

Regeneration and Economy targets

Draft

TOWARDS 2010 - ANNUAL REPORT 2009

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

AND

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

Lead Cabinet Member:

Kevin Lynes

Lead Managing Director:

David Cockburn

Lead Officers:

Theresa Bruton/Mike Bodkin

Status: On course

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

Locate in Kent, District Councils, Local Regeneration Partnerships, Area Partnerships, South East England Development Agency, Department for Communities and Local Government, Department for Transport, Homes and Communities, Kent Foundation, Kent Economic Board, Business Support Kent.

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

Outcomes delivered so far:

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

Published KCC's Regeneration Framework - KCC's draft Regeneration Framework was published in January and consultation ended in April 2009. It was approved by the Regeneration Board in July and will be adopted in autumn 2009. The Regeneration Framework sets out as a high priority the need to develop a new relationship with business and we are therefore developing a new Kent Sectors Strategy which will set out how we will support the growth of the Kent economy, to be completed by December 2009. The Framework also led to the development of a number of other strategies including the Spatial Vision and the Housing Strategy to be delivered over the course of 2009/10.

Delivered KCC's 'Backing Kent Businesses' (BKB) Campaign - This campaign, launched on 10 December 2008, focuses on ten commitments by KCC to help Kent business through the recession. Key outcomes to date are:

- 78% of Kent businesses supplying KCC are now paid within 20 days whereas this was previously around 44% - and we are looking to improve further
- The Kent Enterprise Property Fund has been established with a number of properties now being prepared as 'oven ready' joint venture schemes with the private sector
- The approved contractors list has been reopened with more than 480 new applications for inclusion on the list
- A new simple guide to KCC procurement has been published and we are working towards streamlining KCC's procurement arrangements (see also Towards 2010 target 5)
- Kent Business Support Centre, aimed at making it easier for local businesses to get information, has seen over 30,000 visitors since the launch of BKB. This includes an on-line business grant finder enabling companies to find routes to finance; a KCC searchable

TOWARDS 2010 - ANNUAL REPORT 2009

business directory containing details of around 50,000 businesses; a direct link to KCC procurement opportunities over £50k; and KCC telephone contact points profiled on the site so business can speak to people for advice

- A joint lobbying event led by KCC at Westminster in June 2009 highlighted how BKB partners were dealing with the recession but stressed the challenges still facing business such as the extraordinary amount of bureaucracy that exists, a planning regime which does not support business, Operation Stack related problems and losses of income, and businesses still finding it difficult to find finance from banks
- Breakfast meetings have been targeting specific opportunities for Kent businesses
- Launch of the Business Pledge campaign to encourage businesses to use local supply chains.

Supported 'Locate in Kent' - Locate in Kent (LiK) exceeded its targets for both companies assisted and jobs created in 2007/08 and 2008/09. At the end of the first quarter of 2009/10 LiK remains optimistic that it will reach targets for 2009/10, despite the fact that the targets were set before the economic downturn. Other outcomes include the following from April 2007 to end June 2009:

- 10,377 jobs created/safeguarded which are indirectly supporting a further 2,433 jobs
- 220 companies assisted to relocate, expand or set up in Kent
- 36 overseas companies assisted to relocate, expand or set up in Kent
- 2,022 jobs created and 4,043 jobs created, safeguarded and indirect by these companies
- £386.4m of capital expenditure in Kent was made by all the companies assisted to relocate, expand or set up in Kent
- Since January 2008, LiK have engaged with 417 companies regarding grants, assisted 24 companies (in Kent and Medway) to apply, 7 were successful (several still to be decided) leading to the award of £806,778 of Grant for Business Investment
- Targeting sectors that offer good growth prospects such as offshore wind, sustainable construction, biomass, life sciences and security software continue to ensure Kent is well placed and its offer well known once the economic upturn commences
- Major campaigns undertaken with partners to promote the benefits of the hi-speed train to persuade companies in London and the south-east to invest in Kent.

Launched the Kent Excellence in Business Awards (KeiBA) - KCC, in partnership with the Kent Messenger, successfully launched KeiBA early in 2009 and despite the recession there were almost 200 entries for the 11 categories of awards (plus an outstanding contribution to the business community award). The awards ceremony was held at Leeds Castle on 2 July, around 500 people attended, making it one of the most significant business events in the year.

Launched the 'Backing Kent People' campaign - The 'Backing Kent People' campaign was launched on 6 April. Key outcomes to date include:

- Using the Mobile Gateway (see towards 2010 target 29), two events have taken place – one in Pembury, Tunbridge Wells in April and another in Deal in May. This was developed further for the summer 2009 period with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team on board offering advice to members of the public.
- A detailed contract has been agreed with CAB that will increase their capacity to provide advice to more people, particularly in the areas of debt, benefit and employment.
- The Kent Credit Union initiative should launch in October 2009

TOWARDS 2010 - ANNUAL REPORT 2009

- A number of focus groups have been run with young people around Kent to understand their views on money, what information they would find helpful and in what format.
- The Kent Benefits Partnership is running a series of surgeries in localities such as libraries and adult education centres offering advice on all benefits and a free benefits test for all. These events are being promoted on the Kent.gov – BKP website.
- Free home energy surveys have been offered to over 100,000 Kent residents with take-up from almost 9,000 households. We are currently awaiting figures on cost savings identified for residents.

