



East Kent Local Investment Plan 2011 – 2026

Part A Strategic Context & Management Arrangements

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There are a number of documents that support this Local Investment Plan:

- East Kent LSP Sustainable Community Strategy - 2009
- East Kent Skills and Employment Plan 2008
- East Kent Future's Study – 2008
- East Kent LIP Project Matrix - 2010
- Local Development Frameworks / Local Plans (Shepway, Dover, Thanet, Canterbury)
- Strategic Housing Market Assessment
- East Kent Evidence Base

All of these documents are available from:

East Kent Local Strategic Partnership

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www.eastkentlsp.org.uk

East Kent Local Investment Plan Family of Publications:

This publication is one of a family of documents which present the investment plans for delivering the East Kent Vision over the coming years. This **Part A - Strategic Overview and Management Arrangements** document is the first and overarching publication in the family and provides details regarding the strategic context and direction of travel, thematic and spatial priorities and logistics for management and delivery. The next two publications in the LIP Family will present the East Kent priorities for the **Homes and Communities Agency Investment Programme (Part B)** and the **Regional Growth Fund (Part C)**. Further “Parts” in the family will be produced to respond to investment opportunities as they become available.

If you have difficulty reading this document then please contact us and we will endeavour to provide it in a suitable format.

Foreword

This Local Investment Plan (LIP) is the first in a family of publications being produced by the East Kent Local Strategic Partnership to outline the scale and focus of investment and support required to deliver a programme of projects that will translate the East Kent Sustainable Communities Strategy's Vision and priorities into reality.

Economic prosperity and job creation is at the heart of the East Kent vision to improve the quality of life for all over the coming years. This will include rebalancing the economy through nurturing both new investment and existing businesses and by making sure innovation and enterprise go hand in hand. To realise this economic ambition it will be critical to secure the timely provision of physical and social infrastructure through the LIP process that unlocks the area's potential whilst avoiding congestion. To this end East Kent Partners have identified 8 strategic spatial priorities and 5 thematic priorities:

Strategic Spatial Priorities

1. Manston Airport and Central Thanet
2. Dover Port, Waterfront and Town Centre
3. A2 Corridor
4. Dungeness Nuclear Power Station
5. Margate & Cliftonville Housing Intervention and Regeneration Programme
6. Whitfield Extension
7. Folkestone Seafront
8. Canterbury Knowledge City

Thematic Spatial Priorities

1. Economic Prosperity
2. Housing Growth and Renewal
3. Supporting Infrastructure
4. Skills for work, Skills for Life
5. Environmental Excellence

In the short term the second document in the LIP Family of Publications will help inform the Government's autumn spending review regarding the Homes and Communities Agency's Investment Programme from 2011-2015. Thereafter, further documents will be produced, each prioritising action across the East Kent area against a number of investment streams including, by the end of 2010, the Regional Growth Fund.

The planned cuts in public funding over the next 5 years present many challenges for the public sector and their private, voluntary and community sector partners and therefore the LIP process is timely for helping to inform local decisions as to where best to focus activity.

The current economic climate and outlook has placed even greater emphasis on the need to work in partnership as no one organisation or sector has the resources to grasp the many challenges and opportunities faced. Only by working together will the full potential of East Kent's businesses, communities and residents be realised.



1. Introduction

Our Vision...

The Local Investment Plan (LIP) family of publications present the East Kent Local Strategic Partnership's (LSP) proposals to deliver its vision:

By 2030, East Kent will have blended the best of its coastal location, landscape, culture and heritage to build a lasting beacon of success for the benefit of all its communities.

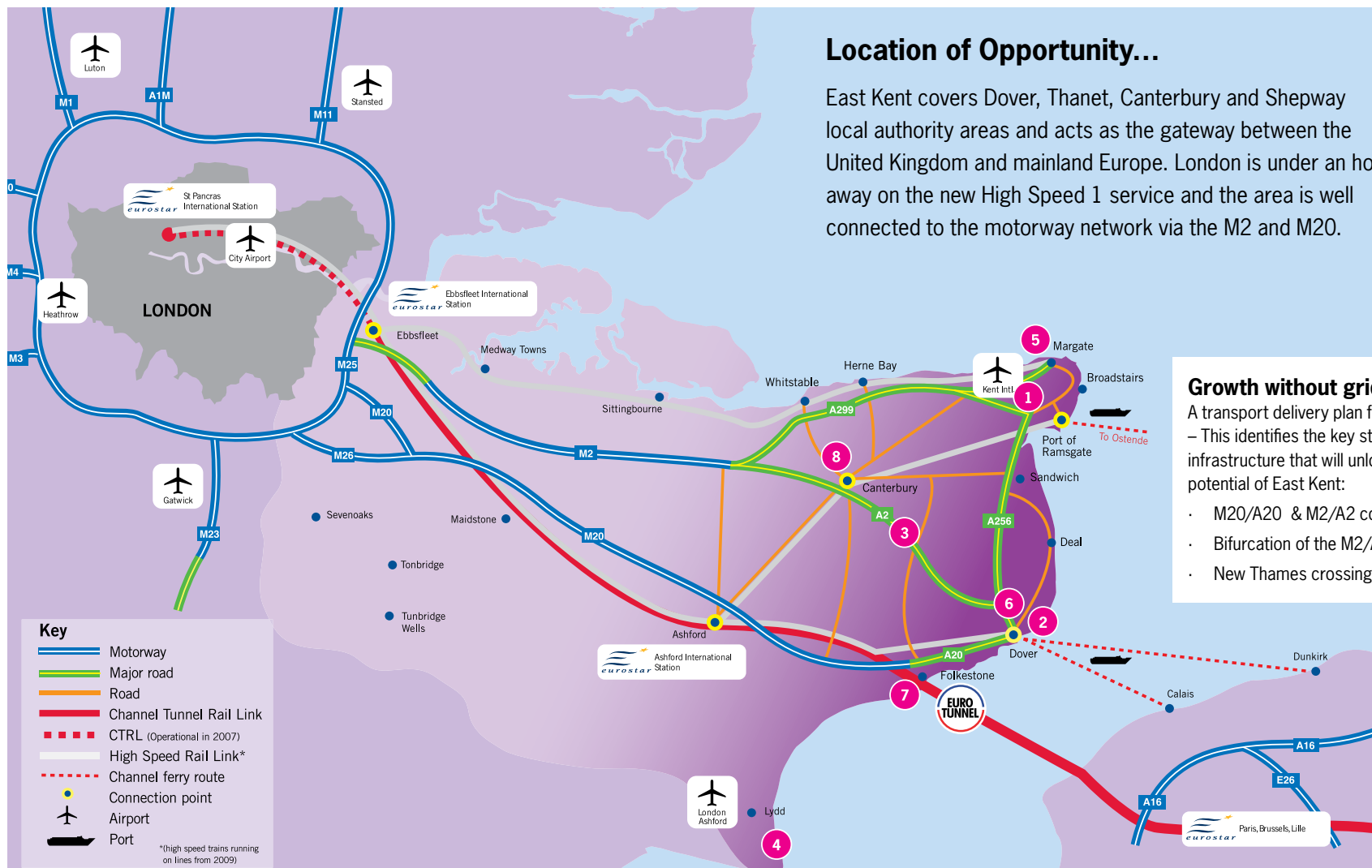
It will take pride in:

- Educational excellence that supports ambition, achievement and skills, for the workplace and beyond (good schools, colleges and universities).
- Economic enterprise that is confident, resilient and, with the support of local higher and further education institutions, innovative enough to seize opportunities presented by new markets and emerging technology.
- Fairer, stronger and healthier communities, in resurgent coastal towns, enjoying high quality homes and an enviable way of life.
- A high quality, integrated transport network, with reduced congestion and pollution, offering a wide choice of accessible transport to all sections of the community.
- A distinctive profile as a visitor destination, with a wealth of cultural treasures, sustaining a thriving tourist economy.
- The priceless asset of its unique natural environment and a commitment to protect it for future generations.



