

Annual Plan 2012/13

End of Year Monitoring

Economic Development and Spatial Unit

PRIORITY 1: Business Growth		DESCRIPTION OF PRIORITY: Supporting Kent's businesses to grow faster than the national average through delivery of a targeted business growth support packages.			
ACTIONS		Accountable Officer	End Date (month/year)	RAG Status	Comments
	BUSINESS SUPPORT				
1	Innovation and growth				
1.1	Develop Innovation Strategy for Kent	Ross Gill	May 2012	Green	Strategy was used to inform revised version of Unlocking Kent's Potential
1.2	Complete 2-year High Growth project and deliver final outcomes: <ul style="list-style-type: none"> £24m investment raised 400 jobs created 250 Companies (Portfolio clients) supported with growth strategies 660 Companies (Network clients) assisted with innovation and growth services 130 Companies assisted to bid for public sector contracts across Europe 84 Companies making the transition to paid for services 24 Commercial Agreements (deals) signed 13 Technology Partnerships established 	David Hughes	December 2012	Green	<ul style="list-style-type: none"> Created a network of 494 Kent businesses with growth potential Provided coaching support to 262 companies Created 413 jobs Raised £39.8m investment Signed 21 international partnership agreements Worked with 12 'spin out' businesses at Discovery Park resulting in 10 securing funding through KCC Accelerator scheme Clients included 6 finalists and 2 winners at 2011 KEIBA awards
1.3	Explore potential support for businesses with high growth potential alongside the National Business Coaching for Growth Scheme	David Hughes	December 2012	Green	High Growth Kent now provides a coaching offer for Kent businesses not yet eligible for entry on to Growth Accelerator (GA) scheme, the aim being to provide an escalator to GA. Over the period Jan-Mar 2013 HGK has achieved a conversion rate of 34% of businesses moving to the GA scheme. These include several Expansion East Kent businesses.

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2	Incubator and small business units programme				
2.1	Concept developed for a Kent-Wide Programme	David Hughes	April 2012	Green	Concept developed, applications being received for funding
2.2	Complete with Ashford Borough Council and Kent Invicta Chamber of Commerce provision of premises at International House	David Hughes	July 2012	Amber	In process of application coming forward, the identified location was let commercially by the HCA. An alternative location is currently being examined
2.3	Commission generic business support programme for Start-ups and micro-businesses with district councils	David Hughes	Autumn 2012	Amber	<ul style="list-style-type: none"> • StartMyBiz scheme for Canterbury district started in late 2012 with local partners. • Generic support package developed with accredited Kent chambers in support of Expansion East Kent scheme. • One year pilot programme of workshop based and 1-1 support being developed with Ashford and Maidstone districts, and with West Kent Partnership in collaboration with three districts. • Generic support package for north Kent to be commissioned in April 2013 by KCC in support of TIGER programme.
3	Rural business support				
3.1	Deliver a range of targeted support activity through Service Level Agreements with Action with Communities	Theresa Bruton	March 2013	Green	<ul style="list-style-type: none"> • £7,050,000: Value of Local Needs Housing opened as a result of Rural

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	<ul style="list-style-type: none"> Provide quarterly reports and bespoke update reports for partners Achieve annual programme spend according to spend profile for the year Hold LAG AGM and mini-conference to decide the future of the LAG post programme end in December 2013 As a result, work with the LAG to develop a continuation strategy or exit strategy 		<p>March 2013</p> <p>March 2013</p> <p>June 2013</p> <p>Marc 2013</p>	<p>Green</p> <p>Green</p> <p>Amber</p> <p>Amber</p>	<p>Quarterly and end of year reports provided for LA partners. Quarterly reports for Defra and update reports given at each LAG Executive meeting. Various briefings and statistical information also provided for reports when required.</p> <p>All project funds now committed. Annual programme spend achieved according to profile.</p> <p>On hold until Defra provides final information on the new Rural Development Programme for England 2014-2020 and guidance for LAGs on developing new Leader programmes. This information is due out at the end of May. Therefore, AGM still on track for June.</p> <p>LAG is working on a continuation strategy and will be bidding for transition funding from Defra to develop a bid and Development Strategy for a new Leader programme from 2014.</p>
3.3	<p>Through the Produced in Kent Joint Venture company deliver annual business plan including key actions below:</p> <p>Investigate the local sourcing policy of all the major supermarkets and identify newbusiness development opportunities</p>	Theresa Bruton	March 2013	Green	Several PinK businesses successfully supplying major supermarkets for first time.

