

# Shepway Economic Development Strategy

2015 - 2020

Our plans for business and jobs

**Folkestone**

Hythe & Romney Marsh  
Shepway District Council



[www.shepway.gov.uk](http://www.shepway.gov.uk)

## 1. Introduction

- 1.1. This strategy sets out our ambitions for economic growth in Shepway over the next five years. It shows how we will deliver the Council's Corporate Plan<sup>1</sup> vision of Shepway being "Prosperous and Ambitious – Working for more jobs and homes in an attractive district".
- 1.2. Our key priority is to "Boost the local economy and increase job opportunities" through the development of an environmentally sustainable and vibrant local economy. To achieve this we will focus on Shepway's key economic assets to increase the opportunities for residents and business alike – focusing on those things with the greatest transformational impact.
- 1.3. We will work with partners to implement key projects, lobby government bodies, support local businesses and deliver the redevelopment of key local sites.
- 1.1. To achieve our ambitions we will focus on four priorities:
  - Building on our current and emerging economic strengths.
  - Boosting productivity and supporting business growth.
  - Promoting further investment by maximising the value of our assets and stimulating confidence.
  - Improving education and skills attainment.
- 1.4. We need to be bold if we are to maximise our assets and create opportunities for creating a better standard of living for our residents. Economic development is inherently competitive and we need to take positive action. There is no "stand still" option, only a decline if we are not proactive.

## 2. Our Opportunities & Challenges

- 2.1. We have many outstanding economic assets which make Shepway a desirable place to live and work right at the heart of the key UK-Europe corridor. The Channel Tunnel at Folkestone, and our three junctions from the M20 motorway ensure Shepway is highly connected, with easy access to and from UK and European markets. We have outstandingly beautiful countryside and villages, the ancient Cinque Port Borough of Hythe, and the vibrant coastal town of Folkestone where significant private and public investment in the Old Town has created a unique Creative Quarter. And of course our two high-speed rail connections provide direct access between Folkestone and London in as little as 53 minutes. We need to build upon these economic assets to secure future economic growth.

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Photograph on front cover: Holidayextras, Newingreen, Folkestone

<sup>1</sup> Shepway District Council, Corporate Plan 2013-2018

- 2.2. Despite the recent recession there are some positive signs in the local economy. An analysis of recent socio economic trends shows that:
- The population is growing – between 2001 and 2011 Shepway’s population, particularly those in the working age group, grew more quickly than most comparator<sup>2</sup> areas.
  - The working age population constitutes a higher proportion of Shepway’s population than in most comparator areas, and this offers an advantage in terms of the productive potential of residents.
  - The number of jobs has increased by 24% between 2000 and 2012 – faster than in all the comparator areas except Ashford which saw a similar growth rate.
  - Full time earnings in the workplace are increasing.
  - The unemployment rate has fallen recently.
  - Jobs are forecast to grow more quickly than the South East average to 2031.
- 2.3. Nevertheless, with a challenging economic environment there is no room for complacency. We need a clear and realistic plan to rise to these challenges over the next five years.
- Jobs - there has been growth in the numbers of jobs, but these have been generally lower paid, lower skilled jobs.
  - High value jobs - there is a deficit of opportunities and workers in the knowledge economy.
  - Economic activity and employment rates - these are relatively low in Shepway.
  - Worklessness - people claiming Job Seekers Allowance is higher than in the comparator areas and South East average.
  - Residents’ full time earnings – are lower than the South East and national averages.
  - Workplace earnings - are noticeably lower than the South East and national averages and also lower than average earnings for Shepway’s residents
  - Productivity (as measured by GVA per job) - has been running increasingly behind the SE over the last 12 years and this pattern is projected to continue to 2031<sup>3</sup>.
- 2.4. Our district is varied and so therefore are our opportunities and challenges. We have three distinct economic “sub areas” - Folkestone and Hythe, Romney Marsh and the North Downs.