Location of Opportunity...

East Kent covers Dover, Thanet, Canterbury and Shepway local authority areas and acts as the gateway between the United Kingdom and mainland Europe. London is under an hour away on the new High Speed 1 service and the area is well connected to the motorway network via the M2 and M20.



Growth without gridlock
A transport delivery plan for Kent – This identifies the key strategic infrastructure that will unlock the potential of East Kent:

- M20/A20 & M2/A2 corridors
- Bifurcation of the M2/A2
- New Thames crossing

Key

- Motorway
- Major road
- Road
- Channel Tunnel Rail Link
- CTRL (Operational in 2007)
- High Speed Rail Link*
- Channel ferry route
- Connection point
- Airport
- Port

*high speed trains running on lines from 2009

Train Times to London (mins)

	Pre-2009	Now
Ashford	83	37
Canterbury	102	56
Folkestone	98	58
Ramsgate	110	76
Margate	109	88
Dover	112	67

Travel distances and times by road

	(miles)	(km)	time (mins)
Kent International Airport	14	23	24
Gatwick Airport	65	105	73
Heathrow Airport	90	146	105
City Airport	60	96	92
Stansted Airport	82	131	94
Channel Tunnel (Folkestone)	19	30	31
Ashford International Station	15	25	23
Ebbsfleet International Station	41	66	46

All distances and times from Canterbury

Travel times by rail (mins)

	time
London Victoria*	101
London Cannon Street*	97
London Bridge*	84
Paris (Eurostar)**	120
Brussels (Eurostar)**	100
Calais (Eurotunnel)***	35

*times from Canterbury
**times from Ashford
***times from Folkestone

- Strategic Spatial priorities**
1. Manston Airport + Central Thanet
 2. Dover Port, town centre, waterfront
 3. A2 Corridor
 4. Dungeness Nuclear Power Station
 5. Margate & Cliftonville Housing Intervention and Regeneration Programme
 6. Whitfield Extension
 7. Folkestone Seafront
 8. Canterbury Knowledge City

Building on our strengths...

To secure the high quality of life that this Vision demands the LIP process is centred on economic prosperity that rebalances the economy through creating and sustaining private sector jobs. To this end the LIP process will build on East Kent's assets to grasp the challenges and opportunities faced.

East Kent has significant assets...

- **Dover Port** which operates at a global level providing access to a range of markets and opportunities.
- **Manston Airport** as a regional transport hub for passenger and freight movement.
- **Channel Tunnel** linking the United Kingdom to mainland Europe.
- **High Speed 1** which has significantly reduced travel times to London.
- **Good road links** that have improved both movement across the area and access to London and the continent.
- **Excellent location** to other growth areas including Ashford, Maidstone and the Thames Gateway.
- **Strong and developing tourism and culture offer** including the Marlowe in Canterbury, the Quarterhouse in Folkestone, Turner Contemporary in Margate and major events such as the British Open Golf Championship at Sandwich.
- **Strong economic sectors** with particular strengths in logistics, tourism & culture, higher education and innovation, marine industries and pharmaceuticals.
- **High quality of life offer** associated with the unique landscape and environmental quality of the East Kent Coast, North Downs, White Cliffs and Romney Marsh and heritage assets such as Canterbury Cathedral and Dover Castle.
- **Innovative and cohesive partnership working** which has continued to grasp the challenges and opportunities facing the area and provide the strength in leadership to identify and deliver a range of priority projects.
- **Strong identity and sense of place** built on a combination of rich heritage and strong ambition.



...which will unlock the areas full potential...

- **Housing growth and renewal** through Dover Growth Point and significant new development at Folkestone and renewal initiatives in Margate.
- **Manston Airport** as an international hub for freight and passengers that will open up East Kent whilst supporting the position of London as a global market place.
- **Creative Sector** driven by innovation and knowledge exchanges between academia and business with current examples including the Folkestone Creative Foundation and the Canterbury Innovation Centre.
- **Renewable Energy** with an initial focus on wind power for which Ramsgate Port is developing as a significant base.

...whilst addressing several challenges...

- **Cuts in public spending** as outlined by the Coalition Government.
- **Congestion** associated with growth outpacing the

provision of supporting infrastructure. This is a particular issue for Canterbury where current levels of congestion across the City present a severe barrier and deterrent to residents, visitors and businesses alike

- **Localised Deprivation** with several neighbourhoods experiencing some of the worst levels of poverty in the country.
- **Low Skills** as a hang over from an economy that previously focused on low skilled primary and manufacturing sectors.
- **Ageing Population** as a result of a combination of migration and national trends.
- **Weak economic performance** associated with the low skill base and an inability to effectively attract new inward investment and business.
- **Affordability** with house prices out of the reach of many residents.
- **Perception** based on the historical challenges associated with low skilled industries and poor access.



The Local Investment Plan process...

The LIP family of publications (presented in Parts starting with “**Part A**” and so on) should be seen as a live and expandable process to shape and drive action rather than a static set of documents of intent. In this context, the initial focus (through **Part B** in the LIP Family) will be on the **Homes and Communities Agency’s Investment Programme**. This includes seeking a range of support including investment and loan funding and specialist advice and guidance.

Over the coming months and years further publications will be produced to detail programmes to deliver against other resources as they are identified and become available e.g. the recently announced Regional Growth Fund which focuses on job creation.

Once agreed by a particular funding provider the respective LIP Delivery Programme will be used as the basis for negotiations between the funding provider and the identified delivery organisations. This process will result in a contract that identifies the level of investment against agreed outputs and outcomes.

It will be important to factor in the position of developer’s contributions as part of the LIP process especially with regards to viability. This issue will be examined further over the coming months.

The LIP process also provides an opportunity to ensure all public sector assets and mainstream funds are aligned with the external funding streams being sought so as to optimise the impact of public sector investment and where possible allow economies of scale to be enjoyed.

The LIP process will also provide an opportunity to explore and secure freedoms and flexibilities that will streamline partnership working to unlock East Kent’s full potential. This will include, for example, examining innovative funding mechanisms that utilise assets and funding streams to generate income that can be reinvested; thereby reducing the long term need for public sector funding.



Assessment and Prioritisation Process...

The assessment process which has and will continue to shape the priorities within the LIP process has a number of distinct but interrelated stages:

- **Initial Project Scan** undertaken by each Local Authority to collate a long list of projects identified in current policies and programmes such as each local authority's Local Development Framework and Local Economic Development Strategy and the County's Local Transport Plan.
- **Local Self Assessment** undertaken by each Local Authority to provide an initial local high level prioritisation based on strategic fit and deliverability against a particular investment stream.
- **East Kent Deliverability Assessment** based on the local Self Assessment and undertaken by the LIP Officers Group to inform the final prioritisation process. This will be based on a review of the initial draft of the delivery programme for each particular source of funding and include a realism check to ensure proposals are deliverable in terms of timescales, funding, regulation and the lead organisation's capacity and capability.
- **East Kent Strategic Fit Assessment** based on the local Self Assessment and East Kent Deliverability Assessment and undertaken by Leaders and Chief Executives to consider and agree the final prioritisation.
- **Green Book Appraisal** undertaken by each project lead at the point of delivery to ensure projects are viable and able to deliver against agreed dimensions.