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	<ul style="list-style-type: none"> Create a detailed, usable knowledge base of the Food & Drink sector in Kent 		March 2013	Red	Deferred to 2013/14
	<ul style="list-style-type: none"> Deliver the Kent Food and Drink festival and the Taste of Kent Awards - aimed at promoting Kent producer businesses 		July 2012 and September 2012	Green	Successfully completed with 40 businesses attending
	<ul style="list-style-type: none"> Deliver 3 member networking events to encourage collaboration and business development opportunities 		April 2012, July 2012 and November 2012	Green	3 events delivered including a range of training and workshops as well as networking activities Produced in Kent and its members delivered a showcase of the best of Kent produce as part of the Kent Tourism Conference 2013 at Dover Cruise Terminal in March.
4	Expansion East Kent (Regional Growth Fund)	David Hughes			
4.1	Complete programme set up		June 2012	Green	Programme active from June.
4.2	Deliver grant funding		March 2013	Green	Commitment of over £15million of grants and loans made to companies
	INVESTMENT AND TRADE				
5	Discovery Park Enterprise Zone	Ross Gill			
5.1	Enterprise Club delivered, supported by Jobcentre Plus		December 2012	Green	Site acquired by Discovery Park Ltd
5.2	On-going marketing of site to investors and end-users		March 2013	Amber	Activity underway to secure further investment on site

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5.3	On-going work to ensure effective links to Expansion East Kent Programme		March 2013	Green	Using partnerships and agency contacts to promote Expansion East Kent Programme to Discovery Park businesses and potential businesses
6	Sheppey Task Force				
6.1	Lead Sheppey Task Force: <ul style="list-style-type: none"> • First task force report • External funding package developed 	Ross Gill	April 2012 June 2012	Green	Activity completed; task force closed in Q1 2012/13
7	Locate in Kent				
7.1	Maximise Kent's Inward Investment potential through delivery of Service Level Agreement targets for 2012/13 (See PI tables)	Theresa Bruton	March 2013	Amber	Detailed performance in PI table below
8	Develop Kent Sector Brand				
	I. Visit Kent <ul style="list-style-type: none"> • Kent Contemporary London Campaign to generate at least 40:1 return on investment through day trips and short breaks to Kent • Welcome to Kent Online – new interactive training game to engage over 1,000 people in training to develop customer care skills and product knowledge • Recruitment, training and deployment of volunteers to be Games Time Greeters 	Theresa Bruton	May April 2012 September 2012	Green Green Green	Third year of London Campaign successfully completed and achieved 86:1 ROI. This equates to an additional 304,098 visitor nights and 310,589 additional day trips worth in total £15m. Set to deliver year four with partnership support secured. Over 130 organisations have signed up their staff to the training and it continues to be available to access going forward. 134 volunteers were recruited , trained and deployed across the county for the 2012 London Games resulting in 2,500 volunteer hours over 32 days.