Supported the URBAN programme - The programme, rated as the best in the UK, provided seed core funding for training, economic and environmental initiatives focused on deprived wards within Dartford and Gravesham. The £8.3m externally funded programme attracted further public/private funds of £13.4m contributing to the wider regeneration of Kent Thameside.

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

- Workshops specifically aimed at women and promoting entrepreneurship among Kent school students
- A training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses.
- Support for the “Back to Work” programme – a six-week course to prepare people to return to work based around raising self-confidence, raising aspirations, being productive, writing CVs and attending interviews.

Supported Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) - Along with partners, KCC provided grant funding towards the development of a new arts performance building in Folkestone. The building includes 15 business incubator spaces. As of June 2009 four of the business incubation units have been let, which includes a website/marketing business and one dealing with leisure promotions. There is strong interest in the remaining units.

Overseen development in the following areas and projects:

Kent Thameside

- Agreement has been reached with government and local partners on a package of 11 schemes totaling £173m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A bid for £23m of funding from the Homes and Communities Agency to support this programme has been approved in principle and we are awaiting government’s final decisions later in the year.
- A new *Fastrack* route A (by The Bridge) has been opened.
- The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008.
- A funding bid was submitted to provide £7.1m improvements for Dartford Station incorporating a new station building, a new forecourt area and better platform facilities for rail users
- A £8.3m Northfleet Station project is about to proceed to a new, fully DDA compliant station and a public subway providing more direct access between Northfleet and Ebbsfleet stations for rail users.

TOWARDS 2010 - ANNUAL REPORT 2009

Sittingbourne

Kent Science Park (KSP) is potentially a key economic driver for Kent by helping to increase the number of new jobs and by attracting new companies to the county in knowledge or science based industries. Recent developments at KSP include:

- The new Kent Science Resource Centre, which provides much needed technician training to support the scientific industries on site and in wider Kent, is now affiliated to the University of Kent. This helps support Target 6 on graduate retention
- An Economic Impact Assessment report (supported by KCC) has provided independent scenarios as to how the KSP could develop to maximize its scientific and bio- sciences base.

Other developments in Sittingbourne to support jobs and the economy include:

- Development of further training provision by KCC
- Completion of planning and design work for a transport node at Sittingbourne train station to improve public transport access.

Isle of Sheppey

At Queenborough and Rushenden, KCC has supported courses to improve local skills and training opportunities at the local Gateway Community Centre. Additional work is progressing to investigate further courses and an apprentice training programme linked to the existing Further Education Centre at Sheerness.

Thanet

KCC is working with Thanet District Council to enable regeneration opportunities at Manston. Working through a joint venture company, East Kent Opportunities, achievements to date include the following outcomes:

- Agreed a strategy for judicious land sales to encourage regeneration
- Pursuit of planning application at the Westwood site
- Two offers to purchase land received

The Leader of KCC has also been in discussion with the Mayor of London about the development of Kent International Airport as a regional airport and its potential in helping alleviate the pressure on existing London airports.

Off-shore wind farms

To date the following has been achieved:

- At Ramsgate, more than 40 of the 100 foundation monopiles for the wind turbines are in place for the Thanet Off Shore Wind Farm
- Project developer, Vattenfall, are soon to tender for the construction of a new operations and maintenance base at Port of Ramsgate
- Phase 1 of the London Array Offshore Wind Farm project has also started with the first stage being the construction of the onshore substation at Graveney. Offshore construction work is due to begin in 2011 following ecological and environmental survey work
- Starting work on the project will realise £300K for local community projects and work to determine the local skills development and supply chain is being progressed.

TOWARDS 2010 - ANNUAL REPORT 2009

Ashford

- Ashford's Future Company has been established to lead the delivery of the growth agenda in Ashford. The key workstreams are development, economic development and transport
- The Ashford Ring Road restructuring was completed in 2007/08 with a two-way flow in operation
- Elwick Road Shared Space Scheme is substantially complete and has attracted considerable interest in the national and local press and won several national awards
- A Smartlink bid was prepared to significantly improve public transport in Ashford. £16.7m funding Community Infrastructure Funding (CIF) has been awarded for the construction of support work at Victoria Way to open up land for investment and access to car parking supporting Elwick Road that will make the area more attractive to investment
- Growth Area Funding is in place for work on the M20 Junction 9/Drovers roundabout
- KCC is leading on the Gateway Plus project in Ashford to develop a new joint library, adult education and registrar building (see also Towards 2010 target 29)
- KCC has part funded with the Learning and Skills Council a skills strategy for Ashford. An action plan has been prepared and now needs to be delivered. Attention has also been on establishing a Retail Skills Centre, and work has been ongoing to develop the concept and how it would be delivered.