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<sup>2</sup> Comparator areas are Ashford, Rother, Adur, Lewes districts, South East region and England  
<sup>3</sup> East of England Forecasting Model (2013)



- A population of around 20,000 people which forms part of a wider economic area (the Romney Marsh Partnership) spanning rural Ashford and eastern Rother. The area looks as much towards Ashford (north) and Rother (west) as it does towards Folkestone and Hythe, as reflected in shopping, travel to study and commuting patterns.
- The economy is primarily rural, with the energy, agriculture and tourism sectors playing an important role. While there is a need to diversify the economy in the future and to attract higher value jobs, these sectors do offer opportunities for a range of skill levels in the area.
- Jobs have declined significantly since 2008 and the number of businesses has remained static since 2011.
- The Dungeness nuclear site is in this area; site A is forecast to see a sharp decline in jobs as it decommissions, but the EDF's B station is expected to receive a lifetime extension until 2028 and so presents future opportunities around nuclear energy.
- Unemployment levels are low largely due to an older and economically inactive population.
- Housing growth of some 800 is expected up to 2026.
- Lydd Airport is set to bring major economic development opportunities in the future, following Shepway District Council's granting of planning permission for a new terminal building and for the extension of the runway. This could act as the catalyst for attracting new support and other service based businesses to this area.
- There has been significant public intervention in this area over recent years for sea defences, education and training and for nuclear decommissioning. The challenge is to capitalise on this to attract private investment.
- Internationally important natural and cultural heritage, which is both an opportunity and a constraint.

#### **North Downs**

- This area is to the north of the M20 and is heavily influenced by the Canterbury economy. It includes settlements such as Hawkinge, Sellindge, Lyminge, Elham and Densole.
- A population of 23,000 is highly dispersed with no significant settlements. The "focal point" for growth is at Hawkinge with its ready access to the M20.
- The economy is largely based around a wealth of natural assets – tourism and leisure, forestry and agriculture and some local services.
- The area is characterised by the high quality of the natural landscape, its vibrant and diverse villages, and a variety of recreational activities in the Kent Downs Area of Outstanding Natural Beauty.
- Poor connectivity in some places with some mobile telephony 'not-spots'.
- Unemployment is low and earning levels are generally higher.
- Potential for around 1,200 new homes up to 2026 and there is demand for high quality executive housing in key villages.

2.6. To achieve economic growth we need to encourage appropriate development through supportive planning policies, building on our opportunities and positive recent economic trends, as well as continuing to address our challenges through decisive action.

### **3. Our Priorities**

3.1. We will achieve our ambitions through addressing the following four priorities:

## Building on our economic strengths

3.2. We need to build on our existing assets and emerging economic strengths if we want to grow our economy in the future. To do this we need to:

- **Promote key sectors** - there are a number of sectors which are well represented in the district where we have particular advantage for potential growth. These include:
  - Financial Services (including insurance and pensions)
  - Creative Industries (including media and IT)
  - Business and Professional Services (including engineering-related scientific consultancy and R&D)
  - Transport and Logistics
  - Energy
  - Tourism, Culture, Retail and Recreation
  - Advanced Manufacturing

In addition, there are also a number of "support" services across the district - retail, health and social services, public administration; education, as well as the "enabling" sector – construction. All of these will grow as a result of demographic change and growth in the future and will be supported.

Although the agriculture sector has relatively low job numbers, it is a significant land use in much of the district. With major issues around food security and changing technology, this could present some interesting opportunities in the future.

- **Enhance our towns and coast** - Shepway's towns and coast are major economic drivers for the district, important for attracting visitors to the area and inward investment. We need to continue to invest heavily in these in the future. We recognise that the tourism sector offers real opportunities for growth in many of our towns and coastal area and we will consider how better to capture economic growth opportunities, including continuing to enhance the attractiveness of our areas. Enhancing the retail and entertainment offer of our towns will be an important part of this.

## Boosting productivity & supporting business growth

3.3. Shepway's economy is dominated by Small and Medium sized Enterprises (SMEs) with around 85% of businesses micro-sized (0-9 employees). This predominance of small businesses helps to create diversity and economic resilience, but to generate substantial numbers of new jobs we need to continue to encourage new businesses to start-up and support existing businesses to grow.