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	<ul style="list-style-type: none"> Flying the Flag – to dress the county with 2012 flags and banners to create a sense of occasion as part of the 2012 London Games celebrations Launch new state of the art website to increase visits 		September 2012	Green	Close work with LOCOG ensured London Games events in Kent were well presented
			October 2012	Green	Launched formally at Kent 2020 Vision Live in April 2013 following EU procurement procedure delays. Already received an award from British Destinations. Visit Kent was also the major partner in the Kent Tourism Conference 2013 at the Dover Cruise Terminal.
	II. Low Carbon Kent <ul style="list-style-type: none"> Economic potential of key areas assessed, and priorities identified. Develop 'Low Carbon Kent' Prospectus and action plan outlining opportunities and Kent's business support offer, launched at Kent 2020. Roll out of Low Carbon Kent Service' – Review annually 	Ross Gill	April 2012	Green	Regeneris report was published in 2012
			April 2012	Green	16 businesses exhibited at Kent 2020 and research into low carbon opportunities is being carried out around water, offshore wind, marine renewables, retrofitting and waste.
			May 2012	Green	Low Carbon Kent business network has 1,271 members, 151 providers of low carbon services and technologies. Free sustainable business advice continues to be delivered through EU funding.

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	<ul style="list-style-type: none"> Green Business Conference Kent Renewable Energy Action Plan signed up to by Kent partners. Kent offshore wind, biomass and retrofit supply chain networks set up and supported. Reviewed annually: Delivery of low carbon and renewable energy opportunities identified in the Renewable Energy Action Plan. 		May 2012 July 2012 July 2012 March 2013	Green Green Green Green	First Green Business Conference in June 2012 with 87 delegates, second one planned in November 2013. Plan is finalised with Kent partners and is moving into delivery phase Networks are set up and ongoing work within KCC and with partners to progress Delivery underway and ongoing
	III. Kent Rural PLC <ul style="list-style-type: none"> Completion of the Kent Rural PLC evidence base Launch of Kent Rural PLC Annual Report at County Show 	Elizabeth Harrison Elizabeth Harrison	July 2012 July 2012	Green Green	Completed for Kent Rural PLC Report Kent Rural PLC report launched by private sector led Kent Rural PLC Board on the 26 th October 2012.
8.2	Working in partnership with KCC Directorates and external partners develop and deliver actions from the action plan for Creative Kent	David Hughes	July 2013	Amber	<ul style="list-style-type: none"> Joint commission by BSS and C&C directorates of Creative Workspace Demand Study. Draft report to be made available in April 2013. Discussions ongoing with School for Creative Start Ups and Creative foundation to establish Kent initiative at Folkestone.

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8.3	Continue programme of sector conversations to include Digital and Gaming in partnership with KCC Directorates and external partners develop and deliver actions from subsequent action plans	David Hughes	March 2013	Green	Advanced Manufacturing and Digital events delivered in Feb/March 2013
8.4	Work with banks and funding institutions to find ways to better unlocking finance. Initiative to be launched at Kent 2020	David Hughes	April 2012	Green	Advice workshops involving the main banks were held at Kent 2020 (April 2012) and KICC trade exhibition at Ashford (July 2012).
8.5	With International Affairs Unit, devise and deliver a Trade Development Programme	David Hughes	March 2013	Green	Trade Development Programme agreed with partners and UKTI as part of Kent International Business initiative.

KEY MILESTONES		DATE (month/year)	RAG Status	Comments
A	Completions of High Growth Project contract	December 2012	Green	Created 413 jobs
B	Business Innovation Centre operational	July 2012	Amber	Both Maidstone and Ashford are developing bids through the workspace incubator challenge fund programme
C	Expansion East Kent RGF Programme in place to deliver grant fund	April 2012	Green	Programme established and £8m loans approved
D	Discovery Park Enterprise Club delivered	December 2012	Green	950 jobs secured on site
E	Olympic Games initiatives in place	July 2012	Green	Included opening of Cyclopark in May by Sports Minister and tourism initiatives such as Games Time Greeters.
F	Low Carbon Kent Green Conference	May 2012	Green	Held in June attended by 87 delegates,

KEY MILESTONES		DATE (month/year)	RAG Status	Comments
G	Kent Food and Drink Festival	July 2012	Green	Major presence at the County Show in July and the Canterbury Festival in September
H	Taste of Kent Awards	September 2012	Green	Launched in September and awards event held in February which had biggest entry and attendance to date