What more are we going to do?:

Future work programmes will be directed through the priority objectives in the Regeneration Framework and its supporting policy and strategy base. This includes the following:

Across the county

- We will have a major focus on the development of the Kent Sector Strategy, as a commitment from the Regeneration Framework. The sector strategy will inform the challenges facing each of the priority sectors and the support required to realise their full growth potential
- Taking forward the ten commitments in the BKB and Backing Kent People campaigns
- Explore with the Kent Foundation how to secure funding and further develop its potential to deliver the important youth enterprise agenda
- Continue to work with Kent universities to develop a response to graduate retention through a new 'Business First' project to provide graduates opportunities during the recession to work with Kent business
- Continue to identify opportunities for workspace provision for small and start-up companies
- Support the development of the Innovation and Growth Team, to provide intensive support to innovative and high growth potential companies in Kent. The programme will commence from October 2009 and run for three years
- Assist development of an Innovation Strategy with a focus on Kent's businesses. LiK will continue to focus on emerging sectors which offer good prospects and quality jobs, e.g. overseas companies which tend to involve bigger investments and higher quality jobs than domestic investments, innovative products such as Launchpad, and ensuring that investors, companies and intermediaries all understand the positive changes to Kent's

TOWARDS 2010 - ANNUAL REPORT 2009

business offer including hi-speed rail, new property products, and regeneration in Kent's towns.

Kent Thameside

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

Swale

- Deliver two major road schemes - the Sittingbourne Northern Relief Road and the Rushenden Link Road Both schemes start in Summer/Autumn 2009 and finish in 2011
- Working with partners, develop a training plan for Sittingbourne to improve training provision and access to training opportunities
- With partners, continue to improve the tourism potential and 'green profile' of Sheppey by developing a number of cycling/walking routes on the island under the 'City to Sea' initiative. The work will complete by March 2011 and will benefit tourism businesses and local residents' quality of life by promoting more healthy living.

East Kent and Thanet

- Work with Thanet District Council and the owners of Kent International Airport to ensure that appropriate safeguards are put in place to offset the environmental impacts of the airports expansion. In particular, engage in the development of the Surface Access Strategy for the airport and ensure that this fits with Kent's Integrated Transport Strategy
- Continue to work with partners to secure investment in Ramsgate to support the off shore wind farm developments to develop a base from which to attract complimentary business activities and supporting long-term sustainable jobs linked to the essential operations and maintenance functions
- Submit planning application for the EuroKent site in early autumn for a mixed use development of the site providing wider regeneration benefits linking Westwood Cross, Marlowe academy its innovation centre and the neighbouring Newington estate.

Ashford

- With partners develop and deliver projects which will bring forward infrastructure and town centre regeneration and employment opportunities including a lead on Victoria Way and Junction 9/Drovers roundabout, Eureka Business Park, Conningbrook and Chilmington Green
- We are anticipating bids of over £30m for delivery of strategic highways schemes; junction 9 and Victoria Way
- Assist development of a strategic sites team that will provide an integrated approach focusing on the key development sites for Ashford.

TOWARDS 2010 - ANNUAL REPORT 2009

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of jobs created/safeguarded in Kent*	2,598	3,339	3,158	3,786	2,973**
Number of new companies investing in Kent *	64	66	70	70	70

* Excludes Medway

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

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

Dover: Network Rail, Dover District Council, Dover Pride, London & Southeastern Railway Ltd (LSER), East Kent Partnership and SEEDA.

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

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

Outcomes delivered so far:

The particular focus of this Towards 2010 target is Dover, Margate and Folkestone and the developments are set out below. Work in other specific areas of the county is also outlined in this report.

Dover

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

- In collaboration with Network Rail, Dover DC and Jacobs, we have been developing the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project (work on site is due to get underway in September 2009)
- The Dover Sea Sports Centre opened in Summer 2009
- The expansion of the Western Docks, Terminal 2, scheduled to take place between 2011 and 2016, will provide local job opportunities in the construction, maritime and cruise sectors
- KCC is pressing Government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks
- KCC is leading on work on the provision of enabling transport infrastructure to support the development at Whitfield including securing £8m to provide transport improvements across the town
- A successful bid to the Commission for the Built Environment (CABE) Sea Change Programme for £7.75m will deliver substantial improvements to Dover's waterfront and the castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016
- On a wider scale, consultation is continuing with Dover's business community regarding labour and skills needs
- KCC is working with South Kent College to review its current performance and delivery in order to raise the profile of the skills agenda in the area

TOWARDS 2010 - ANNUAL REPORT 2009

- We are working with the Homes and Communities Agency, SEEDA and Dover DC to provide a training centre and small business units at Aylesham funded by £8m DCLG coalfield regeneration money. It is likely to include some provision for construction training which would link to the proposed 1,200 unit housing development and will probably involve local schools and FE providing the trainees. The development is expected to begin during 2010.