The above process will be managed differently between different funding streams. The exact logistics for approval and delivery will be detailed in each respective publication.

Balancing Prosperity, Communities and Place...

The fundamental aim of the LIP process is to create opportunity that will rebalance economic prosperity across East Kent's many diverse communities thereby improving the quality of life for all. This aim is being achieved through:

- Collecting and analysing evidence to identify and profile the particular needs and characteristics of East Kent's communities
- Embedding identified need into the project development process e.g. tailored supporting housing.
- Having a commitment to ensure all members of the community help shape projects that impact on their lives

It will be important that all the above activity is monitored and where relevant action is taken to ensure inequalities are reduced as far as possible.



Stakeholder Engagement...

The LIP process has been shaped and informed by a range of stakeholders:

- Significant stakeholder engagement through local development framework processes which helped to identify the initial selection of priority projects. This has included specific master planning consultations associated with particular sites.
- Community and partner involvement in the production of the Sustainable Community Strategy which provides the overall strategic direction for the LIP.
- Housing related partner's workshop held on 16 July 2010 to help shape priorities for the **Part B LIP HCA's Investment Programme**.
- Monthly operational officer meetings between key partners to help manage the LIP process.
- Monthly chief officer meetings between local authority partners to provide strategic management and direction for the LIP process.
- Quarterly Leaders meetings between local authority partners to provide leadership and make key decisions.
- Several 1-1 meetings with partners to secure input into the LIP process.
- Stakeholder event held on 10 September to provide an update on the position of the LIP.

A communications framework is in place to help develop and communicate messages to a range of audiences.

Document Structure...

This LIP publication is structured as follows:

- **Section 2** provides an overview of the strategic context outlining the key policies themes, external factors and other evidence that have informed the assessment and prioritisation process.
- **Section 3** introduces the thematic and spatial priorities that provide the framework for developing East Kent's priorities for each funding stream.
- **Section 4** details the governance and management arrangements to direct, co-ordinate and drive forward the delivery programmes.
- **Section 5** considers the strategic risks and outlines how strategic and project specific risk will be managed.
- **Section 6** describes how the overall performance of the LIP process will be measured, any problems managed and best practiced utilised.

2. Strategic Context

Introduction

There are a number of factors across the following 3 topics that have influenced the assessment and prioritisation within the LIP process:

- Policy Context
- External Factors
- Evidence Base

Policy Context

The table opposite lists the key publications that shape current economic development, regeneration and sustainable communities' policies. The Coalition Government's proposals to significantly reduce public spending and transform public services requires a different view of previous policy. Therefore, rather than rehearsing a policy analysis, this section will consider the policy challenges and opportunities that focus on a number of themes within the current economic and political landscape:

Connected Policy recognising the limitation of working in policy silos. Within the context of regeneration this relates to working across economic, social and environmental agendas. This approach is reflected in the East Kent Vision and reinforced through the LIP process.



Figure 1 - Economic Development, Regeneration & Sustainable Communities Policy Framework

National	<p>Decentralisation and Localism Bill Regional Growth Fund - Consultation - July 2010 Housing and Regeneration Act 2008 Transforming Places: changing live: Taking forward the Regeneration Framework The Local Democracy, Economic Development and Construction Act 2009 PPS4: Planning for Prosperous Economies Tackling Worklessness: A Review of the contribution and role of English local authorities and partnerships - 2009 Planning, building and the Environment Act 2008 Public Sector Redundancies: Potential Impact on the South East - 2010</p>
Kent	<p>Vision for Kent Kent Regeneration Framework - Unlocking Kent's Potential Kent Partnership - 3 Ambitions Kent Local Transport Plan Growth Without Gridlock - 2010 Draft Kent & Medway Housing Strategy - 2010</p>
East Kent	<p>District Local Development Frameworks East Kent Sustainable Community Strategy East Kent Strategic Housing Market Assessment East Kent Skills and Employment Plan District Economic Development Strategies District Housing Strategies District Economic Strategy & Local Plan Review - Knowledge Based Economy Research - 2002 Strategy for a Proposed Business Allocation - Canterbury District Local Plan Review - 2004 East Kent Homelessness Strategy East Kent Gypsy and Traveller Accommodation Assessment</p>

Localism focuses on decentralisation that places decision making at the local level. The Coalition Government's approach to localism has seen the replacement of regional bodies and related activity with Local Enterprise Partnerships (LEP). The Kent, Essex and East Sussex LEP will provide the strategic partnership arrangements for this LIP. The governance arrangements are currently being agreed with a view that it will be fully operational by April 2011.

In response, East Kent Partners have developed policy, priorities and actions grounded in local needs, conditions and ambitions which will make it easier to adjust to an emerging and fluid external environment. A particular challenge presented by the new localism focus is that relating to devolved debt which will require local authorities and their partners to prioritise and make cuts, that may cause difficulties in their relationship with local communities. The LIP process provides an opportunity to address this challenge head on. The Decentralisation and Localism Bill announced in the Queens Speech in May provides the legislative framework for driving this agenda forward.

Smarter and Streamlined Government with a drive to reduce unnecessary bureaucracy and improve joint working between different public bodies. This is already underway in East Kent via the **Margate Task Force** initiative in Thanet which has a neighbourhood focus on joining up several different public policy areas around place based budgets. The wider Kent pilot involves making better use of public assets and co-ordinating front line services through a single point of contact. The LIP process will seek to build on and utilise the best practice emerging from the pilot which could include initiatives to focus on the poorest neighbourhoods and the use of public assets to drive physical regeneration projects. It is envisaged

that this will include establishing a revolving fund that will seek to utilise public investment and assets to attract private investment and secure an income flow that can be reinvested; thus reducing the need for further public sector investment. This will be explored through the LIP process.

In addition to the activity of the Local Strategic Partnership and the Place Based Budget pilot, improved joint working is also currently being pursued through a number of shared service initiatives. The refresh of the Vision for Kent will provide the policy direction to drive delivery through the LIP process.

The drive to streamline the level of bureaucracy has also seen the abolition of **Comprehensive Area Assessments** which indicates a shift away from target driven public services. This will have implications for the way in which the performance of the LIP process is measured and monitored.

Enterprising Culture within a Big Society is a central strand to the localism agenda that encourages individuals and communities to take more control of and responsibility for their lives and break from a cycle of dependency. This is particularly challenging for East Kent which has some of the poorest communities in the Country characterised by a reliance on state benefits. The Margate Task Force mentioned above is a current initiative that seeks to address this issue.



Spatial Planning – The Coalition Government’s abolition of regional spatial strategies has created uncertainty for local planning authorities regarding the position of their own spatial policies expressed through their **Local Development Frameworks**. The table below outlines the current position of the East Kent Local Development Frameworks which the LIP process will help to deliver:

Figure 2. Local Spatial Policy in East Kent

Local Authority	Existing Local Plan	Local Development Framework Status
Canterbury	Canterbury District Local Plan First Review adopted July 2006 - Saved policies under Schedule 8 of Planning & Compulsory Purchase Act 2004 - 30 June 2009	Canterbury District Local Development Framework Core Strategy Options published for consultation Jan 2010. Next stage in process subject to emerging discussions
Dover	Core Strategy Adopted in February 2010. Sets out the spatial planning framework to 2026;	Work is progressing with the preparation of the Site Allocations Document.
Shepway	Shepway District Local Plan Review adopted 16 March 2006 - Saved as part of Shepway LDF March 2009	Shepway Local Development Framework Core Strategy - Preferred Options published June 2009. Publication Document expected to be published May 2011 for adoption in December 2011
Thanet	The Thanet Local Plan was adopted in June 2006 - 93 policies saved in June 2009 as part of LDF process	Draft Core Strategy consulted on from October 2009 to January 2010. The Council is considering its position in the light of proposed changes to the planning system being introduced by the Government. The Cliftonville DPD was adopted in February 2010