PRIORITY 2: Strategy and Partnerships	DESCRIPTION OF PRIORITY: Work with partners to provide a strategic voice for Kent businesses to influence, promote and secure shared regeneration and economic development objectives for Kent
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ACTIONS		Accountabl e Officer	End Date (month/year)	RAG Status	Comments
RELATIONSHIP WITH BUSINESS					
1	Kent Economic Board / Business Advisory Board	David Hughes			
1.1	Facilitate meetings and monitor delivery of 2012/13 programme and action plan		March 2013	Green	Both the Kent Economic Board and Business Advisory Board have met bi-monthly during the year. They are chaired by Geoff Miles, chairman of Maidstone TV Studios and the Kent vice chair of the South East Local Enterprise Partnership. They provide a 'critical friend' role to KCC, and issues considered include trade development, aviation, broadband, and Kent's economic growth priorities. The Business Advisory Board members also provide a valuable commentary about business performance.
1.2	Facilitate Skills for Economy task force meetings and monitor delivery of 2012/13 programme and action plan		May 2012 July 2012 October 2012	Green	This has been subsumed into the Employment and Skills Board which is chaired by KCC Employment Skills team.

PRIORITY 2: Strategy and Partnerships		DESCRIPTION OF PRIORITY: Work with partners to provide a strategic voice for Kent businesses to influence, promote and secure shared regeneration and economic development objectives for Kent			
ACTIONS		Accountable Officer	End Date (month/year)	RAG Status	Comments
2	Profiling Kent businesses				
2.1	Work with key partners to profile Kent businesses through participation at strategic business initiatives including: : <ul style="list-style-type: none"> • Kent 2020 Vision • Kent Excellence in Business Awards • Kent Property Market Review • Kent Design Awards 	Theresa Bruton	April 2012 June 2012 October 2012 November 2012	Green	All events successfully held and in all cases the number of entries and/or attendees were the highest yet. KCC well profiled and Kent business given high profile and strong sectoral or business to business networking and business linking opportunities.
2.2	Working with other KCC directorates plan and deliver annual Kent Ambassador Programme	Theresa Bruton	March 2013	Green	Ambassadors group engaged in a range of briefings and visits (see under key milestones below) to inform their knowledge of Kent and current relevant issues. Direct support to a range of businesses and local organisations arose from some of this activity
STRATEGIC ECONOMIC PARTNERSHIPS					
3	Partnership working				
3.1	With partners, identify priority areas and work to secure policy and funding support for these areas within: <ol style="list-style-type: none"> Thames Gateway Kent 	Ross Gill	May 2012 September 2012 November 2012	Green	Application to Regional Growth Fund Round 4 for TIGER (Thames Gateway Innovation, Growth and Enterprise) submitted and £20 million secured.
	II. East Kent Regeneration Board	David Hughes	May 2012 July 2012 September 2012 November 2012 January 2013 March 2013	Green	East Kent Growth Plan developed and launched

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	III. Kent Rural Board (dates to be agreed for 2012/13)	Elizabeth Harrison		Green	Good stakeholder support for BDUK rural broadband programme achieved
	IV. South East Local Economic Partnership	Ross Gill	June 2012 October 2012 December 2012	Green	LEP has given ongoing support to the development of the Enterprise Zone. It has also established the Local Transport Board to prioritise local transport investment.
3.2	Raise Kent's profile in relation to Best Practice	Barbara Cooper	March 2013	Green	Successfully procured and started the roll out of the 'Grow for It: East Kent' campaign which included the development of a website and distribution of several editions of a newsletter, a launch in Dover to 300+ local businesses, a London Launch to promote life sciences and the Expansion East Kent funding, a start up bus provided at a number of destinations across the area, and support to the digital conversation run as a precursor to 'GEEK' event in Margate and the KCC-organised tourism conference in March. A programme for 2013/14 is being planned.