3.4. Our key activities will be to:

- **Encourage more business start-ups and improve survival rates** - Shepway has low business density<sup>4</sup>, but new businesses account for a higher proportion of Shepway's business stock than in all comparator areas. Business survival rates are poor with the 3 year and 4 year survival rates of

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<sup>4</sup> As measured by number of active enterprises per 1,000 working age population

businesses lower than for of all comparator areas. Encouraging new business start ups, particularly in higher value sectors, and supporting their survival and growth is important for stimulating economic growth and increasing productivity.

- **Support businesses to grow** – encouraging access to finance, supporting innovation, and helping them to expand into new markets, including overseas, will help to grow the local economy and create higher value jobs.
- **Attract new businesses** - Shepway is a net exporter of residents in higher level occupations with 1,160 workers leaving the district daily. These higher skilled residents are a potential attraction for inward investment - a pool of highly qualified labour for higher value businesses. We want to attract new major employers, particularly those in higher value industries, in order to increase job opportunities for local residents and attract those with higher level skills to Shepway
- **Providing infrastructure** - good electronic communication is very important to high value technology businesses, particularly in the creative and digital sectors. It is therefore important to provide good access to high-speed broadband to encourage further growth and to tackle telephony 'not spots'.

### Promoting further investment

3.5. Shepway has many assets upon which to build and to attract further investment. We need to capitalise on these to attract new businesses that will bring job opportunities to the district and create confidence so that the private sector continues to invest in Shepway in the future.

3.6. To achieve this we will:

- **Identify and bring forward appropriate sites for commercial development** - assessment indicates that employment land allocations are in the wrong locations to meet current business demand in the sectors we have identified with growth potential. There are also only limited development sites presently available in the right location. We therefore need to explore opportunities for identifying new employment sites in and around our three M20 junctions. We also need to consider Folkestone town centre which has no sites available to meet the current demand from larger floorspace users and no suitable existing buildings for conversion. We will also explore the potential of relocating the council's offices in Folkestone town centre thereby releasing land to intensify the commercial opportunities to capitalise on connections with HS1. We recognise that current infrastructure constraints for all new sites need to be considered as part of our work to bring forward these sites.
- **Encourage development of commercial premises** - while there are a number of small, serviced accommodation schemes and some specialist / niche accommodation for the creative/cultural sector available, occupancy levels are high and there is unsatisfied demand across many sectors. Many commercial buildings that are available are too old and of poor quality to meet occupier needs. We will consider how to bring forward new schemes, including for mixed uses, to meet existing business needs, attract new employers to the district and meet housing needs.
- **Maximise the impact of SDC's assets / resources** – Shepway District Council (SDC) has both property and financial assets that we can use to stimulate both investor confidence and bring forward specific schemes. We will be using Oportunitas – its regeneration and housing company - to deliver schemes to maximise the impact of all SDC's assets. These will also help to meet business needs by providing housing across a spectrum value ranges including affordable homes.

- **Public sector financial resources** - many of the commercial sites in Shepway are not commercially viable investment propositions for the private sector in the current market. Rental values are generally low across all sectors (office, industrial, retailing) and while this could in the short term attract occupiers, they are well below the levels required to sustain any new or speculative development. To bring forward development sites therefore requires public sector intervention. We will identify public sector resources to bring forward development opportunities and consider mixed use schemes to improve the financial viability.