The Decentralisation and Localism Bill proposes new incentives for local councils to deliver housing which will provide opportunities for East Kent councils to develop and drive forward key housing schemes. In terms of spatial policy the LIP process will also be informed by work currently underway via the National Land Use Database - Brownfield Land Survey which assesses the barriers to unlocking key brownfield sites across Dover, Shepway and Thanet. This work will be critical for identifying the phasing for bringing forward sites and will also help shape discussions regarding acquisition and delivery models

External Factors

In addition to the policy themes and implications outlined before, there are a number of other external factors that have influenced prioritisation within the LIP process:

Globalisation

The current economic crisis highlighted the nation's vulnerability to global forces; forces which go beyond the banking and financial sectors. It is evident that emerging economies such as China, India and Brazil provide both opportunities in terms of new markets and threats in terms of competition across a number of sectors. It is vital that in delivering the East Kent Vision, partners focus on interventions that create jobs in sectors in which East Kent has a global comparative advantage both now and in the future.

Industrial structure

One of the key impacts of globalisation on western economies has been a shift towards knowledge driven sectors (Finance, Banking, Science based industry, Research & Development, telecommunications) away from more traditional primary and manufacturing industries. East Kent has experienced a shift away from industries such as coal mining and agriculture towards science and technology, renewable energy, logistics, retail and tourism, added value manufacturing and higher education sectors. It will be important that interventions through the LIP process reflect how changes in global markets (such as a shift from R & D to generic based pharmaceutical for example) impact on the comparative advantage of East Kent sectors and the local economy's ability to protect and create jobs. A recent development in Government Policy through their Regional Growth Fund proposal has placed an emphasis on shifting jobs from the public to the private sector. This has serious implications for East Kent where a relatively

high proportion of the workforce is employed by the public sector (Canterbury – 40.28%, Thanet – 35.28%, Shepway 31.78% Dover – 30.28% against a national average of 27.04%).

High Speed 1

The improved train service to London will transform East Kent's economic geography as it begins to be seen to be within the London travel to work area. The new service will greatly improve the form and degree of inward investment, rebalance the demographic profile and enhance overall housing market conditions.

Technological Progress

This is one of the most significant external factors, in that advances in science and technology could radically impact on the way in which we live and work. The uncertainty as to the exact form and pace of advances in technology adds further significance to this external factor. Examples that will impact on the prioritisation within the LIP process range from improved mobility with real time public transport timetables in the home to a reduced space requirement with more remote and detached working arrangements. Greater coverage of super fast broadband in both existing properties and new developments will play a significant role in unlocking the potential of local communities and businesses.

Demographic change

Although the UK population has grown at a relatively slow rate (which is reflected in the forecasts for East Kent), it is evident that the demographic structure varies greatly. East Kent has an ageing population and in recent years has experienced an influx of population associated with migration from mainland Europe and a concentration of individuals' dependant on benefits. The impact of demographic change on this LIP process includes the pace of housing and employment growth, the design of housing and the availability and location of affordable housing.

Inequality and social cohesion

Although this is a common theme there is a need to consider how best to support those in greatest need. East Kent has several pockets of deprivation that will provide one of the biggest challenges for partners in terms of ensuring that everyone is able to enjoy the benefits of prosperity which is sought by the Vision.

Environmental Sustainability

This external factor presents a range of challenges for the LIP process including increasing pressures on water and energy usage and a drive to reduce carbon emissions and improve waste management. This said there are also opportunities to create jobs through renewable energy schemes such as the Thanet Wind Farm and embed innovations in the construction process to reduce emissions and running costs. All these dimensions will form an integral part of the LIP process in terms of managing the impact of risks associated with housing and employment growth.

It will be important that East Kent Partners regularly review all external factors as part of a scenario planning process to ensure policy and related actions (including the LIP process) remain relevant, realistic and fit for purpose.



Evidence Base

The East Kent Vision is not that dissimilar to the vision of most other local strategic partnerships; this is to be expected given that ultimately all partnerships share the same ambitions for their communities. The unique difference between each area is the current conditions they face (and therefore strategy developed) which for East Kent are summarised below:

Deprivation

- East Kent has 19 Super Output Areas among the top 20% most deprived localities in England with 6 in the top 5%.
- Many of the challenges, highlighted by the distribution of Indices of Multiple Deprivation (IMD) are concentrated in a few clearly identifiable urban coastal communities.
- The distinctive feature of East Kent is the role that place and time has played in shaping its characteristics. There is a history of deprivation in the communities which suffer it most; a history which has allowed it to establish a firm foothold and one that has proved difficult to dislodge. For instance, despite numerous interventions, the number of working age welfare benefit claimants in East Kent remained virtually unchanged between 2000 and 2007 and the pattern of IMDs likewise.

Prosperity and Enterprise

- We have lower levels of economic prosperity, productivity and enterprise than the South East and UK average; but we are in the vanguard of sustainable energy production:
- Average resident earnings for East Kent in 2008 were 7% lower than the rest of Kent (16% lower in Thanet).
- The same is true of workplace earnings; these being 9% lower in East Kent. (19% in Thanet).

- Comparisons in the take up of state administered benefits paint a similar picture; in May 2008, 6.3% of people living in East Kent claimed income support and 2.2% job seekers' allowance, compared to 4.9% and 1.6% respectively for the Kent County Council (KCC) area.
- The equivalent unemployment figures tell the same story: 4.1% on average in East Kent, 3.2% for the county as a whole.

Housing Quality and Affordability

- The East Kent Strategic Housing Market Assessment along with over stretched housing waiting lists across East Kent emphasise the high and increasing levels of need for affordable housing across the area. 5,800 additional affordable homes are required in the East Kent area each year to meet current local need between now and 2016.
- The average house price to income ratio in East Kent is 5.3, compared to 4.7 in the South East as a whole (this is even greater in Canterbury).
- People's living environment is a major determinant of their well being and prospects. There is evidence that, to some extent, housing conditions in East Kent tend to inhibit progress.
- The proportion of homes falling below the decent homes standard in Dover, Shepway and Thanet, are ranked respectively 1st, 3rd and 6th highest in the South East with an average of 11% across the area against a regional mean of 4%
- Over £282 million is required to make all homes in the private sector in the East Kent area decent by 2026.
- Over 39,000 homes in the area have been identified as having Category 1 Hazards under the Housing Health and Safety

Rating System (HHSRS). Over a third of the households living in these homes include a vulnerable person.

- There are almost 12,500 households in East Kent, which are regarded as being in fuel poverty.
- In some areas of the district there is a higher than average proportion of private rented accommodation, with 11.7% of people living in this form of tenure in East Kent as compared to 6.7% in the rest of the KCC area.
- Canterbury's large student population puts significant pressure on the city's housing market. It contributes to a shortage of accommodation that has an inflationary effect on property prices and rents and results in a large number of houses in multiple occupation.

Location

- East Kent is the UK's gateway to mainland Europe. This gives East Kent a unique challenge; not only moving its resident's around and beyond East Kent, but moving increasing amounts of people and goods through East Kent to service UK plc. The M2/A2 and M20/A20 provide the strategic corridors for the area and have a critical role in unlocking the areas potential. The expansion of the Port of Dover, to match the growth of Port of Calais, coupled with the increasing size of the cross channel fleet will see traffic double by 2031. The cancellation of new runways at Heathrow, Gatwick and Stansted provide enhanced opportunities for our airports; with immediate capacity available at Kent International Airport at Manston. Current investment via the East Kent Access initiative is already unlocking the potential of Kent International Airport and the Central Thanet area.