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A	Kent 2020 Vision	April 2012	Green	Promoted as one of the biggest annual business to business event in the South East both exhibitors and delegate numbers exceeded previous years. Expected to continue to grow as plans are underway for its eighth year
B	Kent Excellence in Business Awards	June 2012	Green	Over 500 attendees and a waiting list at the fifth KEiBA business awards event where entries numbers were higher than last year and the number of first time entrants also exceeded expectation.
C	Kent Ambassador event programme: <ul style="list-style-type: none"> • Hornby and Olympic legacy opportunities • Green Technology – raising awareness of Kent-based projects/initiatives • Waste – raising awareness of Kent-based projects/initiatives • Heritage and tourism 	March 2012 July 2012 September 2012 December 2012	Green	All events /visits/briefings well attended and well received by participants. Additional briefings covered: Canterbury Cathedral, Discovery Park, Health Agenda, Kent 2020, Oasis Domestic Refuge, Olympic Legacy and Sport, Kent Coastline, Update on Police Policy, Rochester Cathedral and Creative Industries
D	Kent Design Awards	November 2012	Green	Biannual awards ceremony followed different format in responding to businesses requesting greater networking opportunity. Over 200 attendees at successful event at the Marlowe Theatre, Canterbury.
E	Kent Property Market Report	October 2012	Green	Over 250 representatives of the Kent property sector attended the 2012 report launch event.

PRIORITY 3: infrastructure and Housing		DESCRIPTION OF PRIORITY: Develop and exploit new and existing funding streams and mechanism to enable delivery of new housing, infrastructure and regeneration schemes to support economic growth			
ACTIONS		Accountable Officer	End Date (month/year)	RAG Status	Comments
	ENABLING MECHANISMS	Nigel Smith			
1	Kent and Medway Investment Fund	Adele Harrison			
1.1	Develop and agree Fund structure and Governance arrangements		December 2012	Red	Project not being taken forward. Alternative funding methods are being explored
1.2	Develop project pipeline		September 2012	Red	See above
1.3	Obtain Member approval to enter into KMIF structure (Limited Partnership or Company) and launch Fund		January 2013	Red	See above
2	Integrated Infrastructure and Funding Model				
2.1	Complete formal consultation on framework approach in Integrated Infrastructure and Finance Model and adopt as KCC policy	Theresa Warford	June 2012	Green	Policy adopted by Cabinet October 2012
2.2	Deliver 2012/13 model development work targets: <ul style="list-style-type: none"> Revisions to database completed Integration of service provider forecasting and assessment processes Incorporation of Corporate Model into Service Provider models Service Provider facilities mapping against known development sites Full documentation of model as prerequisite to exploring future potential commercial viability 	Theresa Warford	April 2012 December 2012 December 2012 January 2013 March 2013	Green	Revised, more streamlined models developed for all Service Providers and specific updates to ELS model to incorporate Travel To School patterns and education planning areas making these coterminous with EDGE schools commissioning model .
2.3	Support Kent Forum Community Infrastructure Levy preparation	Theresa Warford	March 2013	Green	Number of internal working groups established to join up KCC actions and messages. Initial meetings held

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ACTIONS		Accountable Officer	End Date (month/year)	RAG Status	Comments
					with each District on CIL leading to agreement to look at development of joint protocols and 5-year rolling infrastructure delivery plans.
3	Developer Contributions				
3.1	Agree 80% of community service requirements from minor development sites (up to 500 units)	Paul Campion	March 2013	Green	90.6% contributions sought agreed
3.2	Lead negotiations for KCC community infrastructure service requirements at major sites (500 or more units)	Paul Campion	March 2013	Green	Negotiations underway on a number of sites across the County
3.3	Tender for and procure external partner to act for KCC to negotiate and secure developer contributions from minor sites: <ul style="list-style-type: none"> • Procurement Board • Tender process to contract award 	Paul Campion	April/May 2012 November 2012	Amber	. Tender specification prepared. Procurement commenced April 2013 via OJEU prodedures
4	East Kent Spatial Development Company (EKSDC)				
4.1	Support EKSDC via Board membership role	Theresa Bruton	March 2013	Green	Company continues to bring forward projects that will help unlock investment in employment sites and related infrastructure initiatives in East Kent whilst recouping income from earlier investments
5	No-use Empty	Steve Grimshaw			
5.1	Deliver annual No Use Empty annual target of 200 homes	Steve Grimshaw	March 2013	Green	<ul style="list-style-type: none"> • 426 Delivered for 2012-13 (Best return since start of NUE) • Total since inception is 2,207 Countywide • £7M Loans awarded to date

