brief for feasibility of project for planning application 	<p>Green</p>
Development Investment		
Development Contributions (major sites) especially in Growth Areas	<ul style="list-style-type: none"> • Secure and maximise financial contributions across all major sites 	<p>Green</p>
Continued development of Kingshill site	<ul style="list-style-type: none"> • 150 new homes • 100,000 sq ft new business space • Continuing public transport improvements and provision of social infrastructure 	<p>Green</p> <p>Green</p> <p>Green</p>
Kent Property Market Review	<ul style="list-style-type: none"> • Produce with partners the 2007 annual Kent Property Market Report • Organise with partners the launch of the report with 	<p>Green</p> <p>Green</p>

Project/development/key action	Planned outcome/deliverable	Progress
	exhibition	
Business and Skills		
Creative sector development	<ul style="list-style-type: none"> • Media Tree Maidstone further developed • Ashford Digital Media Centre developed • Film office - further development 	<p>Green</p> <p>Red – pending support for a partner to take on lease of building</p> <p>Green</p>
Workspace development	<ul style="list-style-type: none"> • Enterprise Hubs/Gateways supported to provide advice and signposting to workspace opportunities • Kent Workspace Strategy produced • Potential site identified for workspace development • Subject to SEEDA funding, business centre incorporated into Folkestone Performing Arts Centre 	<p>Green</p> <p>Red – draft produced but final not expected until early 2008/09</p> <p>Green</p> <p>Green</p>
Olympic opportunities for Kent economy	<ul style="list-style-type: none"> • Business opportunities network established • Training available for SMEs to better position them to seize the opportunity • Raised profile of the Olympic opportunity 	<p>Green</p> <p>Green (via partners Business Link Kent)</p> <p>Green</p>
Broadband (Kent-wide)	<ul style="list-style-type: none"> • Secure SEEDA funding • Subject to funding, eKent conference/exhibition • SMEs able to use broadband more effectively 	<p>Green</p> <p>Red – SEEDA fund re-prioritised from conference to direct support</p> <p>Green</p>
Kent Year of Innovation	<ul style="list-style-type: none"> • 2020 Vision business conference • Kent Innovation Challenge Awards • Kent Innovation Conference • Biometrics Platform 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>
Community Enterprise Hubs (CEH)	<ul style="list-style-type: none"> • Second phase project plan • CEH branding established • Website established • Web based CEH toolkit • Further project initiated 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> Project management of Urban funding 	Green
URBAN programme covering 10 deprived wards in Dartford and Gravesend	<ul style="list-style-type: none"> Programme performance report 2006 Annual Implementation Report to EU for 2006 Achieve target spend of £1.2m Audited accounts for 2006 signed off Support minimum of 5 new projects (in addition to 84 already supported) 	Green Green Green Green Green
Business liaison	<ul style="list-style-type: none"> Virginia Trade Mission Kent Business Awards Kent Ambassador meetings Business Lunches 	Green Green Green Green
Skills development support	<ul style="list-style-type: none"> Ensure regeneration issues are fully taken into account in relation to learning and skills agenda/activities in Kent 	Green
Construction sector	<ul style="list-style-type: none"> Update CLIK website North Kent Construction Skills project - develop synergies with KCC activities 	Red – preparatory work completed but website format changed and further work is now being undertaken to meet new format requirements Green
Enterprise development	<ul style="list-style-type: none"> Deliver programme targets of EQUAL2 European project School enterprise development including incubators 	Green Green – coming on-line via CFE Directorate
Rural Regeneration		
Kent Rural Delivery Framework	<ul style="list-style-type: none"> Final draft of Framework produced for Kent Rural Delivery Board Publication and launch of Framework and action plan for shared delivery Development of spatial linkages within the framework (coastal and peri-urban) 	Green Green Red – Staffing resource re-directed to Post Office Closure Campaign
Kent Rural Evidence Base	<ul style="list-style-type: none"> Final report published and launched with Kent Rural Delivery Framework 	Green

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> • Disseminated best practice to other stakeholders in South East • Rural Innovation report produced 	Green Green
Modernising the Rural Delivery Agenda in Kent	<ul style="list-style-type: none"> • Greater coherence between rural policy and other local strategies and delivery plans • New working relationships fostered to catalyse more joined-up activity and make interventions more effective 	Green Green
Collaboration work (rural innovation)	<ul style="list-style-type: none"> • LEADER+ orchards co-operation project complete • Strengthened links with PURPLE • Strengthened links with China • Partnering with Virginia equestrian centre including input to Smithsonian Festival 	Green Red – Staffing resource re-directed to Post Office Closure Campaign Green Green
Supporting rural communities	<ul style="list-style-type: none"> • SLA with KAPC and ACRC aligned with delivery of Kent Rural Delivery Framework priorities • Partnership approach to rural post offices established • Evidence based and partnership led bids for new RDPE and RASP funding programmes 	Green Green Green
Kent Downs Rural Advice Service	<ul style="list-style-type: none"> • Pilot project completed • Project evaluation completed 	Green Green
Supporting development of Kent's equestrian sector	<ul style="list-style-type: none"> • Continue development of County Showground as centre of excellence for land-based sector • Continue development of Hadlow College HE Equine studies 	Green Green
Kent Rural Towns Programme	<ul style="list-style-type: none"> • Tenterden Streetscape plan and events programme • Launch Sandwich Phoenix community and youth centre • Develop Sheppey wheels minibus brokerage scheme • High Street and tourism improvements in Edenbridge • Further 3 town healthchecks 	Green Green Green Green Green
LEADER+ Programme	<ul style="list-style-type: none"> • Support to 49 projects since programme inception • Project monitoring complete • 	Green Red – EU deadline is December 08