Demographics

- East Kent has an ageing population and more people are moving into East Kent than are leaving.
- While the population of East Kent is set to grow over the next 15 years or so, current projections are that this growth will be at a significantly slower rate than Kent generally.
- The current forecast to 2026 predicts that the number of people living in East Kent will be 5.95% greater than in 2007, compared with an average increase of 16.8% in the remainder of the KCC area. By contrast, Ashford and Dartford will each grow by around 40%.
- It is evident that current growth plans provide an opportunity for East Kent to make a greater contribution to supporting population growth across Kent and the South East.

Skills and Learning

- Economic under-performance is inextricably linked to relatively low levels of educational attainment; employment forecasts support demand for people with intermediate and higher skills levels. We have 3 Universities based in Canterbury and further HE campuses in Broadstairs and Folkestone; 3 Further Education Colleges and a broad range of Adult Education facilities.
- If regeneration efforts seek to increase the supply of better paid jobs to reverse economic underperformance then, for local people to benefit directly they will need to have the right skills to compete effectively for new employment opportunities. Evidence suggests that, although overall

education attainment is improving year on year, at present, a significant proportion of East Kent's residents are poorly equipped to compete effectively in the job market.

- The proportion of 15 year olds in East Kent achieving 5 A* - C grades at GCSE level remains stubbornly below both county and national averages.
- Less than a quarter of working age residents have a degree or equivalent (Level 4) qualification, compared to 31% in the South East and the long term national target of 40%.
- East Kent has about 72,800 working age residents with qualifications at or below Level 2 (that is, 2 GCSEs or equivalent); of these, almost half (47%) have no qualifications at all.
- Forecast labour demand to 2014 suggests that of the net annual demand of 11,300 jobs in East Kent, 61% would require a skill level in excess of Level 3 (that is 4 GCSEs of grades A-C) with only 13% being available to new entrants qualified below Level 2.

Inequality

There is a well-established link between economic inequality and health inequality which is clearly demonstrated in East Kent:

- Although mortality rates are falling generally, the gap between the most affluent and most deprived communities in East Kent has widened significantly in recent years. On average, in the ten years up to 2006, the decline in mortality rates among the poorest in East Kent was 11.5% less than among the wealthiest. For the county as a whole, the equivalent health gap was just 1.3%.

- The same is true of increasing life expectancy, where, over the same period, there was a 1.1% disparity in East Kent, compared to none at all in the County generally.
- The same picture emerges from people's perceptions of their own health with 9.4% of East Kent residents describing their health as not good in contrast to 6.9% of those in the rest of the county.

Environment

- East Kent's environment is a key part of the infrastructure supporting the area's economy and ensuring a good quality of life.
- But East Kent's many miles of coastline, extensive areas of low lying land and range of sensitive natural habitats, mean parts of East Kent are at risk from flooding and at particular risk from the effects of climate change.
- Like much of the South East, East Kent is an area of water stress, a result of low rainfall and high and increasing demand.
- Wind farm development off the Thanet coast marks a significant step towards utilising renewable energy that embraces new technologies to reduce carbon emissions

Note

An overview of the full evidence base is provided in the **East Kent Evidence Directory** which lists and signposts all the information and data sources used to inform the LIP process. This is available from the contact on the contents page.

3. Thematic and Spatial Priorities

The thematic and spatial priorities outlined in this section have been developed through considering the evidence base, policy review and external factors (as detailed in the previous section) within the context of the East Kent Vision (as presented in the introduction of this document) and against the following shared values:

- **Quality** is the golden thread running through every aspect of the LIP process from the type of jobs created to the design and architecture of new homes and places and the use of the highest possible environmental standards in new and existing buildings.
- **Localism** where decisions are taken as close as possible to the communities and individuals affected by the decision.
- **Distinctiveness** that places local culture and heritage at the heart of community life recognising the intrinsic value for both the well being of individuals and organisations alike.
- **Enterprise Culture** that supports, encourages and nurtures individuals and communities to fulfil their potential.
- **Innovation** through sharing of knowledge, challenging conventions and embracing new ideas.
- **Fairness** where everyone is valued and benefits from and is able to contribute to prosperity.
- **Rights and Responsibilities** are interwoven with each other and across every aspect of community and civic life.
- **Environmental and financial sustainability** is considered at every stage of the process and through every priority.

Thematic Priorities – These provide a themed framework through which the delivery programmes in the LIP process have been (and will be) developed and prioritised as the basis for translating the East Kent Vision into reality:

Economic Prosperity that places enterprise and innovation at the heart of job creation ensuring wealth is retained locally and that any growth is proportionate and contributes to the other delivery priorities. This will include focusing on the following priority objectives:

- Championing and supporting key sectors and supply chain development with an emphasis on logistics, creative, cultural, tourism, renewable energy, marine industry, pharmaceuticals, higher education and niche agricultural activity.
- Encouraging knowledge exchanges between academia and business to create the conditions for innovation through business start ups and development.
- Developing a locally bespoke business support service that meets the identified need of new and existing businesses.
- Promoting key sites as inward investment opportunities.
- Nurturing and embedding enterprise and entrepreneurship within all aspects of community life.

Housing Growth and Renewal to meet a fundamental need of local people and rebalance and improve choice within the housing market through both new development and refurbishment. This will include focusing on the following priority objectives:

- Delivering new housing through both identified and windfall sites.
- Maximising the delivery and availability of affordable housing.
- Improving existing stock to meet the decent homes standard.
- Making better use of empty and under occupied housing.
- Delivery rural housing to meet localised need.
- Addressing demand for specialised housing including student accommodation.

Supporting Infrastructure investment that underpins the delivery of the other priorities. This will include focusing on the following priority objectives:

- Strategic road improvements to unlock development sites and reduce congestion.
- Improving accessibility to strategic sea and air ports.
- Optimising the benefits of High Speed 1 by ensuring integration with other modes of transport.
- Securing fast broadband coverage.
- Managing natural resources to support development (Water provision, energy consumption and waste management).
- Provision of community, cultural and health facilities to support physical development.



Skills for Work, Skills for Life that connect local people to current and future employment and leisure opportunities whilst meeting the needs of business. This will include focusing on the following priority objectives:

- Quality primary and secondary education as the foundation for developing the future workforce.
- Supporting the development of further and higher education offers to meet the needs of current and future business.
- Engaging business to shape and provide academic, technical and vocational training and learning offers.
- Promoting early years initiatives that enable parents to access employment and training opportunities whilst providing an excellent start for the next generation.

Environmental Excellence that instils and reinforces a sense of place, identity and belonging for local communities whilst underpinning activity associated with leisure, tourism and inward investment. This will include focusing on the following priority objectives:

- Protecting existing open spaces and associated natural and built heritage whilst improving accessibility.
- Securing open space provision as an integral element of all new development.
- Developing new offers associated with the area's unique heritage and coastal location.
- Optimising the enterprise and employment opportunities associated with environmental technologies.



Spatial Priorities

These are split into strategic and local to reflect both the level at which intervention is required and impact and reach:

Strategic

There are eight strategic spatial priorities which are presented below in priority order:

1. Manston Airport and Central Thanet

- **Kent International Airport** as a significant catalyst for the regeneration of Thanet and the wider East Kent area and as a gateway for passengers and freight. Will create 5,000 jobs.
- **Parkway Station** to link to **HS1** providing a passenger link to Manston Airport and convenient parking for commuters to Ashford and London.
- **Manston Business Park** Thanet's flagship business site with direct dual carriageway links to the M25. Will create 2,000 jobs.
- **Eurokent Business Park** on the urban fringe close to homes, schools and retail and leisure facilities. Will create 1,500 jobs.
- **Westwood Housing** a greenfield site of 1,000 new homes (including 25% affordable), new primary school and community facilities together with major improvements to the road network.
- **Highway improvements** to unlock key sites, reduce congestion, and connect major infrastructure investment associated with the Business Parks, Kent International Airport and High Speed One. This is already underway via the East Kent Access initiative which will be completed by 2012.