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ACTIONS		Accountable Officer	End Date (month/year)	RAG Status	Comments
					<ul style="list-style-type: none"> £13M Leverage £20M Total Investment £3M Loans Repaid to date Loan Scheme now Kent wide
5.2	Deliver an additional 100 homes in Thanet and Dover	Steve Grimshaw	March 2013	Green	157 Delivered for 2012-13
5.3	Develop and launch Rented Affordable Homes model to deliver 5 homes in its initial year	Steve Grimshaw	March 2013	Amber	HCA contract being finalised not issued until Jan 2013. A project to deliver 7 homes in relation to initial year target is in place subject to contract.
6	Housing Market Interventions				
6.1	<p>Work with Districts to pilot a Kent Local Authority Mortgage Scheme with Tunbridge Wells, Tonbridge and Malling and Shepway likely to be early adopters.</p> <ul style="list-style-type: none"> Launches in: 	Brian Horton	<p>April 2012</p> <p>Spring 2012</p> <p>Summer 2012</p> <p>Autumn 2012</p>	Green	Scheme has been launched in Tunbridge Wells (September 2012) and Gravesham (February 2013). We have authority to progress with Shepway, Tonbridge and Malling and Canterbury and a number of other Districts are progressing towards approval.
6.2	<p>With Customer and Communities, Property Group, HCA and Thanet District Council deliver the Margate Housing Renewal Programme:</p> <ul style="list-style-type: none"> Establish Joint Venture Start work on three pilot properties: <ul style="list-style-type: none"> Embassy Hotel Hotel Leslie Godwin Road 	Brian Horton	<p>June 2012</p> <p>Summer 2012</p> <p>Autumn 2012</p> <p>Autumn 2012</p>	<p>Red</p> <p>Green</p>	<p>Decision taken not to proceed with a joint venture.</p> <p>Work has begun at the Embassy Hotel to re-model back into 2 x 4 bedroom family homes. KCC has secured ownership of the Hotel Leslie</p>

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					with planning consent to redevelop as 5 new houses. TDC has compulsorily purchased Godwin Road and is actively working on redevelopment options for the site.
6.3	<p>With Kent Forum deliver Kent Housing Strategy workstreams and action plans:</p> <ul style="list-style-type: none"> Deliver a refresh of the strategy by December 2012 Develop a Kent-wide Older People's Accommodation Protocol to increase the delivery of housing for older people <p>Deliver a Kent-wide Extra Care Housing Strategy with KCC's Families and Social Care Directorate to assist in realising future savings with adult social care</p>	Brian Horton	<p>December 2012</p> <p>May 2012</p> <p>October 2012</p>	Green	<p>Refreshed Strategy was delivered in September 2012. Subsequent implementation plan has been endorsed by the Kent Leaders and Chief Executives.</p> <p>Older People's Accommodation Protocol was completed in May 2012 and launched in August 2012 by the Bishop of Dover.</p> <p>The Extra Care Housing Strategy has been subsumed into the wider FSC Accommodation Strategy which is due to be delivered by end of 2013.</p>
	INFRASTRUCTURE FOR GROWTH				
7	Transport infrastructure				
7.1	On behalf of Environment and Enterprise secure RGF funding to support rail line speed enhancements	Ross Gill	April 2012	Amber	Grant offer secure subject to Network Rail commitment to match funding for Phase 2 of scheme,
8	Broadband				
8.1	Progress delivery of Kent and Medway Broadband Programme via delivery of 2012/13 action plans and	Elizabeth Harrison		Green	<ul style="list-style-type: none"> Broadband procurement completed and delivery contract