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> Exit strategy and closedown procedures in place 	Green
Rural Revival	<ul style="list-style-type: none"> 279 projects completed since programme inception Evaluation of programme complete Best practice research undertaken Programme closedown complete 	Green Red – GOSE extended timetable by 3 months to ensure all monies spent Red – see above Red – see above
Produced in Kent	<ul style="list-style-type: none"> Produced in Kent Food Festival established Quality food scheme developed to establish brand with customers Web-portal / trading community for buying and trading established Producer directory, restaurant guide and recipe book established 1,000 local producers trained 4 network events held Further food trails developed Pilot study to establish parts of Kent as an Area of Outstanding Local Food Production complete 	Green Green Green Green Red – Produced in Kent has just over 100 members and we anticipate training will be taken up by only 20-30 in the current financial year Green Red – due to staffing shortages has slipped to 2008/09 Green
Review of future rural project activities	<ul style="list-style-type: none"> Defined strategies /recommendations for development of future project activity in light of newly emerging funding streams 	Green
Non-food crops	<ul style="list-style-type: none"> Work towards establishing an International Global Non-food Crops Centre in Kent Commission feasibility studies to evaluate the potential 	Green

Project/development/key action	Planned outcome/deliverable	Progress
	for production and utilisation of biofuels in Kent <ul style="list-style-type: none"> • Explore the options for setting up a demonstration site to show potential of non-food crops to farmers and landowners • Work with farmers, landowners and commercial companies to promote Kent as a focal point for non-food crops and identify projects to help drive this agenda forward 	Green
Tourism		
Tourism website and Destination Management System	<ul style="list-style-type: none"> • Following launch of system agree content sharing protocol with KCC "What's on in Kent" 	Green
Kent Tourism Alliance	<ul style="list-style-type: none"> • Support new domestic marketing campaign 	Green
Pride in Kent	<ul style="list-style-type: none"> • Two more districts covered by project • 4 districts participating in Peoples Awards • Launch of Thanet Greeter programme • • Annual BIG Day out event 	Green Green Green Green
Market intelligence and performance indicator programme	<ul style="list-style-type: none"> • County wide Cambridge Model Business Barometer • Tour de France Economic Impact Model • Visiting Friends and Family research • Capibus Advertising research • Feasibility study on major new leisure development • Research niche markets • Feasibility study on major food/music event • New communication and dissemination programme for research outputs 	Green Green Green Green Green Green Green Green
Tourism programmes and projects:	<ul style="list-style-type: none"> • Integrate tourism with rest of R&E, particularly business tourism • Support inbound tourism flights from US Market, Mainland Europe and domestic origin • Hold Tour de France event cycling events • Agreed prioritisation for delivery of tourism projects under Visit Kent 	Green Green Green Green

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> Raise profile of Kent's coastal product Establish tourism links and opportunities for aspects of R&E work (Produced in Kent, eco-tourism etc.) 	Green Green
Service Level Agreement with KTA	<ul style="list-style-type: none"> Prepare and monitor SLA focussed on three-year delivery of T2010 target 	Green
Kent Wide		
Climate change and carbon reduction	<ul style="list-style-type: none"> Provide lead on regeneration activity on climate change issues Review R&E activity and recommend actions to address climate change 	Green Green
Kent Sustainable Business Partnership (KSBP)	<ul style="list-style-type: none"> 3,000 companies assisted 300 intensive assists 30 workshop and strategic events 1500 decision makers/managers trained Strengthened new lead Business Link Centre for Sustainable business 	Green Green Green Green Green
Sustainable energy	<ul style="list-style-type: none"> Sustainable energy guide and technical appendix to Kent Design Carbon footprint of new and existing development reduced Take up of renewable energy increased Support for key regeneration projects and eco enterprise development 	Green Green Green Green
Kent Foresight Project	<ul style="list-style-type: none"> Set in place 4-8 potential centres for sustainable enterprise acceleration and growth Subject to funding, promotion and research and development activity to support above centres Complete sustainable Future Industries Study and Recommendations 	Green Green Green
Sustainable Skills project work	<ul style="list-style-type: none"> Complete delivery of outcomes for ESF sustainable Business Skills Programme (Hadlow College) and Regional Skills Centre for Environmental Technology 	Green for Regional Skills Centre. Red for Hadlow College though Business Support Kent

Project/development/key action	Planned outcome/deliverable	Progress
	<ul style="list-style-type: none"> • Subject to funding, hold Conference on Skills Development 	<p>are reviewing possibility of taking project forward in collaboration with Hadlow College applying successful Regional Skills Centre model. Red – delayed by Mid Kent until Spring 2008</p>
Kent Design	<ul style="list-style-type: none"> • Delivery of Kent Design future programme • Secure £30k external funding • Re-launch Kent Design Awards 2007 • Review of completed projects 	<p>Green Green Green Green</p>

Climate Change Action Plan Recommendations

1. An explicit corporate acceptance of climate change and how human activity contributes to it
2. Detailed assessment of climate change impacts on KCC services and development of adaptive resources
3. Ensure climate change impacts on flood risk, water resources and emergency planning are taken into account
4. Provide support for better sustainable energy advice to Kent's residents
5. Complete a feasibility study for use of biomass in KCC buildings and replace with conventional fuels with bio-fuels in KCC vehicles wherever possible
6. Increase support for energy efficiency and renewable energy, particularly micro-generation, in the KCC estate and across Kent as a whole
7. Review transport policy to achieve an overall reduction in emissions from transport in the KCC estate and across Kent as a whole
8. Make more effective use of land in the development process and meet higher standards of sustainable construction
9. Introduce a Climate Change Action Plan, supported by clear targets
10. High profile communications programme
11. Clarify political and management leadership and accountability on climate change within KCC
12. Improve education on climate change impacts