2. Dover Port, Waterfront and Town Centre

- **Expansion of Dover Port** to consolidate position as global gateway for movement of passengers and freight.
- **Dover Waterfront** a 12.2 hectare brown field, mixed use development including hotel, restaurants, offices, retail and a minimum of 300 new residential homes with potential for up to 800. Potential for 90-240 affordable homes
- **Mid Town** a 5.9 hectare brown field, mixed use development comprising residential, retail, restaurants, education. At least 100 new homes with potential for at least 30 affordable homes.
- **St James** a 3.2 hectare, brown field, mixed use town centre physical regeneration site. Development will include a supermarket anchor store, retail, residential, hotel and leisure facilities.
- **Public Transport improvements** to address challenges associated with the expansion of the port of Dover, the splitting of port traffic along the A2 corridor for the Eastern Docks and A20 for the Western Docks, and providing sustainable transport solutions to the planned expansion at Whitfield. A central theme here will be to ensure effective integration with Dover Train Station and the High Speed 1 service.



3. A2 Corridor

This is a key strategic route that needs enhancing to unlock the full potential of East Kent for inward investment and as a strategic gateway. This will involve a number of improvements along the corridor linked to economic prospects at Canterbury and Dover in particular. These include:

- The provision of an off-slip at Thanington and slips at Harbledown are planned for the period 2015-20. A full interchange at Bridge, which provides access to the future science and technology park at Little Barton Farm, is planned for the 2020-26 period. The provision of a relief road and improvements to the Wincheap Green roundabout to provide access to the Wincheap development area are planned for 2014-15
- Dualling A2 between Lydden and Whitfield to facilitate housing growth and the longer term strategic aim of separating HGV demand at port of Dover via the A2 and A20.

The Canterbury City improvements should be seen as a package of measures, together with investment and projects within the City's central area. These are essential not only for



the strategic road network but also for alleviating congestion in the City which has been at critical levels for a number of years.

4. Dungeness Nuclear Power Station

The current focus is the replacement of the existing nuclear facility to sustain the biggest employment generator in the area. The nuclear industry is a major driver for prosperity on the Romney Marsh and associated catchment area and provides a wide range of employment opportunities directly and through the local supply chain, in what is substantially a rural deprived area. It is estimated that if nuclear build does not proceed the economy would lose £2.4 billion over the next 60 years in local income. There are real concerns about the economic future of a remote rural area without the option of a new plant at Dungeness or an alternative employment generator. Shepway District Council has resolved to grant planning permission for a runway extension and new terminal building at London Ashford Airport that will increase capacity to 500,000 passengers per annum. Following a Government 'call-in' these applications will be considered at a public inquiry in February 2011. In addition consideration is being given to the increased role that tourism can play in securing a prosperous future for Romney Marsh.



5. Margate and Cliftonville Housing Intervention and Regeneration Programme

This programme involves major interventions and comprises a number of initiatives aimed at rebalancing the failed housing market, including reducing the disproportionate number of privately rented properties, reducing the concentration of disadvantaged residents living in the area, improving housing standards, improving public transport and providing improved public services to residents. The interventions will draw on existing initiatives, including the work of the Margate Task Force. There are a number of sites in Margate that are fundamental to its long term regeneration. Each represents an individual project within the programme:

- **Cliftonville West and Margate Central Housing Intervention Programme**
- **Dreamland** 6.7ha providing 200 homes
- **Rendezvous** 0.9ha providing 150 homes and 80 bed hotel
- **Arlington** 1.8ha, 50,000sq ft (net) supermarket and refurbished tower. 142 homes in tower in total, the scheme should bring approx 40 empty flats back into use
- **Lido** 2.05ha, providing 150 homes
- **Smaller sites** including Queens Arms Yard, the Fort Hotel, the Arcadian, the former M&S building and Dalby Square/ Warren Court
- **Margate Station to Turner Contemporary Public Realm Improvements**

These projects will build on and support the cultural initiative generated by the opening of the Turner Contemporary Gallery in 2011 resulting in greatly increased visitor numbers to Margate and the wider East Kent area.

6. Whitfield Extension

The core element of Dover's Growth Point focused around a 309 hectare site capable of providing up to 5,750 new homes (including a proportion of affordable homes) supported by a range of infrastructure and community facilities.

- Consultations on the master planning and supplementary planning document are now completed. Both will be considered by Dover District Council in Spring 2011.
- Two major planning applications have been received and are being processed.
- Business case for the Bus Rapid Transit System under development.
- Detailed planning consents for White Cliffs Business Park being progressed.

7. Folkestone Seafront

A 35 acre site in single ownership being master-planned to re-develop a brownfield site and regenerate a run-down part of town to create economic vibrancy with quality facilities for locals and visitors. Potentially up to 1000 homes, beach replenishment and flood protection, a wide array of seaport activities and public realm improvements capitalising on the seafront location and changed uses for the harbour. It will be critical to improve transport connectivity across Folkestone especially between the seafront and the town centre.



8. Canterbury Knowledge City is the most important science and technology development in East Kent: a unique opportunity to develop an economic base and capacity that fully capitalises on the presence of the universities in Canterbury.

- Transport infrastructure that unlocks the 7 hectares innovation and technology park at the University of Kent campus in Canterbury.
- Job creation of between 700 and 1000 direct jobs, primarily in knowledge-based industries. 500 additional jobs will be generated in the local economy. Further indirect economic benefits are expected across local, county and sub-national economies.
- Knowledge-based business growth stimulated by providing space and facilities for young businesses to grow, specialising in environmental technologies, genetics, nanotechnology, advanced engineering, ICT and other leading edge industries.
- Support existing hi-tech industries by accommodating new research and related ventures from large and prestigious multinational corporations that have strong links with the university.
- Contribute to rebalancing the local housing market by creating accommodation for 500 students and supporting facilities, which will significantly improve the offer for students, and will release homes in the private rented sector.

- South Canterbury - This project centres on Little Barton Farm Business Park, a 20 hectare knowledge-based business park allocated in the adopted Canterbury District local Plan in south Canterbury. Recently the area around this allocation has been identified as a potential strategic location for housing. The project relies on a new junction on the A2 trunk road at Bridge. This is seen as a prerequisite for the delivery of development in this area by the Highways Agency.