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	targets for : <ul style="list-style-type: none"> • BDUK project • Secure good evidence of demand through the Make Kent Quicker Campaign • Procurement framework completed • Commence procurement of a network supplier for project and contract award • State aid sign off • Commencement of site surveys • Commence implementation of infrastructure build 		March 2013 May 2012 November 2012 October 2012 December 2012 January 2013		now in place with BT. <ul style="list-style-type: none"> • Due to slippage in the BDUK Programme at a national level due to delays in finalising the national procurement framework and securing sign off the UK State Aid Notification, BDUK, we were not able to launch our ITT until the end of October. This means that, whilst survey work has now commenced, the infrastructure build is behind the schedule originally envisaged with our original plan. Nevertheless, it should be stressed that these delays have impacted all Counties and Kent was able to secure and maintain one of the first slots on the Government;'s procurement pipeline and complete the procurement work according to the revised project plan.
	BUSINESS ENVIRONMENT				
9	Thames Gateway Kent	Nigel Smith			
9.1	Homes and Roads Programme: <ul style="list-style-type: none"> • Complete review of Homes and Roads Programme with DCLG to secure Government commitment and future funding • With Land Securities complete Deed of Variation on Eastern Quarry Development 	Stephen Dukes	April 2012 Spring 2012 March 2013	Green	<ul style="list-style-type: none"> • Review completed – Report to Cabinet (Key Decision 12/01953) on 15th October 2012. Ministerial letter received 17th July 2012 confirming DCLG/DfT commitment.

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	<ul style="list-style-type: none"> Commence work on identified schemes in revised programme 				<ul style="list-style-type: none"> Deed of Variation to Eastern Quarry S.016 signed on 17th August 2012 Limited to design of Rathmore Road link with submission of planning application
9.2	Agree S106 for Lowfield Street and Essential Land (Millpond and GSK site) to support Dartford Town Centre transport improvement schemes	Stephen Dukes	June 2012	Amber	Developer for Lowfield Street withdrew application. Resubmission expected May/June 2013. S.106 for Millpond/GSK East site signed 19 th December 2012.
9.3	Work with Dartford Borough Council and Land Securities to unlock housing development in Eastern Quarry	Stephen Dukes	March 2013	Amber	Progress delayed by agreement between Land Securities and Highways Agency on methodology for Southfleet Road access improvements.
9.4	Raise profile of Thames Gateway businesses: <ul style="list-style-type: none"> Investment Panel / Spotlight Event Business breakfast for larger North Kent businesses 	Stephen Dukes	Late Spring May 2012	Red Green	
10	East Kent				
10.1	Work with Ashford Borough Council to unlock Chilmington Green housing development in Ashford	Nigel Smith	March 2013	Green	KCC represented on working group looking to develop Heads of Terms for site
10.2	Work with Customer and Communities and KCC Property to explore future options for Rendezvous Site and Winter Gardens	Barbara Cooper	March 2013	Green	
10.3	<ul style="list-style-type: none"> Through the East Kent Opportunities Joint Venture secure mixed use planning application For EuroKent 	Theresa Bruton	March 2013	Amber	Eurokent planning application delayed in LPA process.

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	<ul style="list-style-type: none"> Ensure on-going marketing of development sites at Manston Business Park 			Green	New enquiries up for MBP, completed land sale of Plots 5 & 10 for new HQ development and Cummins expansion.
11	Kent Rural Board	Elizabeth Harrison			
11.2	Work with the Kent Rural Housing Group to champion the Rural Housing Protocol		March 2013	Green	DVD developed to promote the rural housing protocol
12	Kings Hill				
12.1	Manage Joint Venture and partnership with Liberty Property Trust Ltd to deliver KCC interests for Kings Hill site: <ul style="list-style-type: none"> Review of Masterplan Completion of central area development (retail) Completion of central area residential dwellings excluding Area E Completion of remaining sports pitches/pavilions and allotments on Heath Farm 	Nigel Smith	May 2012 February 2012 October 2012 October 2012	Amber Amber Green Amber	New Master Plan & Phase 3 to be submitted May 2013 Retail/Waitrose and new public toilets complete, Control Tower completion July 2013 All work underway, pitches complete with pavilion & allotments under construction and expected to complete Autumn 13
13	Legacy Projects				
13.1	Manage the completion and transfer of capital projects <ul style="list-style-type: none"> Cyclopark opening Swale Parklands Folkestone Harbour and Heritage Quarter – access improvements 	Theresa Bruton	May/June 2012 May 2012 July 2012	Green	Cyclopark opened as planned in May 2012 and Operator Agreement established with Cyclopark Charitable Trust. Final planting at Churchfield Marshes (Swale Parklands) delayed because