### Improving education & skills attainment

- 3.7. The skills and qualifications profile of Shepway's working age population is poor in comparison to other districts and the regional and national averages. The proportions of working age residents with no or low qualification (NVQ1 or below) is notably higher and the proportion with degree level (NVQ4+) qualifications is the lowest amongst the comparator areas. We also recognise that education opportunities for older people outside the workforce is also important for their quality of life.
- 3.8. We will address this by:
- **Building on Shepway District Council's Apprenticeship Scheme** - this scheme will continue in the future and the opportunities promoted to local business.
  - **Working with education and training providers to meet employers' needs** – it is important to understand the skills needs of local businesses so that they can grow and for training provision to be aligned so that residents, including those in our deprived communities, can access jobs locally.
  - **Supporting East Kent College** – to improve and align their offer to meet the needs of business, particularly the key sectors with growth potential, and support their plans to redevelop the Shorncliffe Road campus.
  - **Establish closer links with Hadlow College** - with the development of a new campus on the western edge of Shepway in the adjacent Ashford district we will explore opportunities for our agricultural and horticultural sector to benefit by establishing closer links.



## 4. Our Action Plan – Driving the economy forward

4.1. For each of our priorities we have identified specific actions that we will be taking forward over the next five years.

Priorities	Commencement Timescale	Lead and Partners
<b>Building on our Economic Strengths</b>		
<b>Taking forward key sectors</b>		
<ul style="list-style-type: none"> <li>Identify businesses in our key sectors in Shepway.</li> <li>Establish a programme of engagement to understand their business needs and opportunities to support their growth and how to strengthen the district's sector offer to attract inward investment in key sectors.</li> <li>Formulate an action programme to target business opportunities and the marketing of Shepway to potential inward investors.</li> <li>Work with London Ashford Airport to determine how SDC can work together with partners to ensure that the economic growth opportunities from the airports development are fully exploited in the future.</li> <li>Consider the role that Shepway District Council can play in stimulating the green economy, for example, through retrofitting of housing stock</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014/15</li> <li>Q1 2015/16</li> <li>Q2 2015/16</li> <li>Q3 2015/16</li> <li>Q2 2015/16</li> </ul>	Economic Development Team, Locate in Kent (LiK), Housing, Planning, Ashford BC, Rother DC, London Ashford Airport
<b>Enhancing our towns and coast</b>		
<ul style="list-style-type: none"> <li>Build on the conclusions from the Town Centre Retail Study.</li> <li>Liaise with Folkestone town centre businesses to identify current issues, growth prospects, wider issues and ambitions.</li> <li>Consider how to improve connectivity in Folkestone between the town and seafront, including through the Coastal Park HLF project.</li> <li>Consider development options for larger footprint retail stores in Folkestone through undertaking targeted market testing to identify potential users; investigate site/building refurbishment options; consider the feasibility and viability of each; prioritise preferred option.</li> <li>Take forward proposals for Central Folkestone by undertaking a review of market demand for leisure, eating and drinking facilities; identifying scale and type of potential uses; commission feasibility study for scheme options; review alternatives for bus facilities; confirm viability; work up development plan (delivery partner, funding etc) and formulate an Action Plan.</li> <li>Explore the potential for more commercial sites in and around the key locations in Folkestone, including the SDC offices site and Shorncliffe Road.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 2015/16</li> <li>Q1 2015/16</li> <li>Q2 2015/16</li> <li>Q2 2015/16</li> <li>Q3 2015/16</li> <li>Q4 2014/15</li> </ul>	Economic Development Team, Planning, Kent County Council (KCC) Highways, town councils, town teams, LiK, Visit Kent