Margate

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

- Funding was secured for construction work to begin on the Turner Contemporary gallery in December 2008. Businesses and other investment have already been attracted to Margate in anticipation of the gallery's completion in 2011 which will create many more jobs. (See also Towards target 27)
- A package of public realm work has been completed, creating stronger pedestrian connections between the Old Town and the seafront. Fort Hill has been changed from a dual to a single carriageway with associated upgrading of footpaths and public areas for residents and improvements to entries to the Old Town along King Street and Duke Street. The area has now become more open to the development of a stronger cafe culture in anticipation of the opening of the gallery
- KCC is working with CTM Architects to produce a hybrid planning application for the Rendezvous site for a mixed-use development that will make a significant contribution to meeting the running costs of the Turner Contemporary
- Wave 3 CABE Sea Change bid secured to create a Heritage Amusement Park around the listed Scenic Railway and to refurbish the Grade II listed Dreamland building bringing these sites back into public use
- Working closely with Margate Renewal Partnership, KCC is leading the delivery of a parking, access and movement plan which to date has delivered major refurbishment of the College Square car park, new approach car park signing, and identification of new coach park for the town and revised signposting for pedestrians making it easier to travel around the town and avoid congestion.

Folkestone

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

- The University Centre and new Adult Education Centre have just been opened, and a Performing Arts and Business Centre (PABC) will be opened in March 2009
- Folkestone was one of three towns, alongside Canterbury and Margate, promoted by the Visit Kent Cultural Tourism project to support the coastal Kent cultural offer
- The new high speed rail link from London, St Pancras International will open in 2009.

Swale

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

TOWARDS 2010 - ANNUAL REPORT 2009

Gravesend

KCC is undertaking the refurbishment of the Old Town Hall building to provide community facilities as well as commercial space for small businesses.

What more are we going to do?

Dover

- Deliver Dover Priory Station Approach public realm improvements
- Lead work on a Marine Skills Centre and undertake a feasibility investigation (lead is with KCC CFE)
- With partners work to improve the schools offer through the Building Schools for the Future Programme and through the introduction of vocational diplomas
- Provide input to the master planning of various sites including redevelopment of the Connaught army barracks to provide 500 eco-homes, public realm projects in York Street and the town centre, and environmental improvements to the Port area at Whitfield through to Channel View Road
- The scoping work for the development of the integrated passenger transit system is underway. KCC and Dover District Council are working to support a bid by English Heritage to fund the system. The aspiration is to make this happen by the 2012 Olympics to showcase both Dover and Kent.

Margate

- Working with partners, we will continue to progress work on an increasingly pedestrian friendly Eastern Seafront. The Turner build will be completed during 2010 within an attractive public space and it is anticipated that plans will be well advanced for the creation of a 3* plus hotel to the east of the gallery. Parking provision will be improved and better signed for visitors
- Specifically, during 2009, the mixed-use development on the Rendezvous site will be taken forward, public realm work will be completed in front of the Droit House, a CABE Sea Change bid will be submitted for the Dreamland site and a solution found for the western gateway.

Folkestone

- Continue to work with Shepway DC and Creative Foundation to realise the quality of development in the Creative Quarter and proposals for the seafront (see also Towards 2010 target 6).

Ashford

- KCC is supporting the developer partnering process for the Elwick Place site in Ashford as the first key town centre regeneration site
- Work has been ongoing to develop a high speed broadband strategy for Ashford, ensuring that the infrastructure will be developed to put the town at the forefront of the broadband revolution.

Measurable indicators:

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

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

We are working with a plethora of rural stakeholders to take forward this target. Key partners include:

Action with Communities in Rural Kent, Business Link Kent, Church in Society, Country and Land Business Association, District Councils, GOSE, Kent Association of Local Councils, Kent Downs Area of Outstanding Natural Beauty, Kent Federation of Small Businesses, Kent NFU, Kent Wildlife Trust, Produced in Kent, SEEDA, Emerging Local Action Groups of new LEADER bids, Partnerships for the Mid Kent LEADER + and Kent Rural Towns Programme.

Outcomes delivered so far:

Support Kent Action for Rural Retailers Initiative (KARR) - KCC has supported the KARR initiative to provide specialist retail advice to village shop owners and work with communities to develop solutions to unplanned post office closures. In 2008/09, 203 visits were undertaken to support 54 independent retailers remain in business across rural Kent. The initiative is also now fostering opportunities for village shop owners to network and exchange best practice. For example, in West Kent a new village shop retailer's forum.

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

Generate new rural funding:

- The Kent Rural Access to Services Programme has already supported the creation of one community shop at Barham – which has also saved the village post office. Three more community shops are currently in development – and a community toolkit has been created to support this process. The programme has also supported three entrepreneurial community transport schemes and has launched a promotion campaign to ensure greater knowledge/awareness of existing community transport schemes (including Kent Karrier)
- The LEADER+, Kent Rural Towns Programme and Rural Revival have now delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects. Projects supported include:
 - Wealden Wheels – a rural community transport initiative covering five rural parishes to overcome access issues for older and younger members. The operation is seen as an exemplar project
 - Kent Food-Trails project - four themed-food trails promoting Kentish apples, wine, beer and Romney lamb were developed to raise the awareness of the links between Kent's landscape and its local produce