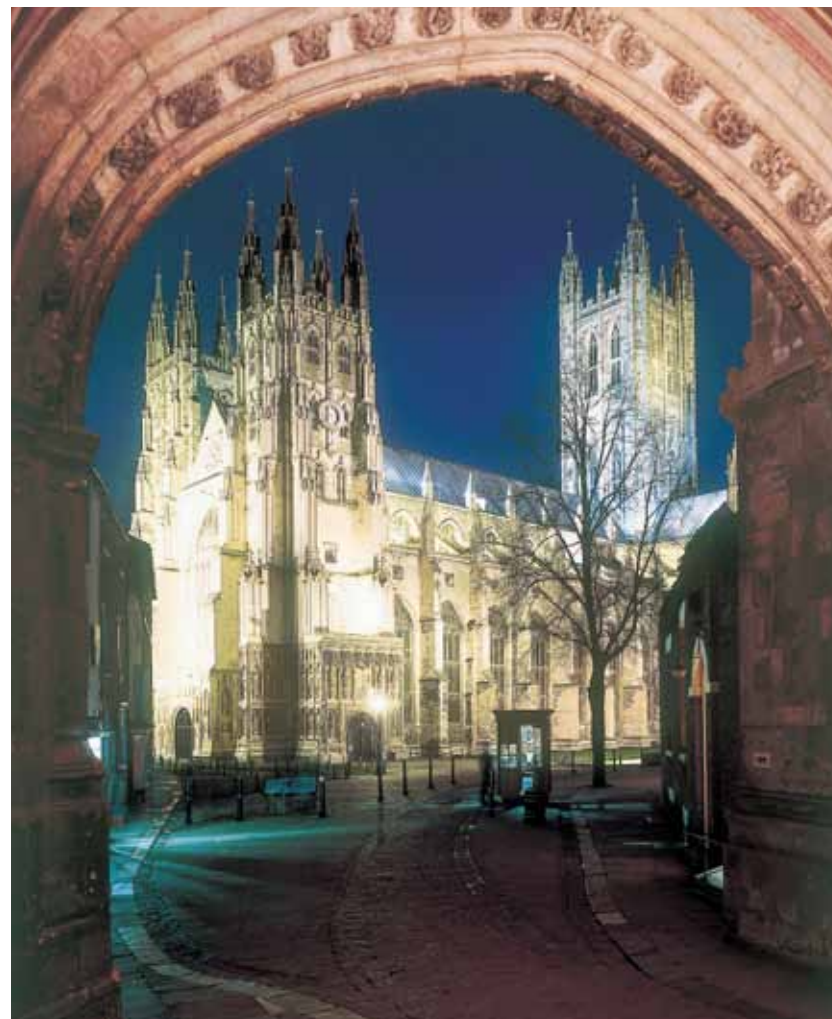
Local – Dover

- **Connaught Barracks** - 12.5 hectare brown field, residential development of at least 500 homes. Potential to deliver 150 affordable homes. The site contains Fort Burgoyne (a Scheduled Ancient Monument), the playing fields and former training area.
- **Aylesham Expansion** - 33 hectare site which provides a mixed use development opportunity including up to 1,210 environmentally efficient homes (of which 20% will be affordable – up to 242 homes), employment opportunities, new shopping facilities, community related services, primary education facility, leisure provision and transport improvements. Some of the required infrastructure such as the health centre has already been provided.
- **Dover Bus Rapid Bus System** - Development of an Integrated Rapid Bus System connecting the key Core Strategy allocations and supporting land uses, particularly in the Whitfield area, to key facilities at Dover, including the High Speed Train Service and Park and Ride.
- **North Deal/ Betteshanger** - Regeneration of the former Betteshanger Colliery (legacy only) - To develop proposals for an intergrated transport model which will enable options for residential development (1800 homes) to be considered which will also foster opportunities for employment, commercial, leisure and educational uses to come forward. Second stage feasibility study completed for exemplar regeneration scheme for Betteshanger Colliery and Foulmead Country Park.
- **Buckland Mill** - Prominent 3.83 hectare, brownfield mixed use development site. Scheme to comprise of 406 high specification sustainable homes with 123 affordable homes. Scheme will also provide range of commercial uses.
- **Coombe Valley** - Regeneration initiative with first stage master planning work undertaken. Various housing, community facility, environmental, road access/traffic improvements identified. East Kent Hospitals University NHS Foundation Trust has approved plans to proceed with the proposed Community Hospital at Buckland. Work will start immediately on drawing up the application for formal planning permission.
- **Westmount/Dover Priory** - Site has potential to deliver 30 affordable homes and will include parking for the benefit of Dover Priory Station and the surrounding area together with possible supporting local convenience retail and commercial facilities.
- **Western Heights/Farthingloe** - A proposed mixed use development comprising hotel, residential homes and commercial and leisure facilities.
- **Dover Priory Station** - Stage 3 of station improvements to meet demand for parking from HS1 services.
- **Maison Dieu Road** - Provision of 40 Affordable homes.
- **Sholden and Mid Deal** - Developer led sites with the potential to deliver around 500 homes.

Local – Canterbury

- **Wincheap** - This project aims to regenerate the area of Canterbury known as Wincheap Regeneration Zone. The project consists of the preparation of a Master Plan and Strategic Brief for the area including a new A2 Off Slip road, re-provision of business accommodation and 500 new homes.
- **Herne Bay - Central Action Area** - The project will improve the condition and appearance of the existing housing stock, build new affordable and market apartments, reconfigure the public realm and redevelop parts of the area which are degraded and detract from the quality of the environment and commercial prospects of the town. It will enhance the commercial, retail and public realm environment in the main traditional shopping area and commercial section of Herne Bay town centre. The roads involved are Mortimer Street, the High Street and the connecting sections of William Street. Use of the seafront will be improved by the developing new facilities.
- **Canterbury West Station** - The project aims to regenerate the area of Canterbury known as the Canterbury West Station Regeneration Zone which includes Canterbury West Station, car parks, properties bordering Station Road West and Roper Road, and a frontage to St Dunstan's Street. Canterbury West Station has become one of the main points of arrival in the City with the arrival of the new high-speed rail service and is therefore an important gateway into the City. The Canterbury West project aims

to create a memorable arrival point and route to and from the city centre, to re-animate the area with mixed-use developments that completes the street scene, and to deliver wider infrastructure improvements to enhance connections and unlock growth and regeneration.



Local – Shepway

- **Nickolls Quarry** - 66 hectare site with outline planning permission for 1050 homes (20% affordable housing), employment land and community facilities.
- **Risborough and Napier Barracks** - At least 900 new homes which will include up to 30% affordable (including accommodation for military personnel) and lifetime homes. The site will also include high quality open space and community facilities.
- **Folkestone Sports Centre** - The development of this site adjacent to Folkestone Sports Centre will facilitate the improvement of the available facilities at the centre - 15 homes.
- **Fisherman's Beach** - These homes are due to be provided as part of this mix-use scheme that will regenerate this beachside area of Hythe - 20 homes.
- **Siskin Close** - Mixed tenure site being developed by local developer - 19 homes.
- **Walton Manor Close** - 39 homes for affordable rent, including 11 homes for people with mental health problems. Planners are currently considering the planning application for this site. The development is a key priority that will provide much needed affordable homes in this high demand area.
- **Westbrook House** – Enabling development of 149 homes to fund the development of Cheriton Road Sports Ground.
- ***Folkestone Racecourse** – 400 Homes including 140 affordable. Will be built on brownfield land and include demolitions.

- *** Sellingde** – 300 homes of which 105 affordable. Will include village green.
- *** New Romney** – 400 homes including 140 affordable.
- *** Lympne Former Airfield** – 400 homes including 140 affordable.
- **Hythe Imperial** – 8 Units for rent and low cost home ownership.



Note – All those marked with an * are subject to further consideration through the process of developing the Shepway Local Development Framework Core Strategy.

Local – Thanet

Newington and the Flowing Bowl - The Centre, Ramsgate

- A planning application has been approved for redevelopment of the Centre to include 60 homes, of which a high proportion are required to be affordable homes. The Flowing Bowl adjacent to the site has been subject to a Compulsory Purchase Order and is now in Thanet District Council's ownership.

Thanet Small Brownfield Sites – Throughout Thanet there are a range of brownfield sites (some with planning permission) in important locations that the market will not bring forward without assistance. These individually and collectively deliver significant regeneration benefits in the urban areas. Two examples include:

- Caffyns Garage, Grange Road (amber) – 0.29ha, 42 units - 2-3 apprenticeships.
- Ramsgate Flour Mill (amber) – 0.94ha, 87 units (further details to be provided).