Priorities	Commencement Timescale	Lead and Partners
<ul style="list-style-type: none"> <li>Engage with existing businesses and carry out a review to identify current issues, growth prospects, wider ambitions for other towns in the district to identify specific interventions to enhance vibrancy, address vacant premises, and explore potential development sites.</li> <li>Consider how to bring empty properties in towns into use by carrying out a detailed review of streets most affected; identify scale / nature of vacant floorspace; identify alternative / viable uses; identify key issues in securing wholesale changes in these areas; draw up an Action Plan for an initial Pilot scheme.</li> <li>Explore the role of residential uses into the town centres – review potential development sites / refurbishment options; test market demand and develop Action Plan.</li> <li>Consider how to enhance and develop Folkestone as an internationally recognised tourist destination, including measures to inform visitors to Folkestone and the other towns about the offer through signage and information around the towns.</li> <li>Consider how to maximise the economic benefits of the coast, including the potential for more chalets and beach huts, more sea sports and facilities to encourage the full enjoyment of the asset.</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014/15</li> <li>Q1 2015/16</li> <li>Q1 2015/16</li> <li>Q4 2014/15</li> <li>Q3 2015/16</li> </ul>	
<b>Boosting productivity &amp; supporting business growth</b>		
<b>Encouraging more business start-ups and improving survival rates</b>		
<ul style="list-style-type: none"> <li>Work with East Kent partners to identify the most cost effective ways of providing start-up and business support to Shepway businesses</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014/15</li> </ul>	Economic Development Team, East Kent districts (TDC, ABC, CCC, DDC), KCC
<b>Supporting businesses to grow</b>		
<ul style="list-style-type: none"> <li>Secure funds to provide business support</li> <li>Review SDC's Discretionary Rates Relief scheme and secure funding.</li> <li>Work with KCC to explore the potential for developing a Growth Hub in Shepway that will signpost and make available information about more specialist advisory and support services to business.</li> <li>Consider applying for EU Structural Funds to support the growth of the district, including the LEADER Programme (subject to approval and renewal at the start of 2015).</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014/15</li> <li>Q3 2014/15</li> <li>Q3 2014/15</li> <li>Q4 2014/15</li> </ul>	Economic Development Team, East Kent districts (TDC, ABC, CCC, DDC), KCC, CofC, Romney Marsh Partnership, FSB, town and parish councils, High Growth Kent, Manufacturing Advisory Service, Growth Accelerator, UKTI, Technology Strategy Board, BOSCO, Kent Downs and Marshes Local Action Group (LAG), East Kent LAG.

Priorities	Commencement Timescale	Lead and Partners
<ul style="list-style-type: none"> <li>Establish a general programme of engagement to identify the key issues around business retention, growth, workforce etc.</li> <li>Consider how to provide further financial and other support for businesses in the district.</li> <li>Actively promote and support existing revolving loan and equity schemes to small businesses in the area including Expansion East Kent and Marsh Million.</li> <li>Establish awareness and promote locally the availability of other reliefs to businesses e.g. Unoccupied New Structures, temporary relief (up to £1000) for certain occupied retail properties.</li> <li>Review the likely parameters for a targeted, locally designated Enterprise Area (EA), including potential sites, the incentives which could be offered and the costs and benefits flowing from such an initiative.</li> <li>Consider the pros and cons of developing a pilot project, with a focus on either one of the key priority sites or on the prospective Enterprise Area pilot.</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2014/15</li> <li>Q3 2014/15</li> <li>Q3 2014/15</li> <li>Q1 2015/16</li> <li>Q2 2015/16</li> <li>Q3 2015/16</li> </ul>	
<b>Attracting new businesses</b>		
<ul style="list-style-type: none"> <li>Develop and promote a strong brand for the district, while drawing on the qualities and distinctiveness of the three economic sub areas, and prepare material for promoting Shepway to key sectors.</li> <li>Prepare a promotion and marketing campaign to help strengthen perceptions of the district as a pro-business pro-growth place in which to live.</li> <li>Develop and set up a bespoke business “micro-site” to give investors and local businesses key information about the district, its offer / workforce and relevant business / property opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2015/16</li> <li>Q3 2015/16</li> <li>Q3 2014/15</li> </ul>	Economic Development Teams, Communications and IT, LiK, KCC, Romney Marsh Partnership
<b>Providing infrastructure to support business growth</b>		
<ul style="list-style-type: none"> <li>Identifying areas of poor physical connectivity, and exploring funding sources to improve vehicular, pedestrian and public transport connections.</li> <li>Roll out Superfast Broadband from the Civic Centre beyond direct ‘line of sight’ business parks to target other employment areas and businesses.</li> <li>Roll-out a Wi-Fi pilot scheme and consider additional schemes in specific, targeted locations in partnership with town and parish councils.</li> <li>Consider how to improve mobile phone coverage in areas with poor / no mobile phone coverage where this is affecting businesses and work with service providers to identify possible solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2015/16</li> <li>Q3 2014/15</li> <li>Q4 2014/15</li> <li>Q1 2015/16</li> </ul>	Economic Development Team, Planning, KCC