TOWARDS 2010 - ANNUAL REPORT 2009

- The Funding Buddies LEADER+ project was successful in generating an additional £1million of funding for rural communities in Kent through successful funding applications and has recently been awarded over £300,000 of lottery funding to be rolled out across Kent
- The Sandwich Phoenix Centre project has created a refurbished space for youth club activities, a drop-in centre, IT suite and a youth café. Renewable energy technologies, energy and water saving measures and recycled materials have been used throughout the building to minimise its environmental impact and reduce its future running costs
- The Kent Downs and Marshes Leader programme will bring in over £2m of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years. To date, £150,000 in grant funding has been awarded to a range of businesses and community projects in the LEADER area. Projects that have already received funding include:
 - Tilmangate Holiday Cottages – a farm diversification project involving the construction of two environmentally sustainable holiday cottages in place of a redundant barn. The cottages will be of traditional Kentish vernacular design and will include cutting edge energy saving systems including sustainable drainage systems, renewable energy generation (wind turbine and ground source heating) to minimise running costs and minimise the negative impact on the environment. The aim is to make the project an environmental ‘exemplar’ in holiday cottage lets, designed to compliment and enhance the local and built environment.
 - Rippledawn Environmental Education Centre - funding has been awarded for the construction of a purpose built, straw-baled building containing two teaching classrooms and a kitchen area for use in teaching the rural skills programme at the centre. The construction of the building will be used as an exemplar of sustainable building techniques providing 'on the job training' as well as a venue for teaching courses
- We have also secured funding from the Commission for Rural Communities to develop a ‘rural business barometer’. This national pilot will seek to gauge the impact of the economic downturn on Kent’s rural businesses.

Support Kent’s Rural Post Offices - To help mitigate the impact of recent post office closures in Kent, along with partners, KCC launched a targeted business advice scheme for co-located retailers. In addition, KCC organised a community summit with partners to examine the opportunities for community enterprise-led solutions for communities affected by recent post office closures. The scheme has helped support the development of a community run post office scheme in Capel Le Ferne, a community café in Romersham and a new ready-meal business in Bidborough.

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

Support Produced in Kent - Recent initiatives include:

- Launch of a new scheme in June to provide branded Produced in Kent point of sale materials for independent rural retailers

TOWARDS 2010 - ANNUAL REPORT 2009

- Media campaign in partnership with the Kent on Sunday to promote Kentish produce
- Launch of two new food themed walking trails – Cherry Trail and a Seafood Trail.

What more are we going to do?:

- Complete an innovative rural economic study to quantify the size, shape and latent potential within Kent's rural economy. This will be used to feed into the sector strategy and especially scope new initiatives to support the emerging, high-value home-based rural business sector
- Apply the findings of the research and the rural business barometer pilot to ensure that key business support schemes and new policy developments (especially planning) meet the needs of rural businesses and communities
- Further develop the successful Kent Downs Rural advice project and the Kent Action for Rural Retailers Initiative
- Work with the Kent Rural Board and its business networks to support and help deliver the rural dimension of the Kent Regeneration Framework, especially growing Kent's £5.5 billion rural economy
- Work with the Kent Rural Board to ensure that the planning system meets the needs of rural businesses and communities – and to continue to lobby for better broadband access for rural areas (27% of Kent's rural households currently have slow or no broadband access)
- Work with partners to successfully deliver the Kent Downs and Marshes Leader programme
- Continue to empower rural communities to develop entrepreneurial solutions to rural access to services
- Further develop the Produced in Kent initiative.

Measurable indicators:

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

Monitoring completed by: Elizabeth Harrison

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

Achieving success requires a broad ranging approach which provides learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace. Developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent are all part of this process. In effect, there is a journey of ambition which consists of three core strands:

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

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

Schools agenda

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

- The Kent Skills framework is in the process of being developed with the Institute of Education, London which will include Level 4 provision and enable schools to start foundation degree modules in the sixth form. Foundation degrees are already being developed at Invicta Grammar School, Maidstone
- School business incubator units have been developed at Abbey School, Faversham, and Astor, Dover with real businesses linking with the education agenda

TOWARDS 2010 - ANNUAL REPORT 2009

- New innovative vocational and technical training programmes are being developed by KCC's 14 to 24 Innovation Unit in a wide range of occupational sectors which will provide alternative progression into higher education (HE). These are being developed by Kent and Greenwich Universities and include advanced apprenticeships
- Work is taking place with the Kent Foundation in targeting young people to promote enterprise skills and support business start-up activity. Targeted groups are school leavers and graduates.

Universities and higher learning

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

- Meetings have taken place with Kent universities to discuss graduate retention within the county. They are already responding to the issues, e.g. University of Kent has an excellent careers advisory service which highlights opportunities in Kent. Liaison has subsequently continued with the universities to explore further opportunities for graduate retention. This work has been expanded because of the economic downturn and the impact this has had on graduate employment opportunities
- The Kent Film Office (see Towards 2010 target 8) continues to develop the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs
- KCC's 14 to 24 Innovation Unit is working directly with the Kent Science Park to expand the foundation degree programme and work directly with schools to promote sciences as a positive career choice
- Negotiations have taken place with Portsmouth universities to provide foundation degrees in Local Government for September 2009/10 for a target group of 20 within KCC. This would provide a progression route for people working in KCC to achieve graduate level qualifications.