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ACTIONS		Accountable Officer	End Date (month/year)	RAG Status	Comments
					of poor weather. Design work for introduction of two way traffic on Tram Road and two way for buses on Tontine Street being finalised with first stage works planned for Autumn 2013 to avoid main tourist season.

KEY MILESTONES		DATE (month/year)	RAG Status	Comments
A	KMIF launch	December 2012	Red	Project not being taken forward
B	Adoption of revised Developer's Guide	June 2012	Green	Adopted October 2012
C	IIFM model developed	December 2012	Green	Revised models developed in line with changes to service delivery models
D	Complete S106 agreement for Northfleet West Sub-Station in Dartford	March 2012	Amber	Developer considering changes to Masterplan. Negotiations regarding S.106 are on-going.
E	Rented Affordable Homes Loan Scheme launched	July 2012	Green	Scheme has identified 7 initial projects
F	Phase 1 of Local Authority Mortgage Scheme launched	April 2012	Green	Scheme underway in Tunbridge Wells and Gravesham
G	Commence BDUK procurement for private sector investor	January 2013	Green	Procurement finalised with BT being awarded contract in March 2013
H	Investment Panel / Spotlight Event chaired by Sir Edward Lister	Late Spring	Red	Event not held
I	Study commissioned for future options of Winter Gardens	April 2012	Green	Customer and Communities procured Study

KEY PERFORMANCE AND ACTIVITY INDICATORS

Ref:	PERFORMANCE INDICATOR	Floor Performance Standard	2012-13 Performance
	Agreed targets for Locate in Kent:		
1	Annually, over the period 2010/11 to 2012/13 to create 3,100 gross jobs ¹	3,100	2,864
2	Percentage of total gross jobs ¹ created that are professional or management positions, or jobs in knowledge based industries.	45%	47%
3	Percentage of total gross jobs ¹ created that are in high value growth sectors.	50%	83%
4	Percentage of total gross jobs created ¹ that are located in Ashford, Thames Gateway in North Kent, coastal East Kent.	75%	60% ²
5	Percentage of total gross jobs ¹ that are created by company expansions within Kent.	20%	77%
6	Percentage of total gross jobs ¹ that are created by relocations and expansions into Kent.	10%	7%
7	Percentage of projects that are international projects relocating or expanding in Kent from outside of the UK.	28%	25%
8	At least 90% of successes will agree that LiK's assistance was either critical, quite important, or helpful	90%	85%
	Agreed Targets for Visit Kent		
9	Run an effective visitor economy partnership monitored by the VK Board, and measured by the retention of the current level of investors (85)	85	95
10	Annually create £10m worth of income into the economy through marketing campaigns such as Kent Contemporary, My Kent, PR and trade and £30m over three year SLA	£10m	£27m cumulative since 2010/11
11	Engage with 20,000 Kent residents through Big Day Out / Big Weekend Out and 10,000 through Cross channel Cross Channel Big Day Out	30,000	82,000 ballot applications

¹ Total gross jobs include gross jobs created, gross jobs safeguarded and indirect jobs.

	Other indicators		
12	Number of long term empty properties brought back into use in Kent	200	456
13	Percentage of developer contributions delivered against target (Sites under 500 units)	80%	90.6%

The overall jobs target has been affected by slower conversion of projects due to the impact of the recession and delays in decisions whilst companies apply to the Expansion East Kent and TIGER finance schemes.