## Promoting Further Investment

### Identifying and bringing forward appropriate sites for commercial development

<ul style="list-style-type: none"> <li>• Identify gaps in commercial site offer, identify key issues and draw up options.</li> <li>• Consider how to maximise commercial opportunities arising near the connectivity nodes in the district.</li> <li>• Provide evidence for Strategic and Locally Significant employment site allocations put forward in the Places and Policies Local Plan.</li> <li>• Take forward the strategic and locally significant commercial sites and working proactively with landowners and developers to agree Action Plans to progress key sites.</li> <li>• Commission master planning and a feasibility study to assess the employment potential at M20 J11 working with landowners and KCC to shape proposals for a lorry park.</li> <li>• Prepare delivery and marketing plans for all Strategic and Locally Significant sites</li> <li>• Bring forward key sites to the market and to promote opportunities nationally and internationally.</li> <li>• Actions for SDC and all landowners / developers agreed.</li> <li>• Work with Locate in Kent to ensure the district's land and property offer addresses demand and competes effectively.</li> <li>• Continue to offer a supportive and flexible planning service to landowners / developers who want to explore the commercial development potential for sites and premises within the district.</li> <li>• Offer free pre-application advice to provide an early dialogue on development potential and any likely conditions; and permit the Phasing of Pre-Start Conditions to minimise delays.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• Q3 2014/15</li> <li>• Q3 2014/15</li> <li>• Q3 2014/15</li> <li>• Q3 2014/15</li> <li>• Q1 2015/16</li> <li>• Q2 2015/16</li> <li>• Q2 2015/16</li> <li>• Q3 2014/15</li> <li>• Q3 2014/15</li> <li>• Q3 2014/15</li> </ul>	<p>Economic Development Team, Planning, Locate in Kent, Developers, Landowners</p>
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### Encourage development of commercial premises

<ul style="list-style-type: none"> <li>• Identify gaps in accommodation offer.</li> <li>• Identify how to improve the quality of commercial workspace available, including incubation, flexible entry and move-on space.</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 2014/15</li> <li>• Q4 2014/15</li> </ul>	<p>Economic Development Team, Private sector</p>
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### Identify public sector financial resources

<ul style="list-style-type: none"> <li>• Identify sites requiring public sector intervention to bring forward.</li> <li>• Pursue public sector funding opportunities to bring sites forward and encourage joint "case making" by adopting a shared approach to risk and reward.</li> <li>• Identify and pursue where funding from partners or other sources could contribute to delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 2014/15</li> <li>• Q3 2014/15</li> <li>• Q3 2014/15</li> </ul>	<p>Economic Development Team</p>
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<b>Maximising the impact of SDC's assets / resources</b>		
<ul style="list-style-type: none"> <li>Review SDC's assets, examine the potential value to be created, and prepare investment cases as appropriate to stimulate confidence, bring about regeneration and foster growth.</li> <li>Deliver over 300 new homes through the Housing revenue Account (HRA) New Build Programme, drawing on the expertise of our local business base and supplier frameworks wherever possible.</li> <li>Use SDC's Regeneration and Housing Company, Oportunitas, to deliver development and provide more homes.</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2014/15</li> <li>Q3 2014/15</li> <li>Q3 2014/15</li> </ul>	Economic Development Team
<b>Improving Education and Skills Attainment</b>		
<b>Building on Shepway Council's Apprenticeship Scheme</b>		
<ul style="list-style-type: none"> <li>Secure funding and roll out the Shepway Apprenticeship Scheme.</li> <li>Hold discussions with other potential providers to ensure that the initiatives are complementary and well-coordinated.</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2014/15</li> <li>Q3 2014/15</li> </ul>	HR, Economic Development Team, KCC, East Kent College, private sector training providers, Shepway Business Advisory Board, JCP, local businesses, Romney Marsh Partnership
<b>Work with education and training provider to meet employers needs</b>		
<ul style="list-style-type: none"> <li>Identify the skills needs of the main employers, key sectors and general businesses in Shepway through the business engagement programme.</li> <li>Consider how career opportunities within the key sectors can be promoted across the district.</li> <li>Identify specific initiatives to provide "easy access" to learning opportunities across all communities e.g. drop-in shops on High Streets.</li> <li>Keep under review, the potential to introduce an HE provider into the district (possibly through a multi-provider facility) and explore discussions with potential providers over the next 12 months.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 2015/16</li> <li>Q2 2015/16</li> <li>Q3 2015/16</li> <li>Q3 2014/15</li> </ul>	Economic Development Team, KCC, East Kent College, Hadlow College, private sector training providers, Shepway Business Advisory Board, local businesses, Romney Marsh Partnership
<b>Support East Kent College</b>		
<ul style="list-style-type: none"> <li>Develop a particular focus between EKC, its emerging courses and the key sectors in the district, particularly around the enterprise agenda.</li> <li>Support East Kent College to take forward its proposals to develop the Shorncliffe Road Campus.</li> <li>Explore the opportunities to provide access to appropriate HE (Higher Education) courses through East Kent College (or other providers) via relationships with nearby universities etc.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 2015/16</li> <li>Q3 2014/15</li> <li>Q1 2015/16</li> </ul>	Economic Development Team, East Kent College
<b>Establish closer links with Hadlow College</b>		