Creating dynamic environments for graduates

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

Creating graduate job opportunities

TOWARDS 2010 - ANNUAL REPORT 2009

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

- The Performing Arts and Business Centre (PABC) at Folkestone is providing workspace units adjacent to the new University College. The college and the PABC are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and the PABC is well placed therefore to provide them with business accommodation and start-up business support
- KCC is developing the Kent Film Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector. (See Towards 2010 target 8)
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. University College for the Creative Arts (UCCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition to these four specific areas:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC
- We also continue to work with Locate in Kent (see Towards 2010 targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and other partners. This will open in September 2010 with the first courses which will offer level and degree programmes in all aspects of the maritime trades. Major blue chip companies involved in maritime trades are partners in this project
- The National Skills Academies in construction are part of the Building Schools for the Future programme and will deliver a range of degree equivalent courses within the work place including foundation degrees. This work started in January 2009 and a number of graduates have been offered placements on school construction sites
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich which is one of Pfizer's four key global research and development sites and employs substantial numbers of graduates. This is an important part of Kent's knowledge economy
- KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills
- A workshop for students who graduated this summer and have not yet found employment was held in July 2009. Over 25 graduates attended this session who will

TOWARDS 2010 - ANNUAL REPORT 2009

now receive ongoing support from Department of Business Innovation and Skills, KCC and the Innovation School.

What more are we going to do?

- To establish an online resource for graduates in Kent, drawing together the range of opportunities and support available into a single accessible location and promoting the county as a destination for those seeking to establish graduate careers
- This target ties in with delivery of Towards 2010 target 18 – see details on the planned business conference on 4 December 2009
- Expansion of the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promote graduate opportunities via non-traditional routes while employed
- A major creative and media event is to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- KCC's 14 to 24 Innovation Unit will be promoting, through the new web site, My Right Turn, which goes live next year, the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges
- A project with Locate in Kent and University of Kent is to explore the potential of the university's global alumni network to promote inward investment i.e. developing the employment capacity of Kent knowledge economy
- Investigate alternative progression routes into higher education by developing an advanced apprenticeship programme e.g. an Open University for Apprentices
- KCC is to develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,730	3,877	*	4,000

* Available August 2009

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: 20 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: More progress needed

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

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

Outcomes delivered so far:

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

In 2008/09, the value of on line bookings made on the Destination Management System failed to meet the target set (see PI table). It was directly affected by the current economic climate including a cutback on the number of bed nights. Additionally, there has been an increase in the number of commercial competitors including Expedia and lastminute.com. In 2009 we will review our role in this market to see if we can realistically compete and where we can add value. Other Destination Management organisations have already taking different approaches and are using different models from which we can learn.

Specific developments against this target are as follows:

Increased marketing - Research has demonstrated that £1.4million is generated into the Kent economy generated through Visit Kent marketing per year. Although the ambitious target for website visits wasn't met in 2008/09, there was a marked increase in hits compared to previous years (see PI table). To date:

- Visit Kent on-line bookings have generated £5,662,000 worth of income
- 12% of web enquirers visit Kent as a direct result of the information they received from the Visit Kent website
- The Destination Management System is being developed enabling local information which is input at a local level to be disseminated via constant datafeed to Kent TV (What's On), Tourism South East, Visit Britain and Enjoy England
- Research on the effectiveness of The Visit Kent Magazine as a marketing tool shows that while 33% of readers were going to visit Kent before reading the magazine, a further 32% intended to visit in 2008 and 29% intend to visit in 2009.

Delivered specific campaigns – These include:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

European Campaign - This was a three year campaign (2008-2011) targeting European markets of France Belgium, Netherlands and Germany. As a result:

- 28 new inward tour operator packages to Kent were created
- Over €1 million of press coverage was levered in through journalist visits
- Over €1 million worth of bookings to Kent were secured via Dutch Tour operator "House of Britain" during 2008/09
- The trade activity stimulated by the campaign attracted international conferences including Coach Tourism Council and Group Travel Organiser.

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

Delivered other innovative and opportunist campaigns – These include:

"The Other Boleyn Girl" campaign - in partnership with the Kent Film Office which helped:

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

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

The New Golf Campaign - in conjunction with the European Golf Championships Sandwich Open in 2011 this is underway and to date has delivered:

- Guide to Kent golf courses produced
- Micro Website developed
- Hosted seven press trips for golf journalists
- 15 new inward golf packages created in conjunction with tour operators
- Golf specific database developed
- 94% open rate to targeted newsletter.

Cinque Ports Anniversary campaign - with Dr David Starkey and partnered with Hastings BC and the Confederation of the Cinque Ports, this has delivered a new guide, website, DVD and education pack for schools.

Cruise campaign - The cruise economy is worth over £19 million to the Kent economy. The Cruise campaign with the Port of Dover Kent showcased to cruise passengers what Kent can offer. It involved:

- 7,225 independent passengers greeted from 97 cruise liners
- Kent Shore excursions developed, between Cruise Operators and Visit Kent
- Cruise web-site developed
- Cruise data base created and mailed with specific newsletter
- 900 high potential passenger contacts made.

TOWARDS 2010 - ANNUAL REPORT 2009

Celebrating Kent - Training and Business Support - This is an innovative programme raising standards of customer service, and reminding all businesses and residents what fantastic assets the County has to offer. To date 281 businesses have participated.