<ul style="list-style-type: none"> <li>• Particularly consider the opportunities to work with Hadlow College – to promote courses, R&amp;D (Research and Development) opportunities and wider activities – specifically in relation to the agri-tech and horticulture sectors.</li> <li>• Consider the potential to involve a European University in any such initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 2015/16</li> <li>• Q1 2015/16</li> </ul>	<p>Economic Development Team, Hadlow College</p>
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## 5. Measuring our impact

5.1. There are a number of metrics that will be used to measure the impact of this strategy over the next five years to 2019. These metrics align with the outcomes set out in the Corporate Plan and they draw upon the socio-economic baseline in the “Shepway in Context” report, which provides the evidence base for this Strategy. We will aim to achieve the following by 2019.

Indicator	Data source	Frequency of update	2015 Baseline	2020 target
<b>Building on our economic strengths</b>				
• Increase the number of jobs	BRES - Total Employment	Annual	37,315 (2013)	Increase by 1% (+ 373 jobs)
• Increase the number of jobs in ‘knowledge economy’ sectors	BRES – KCC definition	Annual	4,850 (2013)	Increase by 2% (+ 98 jobs)
<b>Boosting productivity and supporting business growth</b>				
• Increase GVA per head	ONS/KCC	Annual	£16,275 (2012)	Increase by 10% to £17,902 (2012 prices)
• Increase the number of business start ups	ONS Business Demography	Annual	530 (2012)	Increase by 10% (+53)
• Increase the 3 year business survival rate	ONS Business Demography	Annual	52% (2009 starts survived in 2012)	Increase by 10pp to 62%
<b>Promoting further investment</b>				
• Increase in commercial floorspace (use classes A1 – B1, D1-D2) completed annually	KCC Commercial Information Audit	Annual	7,901 sq m (2013/14)	Increase by 5% year on year
• Increase in the provision of allocated and committed land for commercial (office/industrial) land for development.	KCC Commercial Information Audit	Annual	60.27 ha (2013/14)	Increase by 10 ha to 70.27 ha
• Number of new houses completed with 30% being affordable	DCLG Housing Statistics, Live Tables	Annual	90 total; 30 affordable (2013/14)	350-400 new houses built annually with 30% affordable
<b>Improving education and skills attainment</b>				
• Increase in the number of all apprenticeships in the district	UK Gov/FE data	Annual	920 (2013/14 prov)	Increase by 15% (+138)
• Decrease in the number of NEETs in the district	KCC	Monthly	177 (6.1% Mar 2014)	Decrease by 33% (118)