Kent's Big Day Out - Kent resident familiarisation of what's available is paramount and the intention of this campaign is to encourage Kent residents to discover the attractions on their doorstep. In addition, 32% of those visitors coming to Kent stay with friends and family.

- Previous success has encouraged the event to be held for a third year
- 150 tourism and leisure business actively involved each year
- 12 local media partners are involved
- Over 47,000 free tickets available overall with 22,922 residents enjoying a day out.

Due to the recognised success of the Kent campaign, Suffolk, Sussex and Nord Pas De Calais are using skills and ideas created in Kent on a consultancy basis.

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

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

What more are we going to do?:

- Further develop and extend the Kent brand
- Build relationships with partners in Europe by capitalising on the proximity of France to develop new products and new unique selling points to improve Kent 's competitive edge
- Support and strengthen investor/business liaison to increase the numbers participating in Visit Kent activities
- Improve the quality of facilities and infrastructure to raise the quality of existing businesses and actively seek entrepreneurs to develop new, individual and quality products
- Promote skills development by supporting training of service sector employees in customer care and product knowledge by 2012 and engage residents in visitor welcome
- Initiate engagement with young people in terms of career promotion, apprenticeships, business/education liaison, tourism, visitor marketing, IT and skills
- Harness technology to market Kent and communicate with visitors.

TOWARDS 2010 - ANNUAL REPORT 2009

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Value of on-line bookings made on Destination Management System (cumulative since 2007/08)	New system	£305,503	£500,000	£369,582	£1m
Number of jobs in the visitor economy in Kent (Source Cambridge Model)	49,555*	50,669	50,185	Available in 2010	50,500
Number of visits to <i>Visit Kent</i> website	975,000	977,473	1,325,000	1,260,964	1,500,000

* Based on 2003 data

Monitoring completed by: Frances Warrington

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: Done and ongoing

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

All 12 Kent district councils

Outcomes delivered so far:

KCC launched the 'No Use Empty' initiative in 2005 with a £5million funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The LAA1 target was exceeded securing a government reward grant of £2.239 million.

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

Specific successes include the following:

- The 2009/10 target was increased from the original 650 properties to 850 in June 2009, having achieved this Towards 2010 target ahead of schedule following the successful roll out of the initiative across the whole county in April 2008 (see PI table)
- Enforced the sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years. Town & Country Housing Group worked with Thanet DC to bring the property back into use as affordable housing, with the first one becoming occupied in January 2009
- Compulsory purchase of the former Warren Court Hotel, Cliftonville, Margate, derelict for some five years and subject to frequent arson attacks, was made possible by the very first inter-authority loan (May 09). A full planning application is being worked on which will see the site returned as affordable housing
- Direct purchasing, although the first property to be acquired under this intervention is proceeding slower than anticipated having been delayed by complex legal issues
- Applications to convert commercial properties into residential accommodation are also eligible for funding. The initiative has recently supported the conversion of a Victorian warehouse situated in Dover town centre, providing 8 units, which were marketed in June 2009.

The 'No Use Empty' initiative has been widely praised across the UK as a unique partnership between county and local councils, achieving tangible results and setting an example for others to follow. The level of interest in the initiative remains high, for example:

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

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts
- Target specific areas inviting landlords/traders to participate in workshops to promote the initiative and offer any potential applicant the free services of a property management company for one hour. If successful, this approach could be replicated in other parts of the county
- Look at other innovative ways of engaging with others and creating new opportunities
- Continue to facilitate training sessions for empty property officers.

The approved re-alignment of the budget for the initiative currently profiled to 2013 will also allow for:

- Continuation of the loan scheme available to all districts who wish to sign up
- Creation of a new fund from within the existing budget allocation for the exclusive use of the east Kent partners to retain the high profile of the initiative and rewarding them for their significant contribution to KCC achieving the Performance Reward Grant.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	172	339	511	728	850**

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

Monitoring completed by: Steve Grimshaw

Date: 27 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

District councils in Kent

Outcomes delivered so far:

The former Development Plan for Kent, the Kent and Medway Structure Plan 2006 contained strong policies to ensure that development is accompanied by the required infrastructure and services but these policies ceased to have effect from July 2009 following approval of the South East Plan. Policy CC7 of the South East Plan includes the principle that "where development creates a need for additional infrastructure a programme of delivery should be agreed before development begins".

Specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils and therefore we work with district councils to ensure requirements for KCC services are included in Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the potential introduction of a Community Infrastructure Levy from 2010
- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. Although few districts as yet have either submitted or adopted core strategies for the LDFs (only Tonbridge and Malling and Ashford so far) both of these districts provide for a balance of development and infrastructure. In Ashford, strong policies to provide for KCC infrastructure have been included following KCC's intervention and the public inquiry. Negotiations on other district LDFs continue. During 2009/10, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Thanet and Sevenoaks
- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009 and subject to consultation this summer
- The current review of 'What Price Growth' maintains KCC's commitment to assess the nature of infrastructure required to address the high level of housing growth to be accommodated in Kent and the financial and investment implications of this
- KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans

TOWARDS 2010 - ANNUAL REPORT 2009

- We have contributed to strategic housing market assessments in partnership with districts, Registered Social Landlords (RSLs) and the house building industry. These assessments, required under government guidance, (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision, needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. A Kent Housing Strategy is in preparation and is reviewing evidence on housing need and mix in terms of type, size and tenure and how planning policies might be deployed to address imbalances in the type and size of housing accommodation
- KCC is working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing need and opportunities across the area
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Houses also need to be of good design quality. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance to their LDF core strategies
- The KDI is also producing, in collaboration with some of the district councils, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance which includes a maintenance and management protocol or toolkit on streets within town centres, community safety, (with the Kent Fire Service), planning for crime prevention (with Kent Police), a farmstead design toolkit (with English Heritage and the Kent Downs AONB Unit), as well as disabled access
- We have also produced the second 'showcase' document on 'Street and public space', using Kent examples to celebrate good practice exemplars throughout the county; and in April 2009 launched the 2009 Kent Design Awards, which includes new categories for RSLs, craftsmanship to reward the best contractor, and the Lord Sandy Bruce-Lockhart Award for the project of the year. The Award Event is scheduled for mid-March 2010.

What more are going to do?

- Continue to monitor the development of detailed proposals and regulations that will govern the introduction of a Community Infrastructure Levy (CIL) enabled by the 2008 Planning Act. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent

TOWARDS 2010 - ANNUAL REPORT 2009

- Continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub regional and local levels
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and ‘What Price Growth 2’ policies. A development industry seminar is to be held autumn 2009 to explore new solutions including deferred payments in the current market
- The KDI will continue to roll out the guidance and policy notes, and are looking to work with cross-district/county working groups on new themes such as housing space standards – both internal and external - (linked to lifetime homes and ensuring that properties meet the changing needs of the vulnerable, disabled and elderly), infill development for smaller sites of under 20 houses, rural housing and a characterisation study on towns and villages
- The KDI will be developing bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders including local authority officers, council members, and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent.

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

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products

Lead Cabinet Member:

Kevin Lynes

Lead Managing Director:

David Cockburn

Lead Officer:

Elizabeth Harrison

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

It has been decided that resources would be better spent:

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

Subsequently, and with the agreement of the Leader and Chief Executive of the Council (at a meeting of Cabinet members on 1 April 2009) progress will no longer be specifically reported against this target.

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

Household water use accounts for 75% of the total used and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. Some new water infrastructure will be needed but large scale solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment.

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

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

Action 1: Spotlight on Kent's water companies

- KCC has had serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following debate at KCC Cabinet in August 2008, KCC asked the Secretary of State at DEFRA to call for a public inquiry into these plans. At the beginning of February 2009, water companies responded to the issues raised in the Water Resource Management Plan (WRMP) consultations. KCC evaluated these responses and was satisfied with all except South East Water's WRMP. Follow-up letters have been sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In August 2009, DEFRA announced a public inquiry into the WRMP for South East Water and Thames Water.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC is lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works. Phase 1 of upgrading the Bybrook wastewater treatment works has also been completed already leading to improvements in the water quality in the River Stour
- KCC has successfully lobbied government on the Code for Sustainable Homes (CSH). Government addressed almost all the points in KCC's summary response specifically and positively and in December 2008 KCC was invited to an expert review of the water section of the CSH.

TOWARDS 2010 - ANNUAL REPORT 2009

- The SouthEast Plan includes an implementation plan, prepared with KCC advice, on the major investment planned and necessary to support housing and employment growth, and regeneration
- Water infrastructure provision is covered in the SouthEast Plan sub-regional strategies into which KCC had significant input
- The KCC Minerals and Waste Development Framework will include policies and site allocations for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses
- KCC's Water Policy was adopted in December 2006 providing direction to KCC projects and partnership working.

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

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC is working with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial have won several awards and recent results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs these water saving measures in all their new homes.

Action 4: Wider use of water-saving technology

- KCC is leading a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This is a partnership project promoting simple, free water saving measures to households. The project aims to offer a cost effective mechanism for off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills
- Further partnership work is now in progress to develop a large scale programme for both water and energy saving improvements for existing homes in Ashford. KCC is supporting the development of a similar partnership projects in Swale and Dover districts.

Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007
- A focused water conservation campaign is being run as part of the Ashford pilot project described above. This aims to help people understand the link between their water use and the local aquatic environment.
- As part of the KCC Eco-Schools programme, water saving continues to be promoted to Kent's school children.

What more are we going to do?:

- Wider opportunities will be found to roll out the retrofitting of water saving measures to existing homes through dedicated projects and by integrating this into similar energy saving initiatives
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management

TOWARDS 2010 - ANNUAL REPORT 2009

- KCC will embrace the opportunities that the draft Floods and Water Management Bill presents for improving water management and the protection of Kent's water resources.
- Focus on activities to improve groundwater quality
- KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group. During the remaining time up to 2010 this will be focused on water use in schools.

Measurable indicators:

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

Monitoring completed by: Alan Turner

Date: 29 July 2009