Wind Farm – The current and emerging off shore wind farm activity at Ramsgate will create 150 direct jobs and help support, sustain and create employment across local marine and tourism sectors.

Ramsgate Port, Marina and Waterfront – This presents an opportunity for leisure and commercial based development focused on the maritime and renewable energy sectors. A master plan is currently being prepared to include a hotel, retail and commercial floorspace that will improve the fishing fleet accommodation and provide a base for the emerging wind farm industry.

East Cliff Regeneration Programme – This involves a number of initiatives to regenerate an area identified as in need of special action in Ramsgate adjacent to the town centre where a number of empty properties, including residential and retail units will be refurbished and brought back into use.

Eco Park at Richborough – This presents an opportunity to develop the former Richborough Power Station site as an innovation hub for eco based enterprise such as recycling a renewable energy. The site has excellent access to the national grid, major wind farm development and the strategic road network and will contribute to employment generation as part of the Sandwich corridor.



Planning Status

It is important to note that the spatial priorities identified through the LIP process are at different stages of the development life cycle. Some have planning approvals and are ready to deliver whilst others are still being considered through the development planning process and associated discussions and consultations and therefore may, in some cases, not come forward. This highlights the need for flexibility within the LIP process in terms of being able to change the focus of the spatial priorities to reflect changing and emerging circumstances.

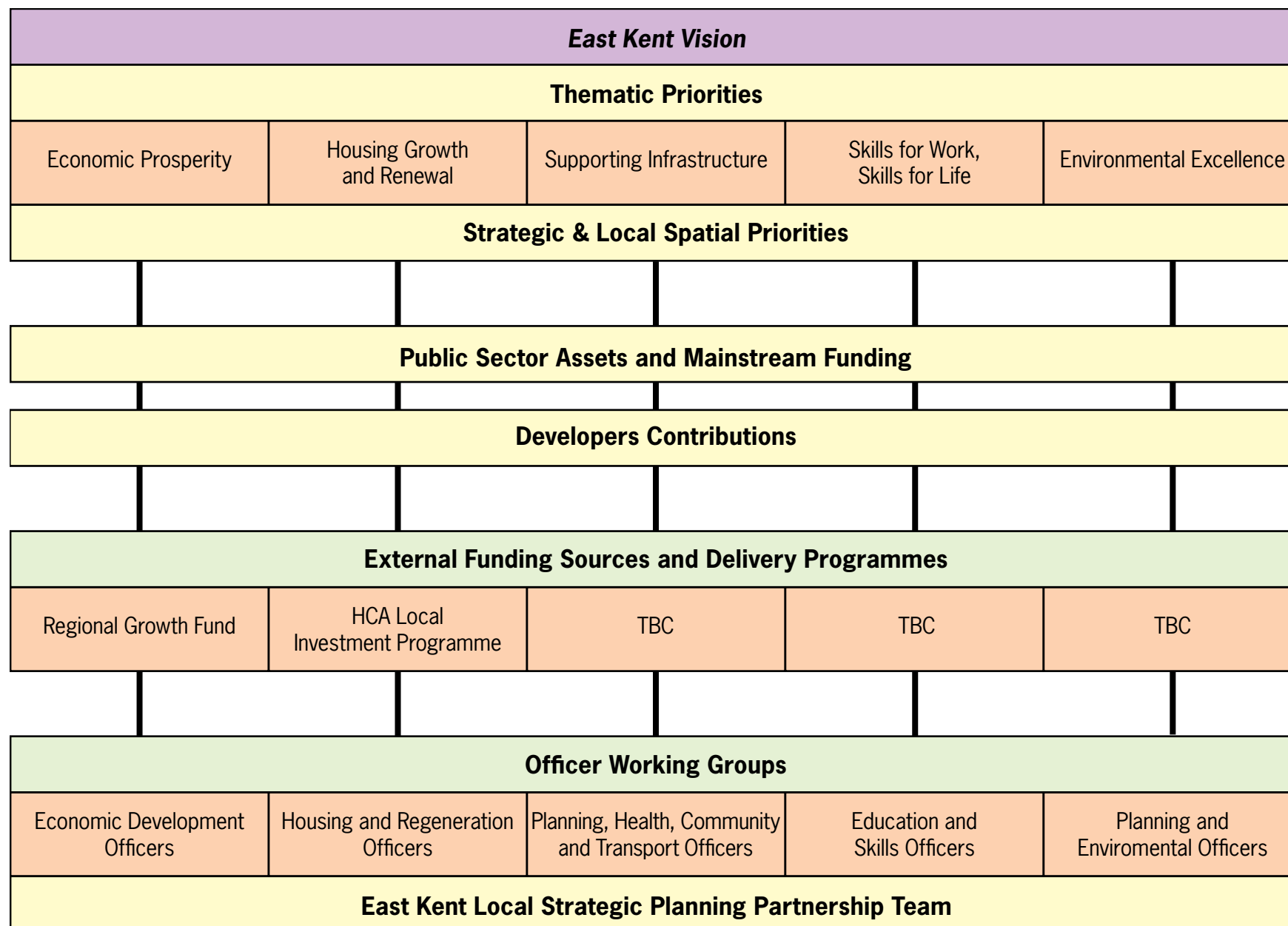
Thematic programme

A number of projects that contribute to the delivery of the thematic priorities but are not captured by the above strategic and local spatial priorities will be encompassed in a range of programmes presented through the delivery documents associated with each funding stream.

The diagram on the following page outlines the relationship between the vision, thematic and spatial priorities and funding streams.



Figure 3 - East Kent Vision to Delivery



4. Governance and Management

The LIP process will be lead and managed by a number of groups:

East Kent Leaders Board - This is the political leadership and decision making body that determines and reviews the LIP priorities for driving forward the delivery of the East Kent Sustainable Community Strategy. Membership includes the leaders of the 5 local authorities along with representation from the East Kent LSP as agreed. It meets on a quarterly basis to review progress and make key decisions regarding strategic direction and prioritisation.

East Kent Local Strategic Partnership (LSP) - This consists of cross sector membership that oversees the development and promotion of the Sustainable Community Strategy which provides the overall strategic vision for the LIP process. The LSP adds significant strategic value to the LIP process in terms of ensuring cross sector issues are captured and reflected. It meets on a 6 monthly basis to review overall direction of travel. The current LSP board members are listed on the inside back cover.

East Kent LSP Management Group - This is the strategic management group responsible for directing the development and delivery of LIP projects and programmes to meet the agreed priorities. Membership includes the Chief Executives of the 5 local authorities along with representation from the East Kent LSP as agreed. It meets every two months to review progress and advise on strategic direction of travel.

East Kent LIP Working Groups - These are the operational management groups that oversee the day to day management of the LIP projects and programmes to deliver the agreed priorities. It consists of operational leads from the 5 local authorities along with representation from the East Kent LSP as agreed. They will meet on a regular basis to monitor and review progress to inform

the strategic direction of travel. It is envisaged that there will be one group for each thematic priority. Each group will initially drive the development of a delivery programme as part of the LIP family of documents and oversee delivery thereafter. Other groups will be established as required to consider issues as they arise e.g. position of developer's contributions as part of the LIP process.

East Kent LIP Delivery Organisations - These are the legal entities charged with delivering the agreed LIP projects and programmes. They include for example, local authorities, local voluntary groups, registered social landlords, the East Kent Spatial Development Company, the Brownfield Land Assembly Company, private developers and educational institutions.

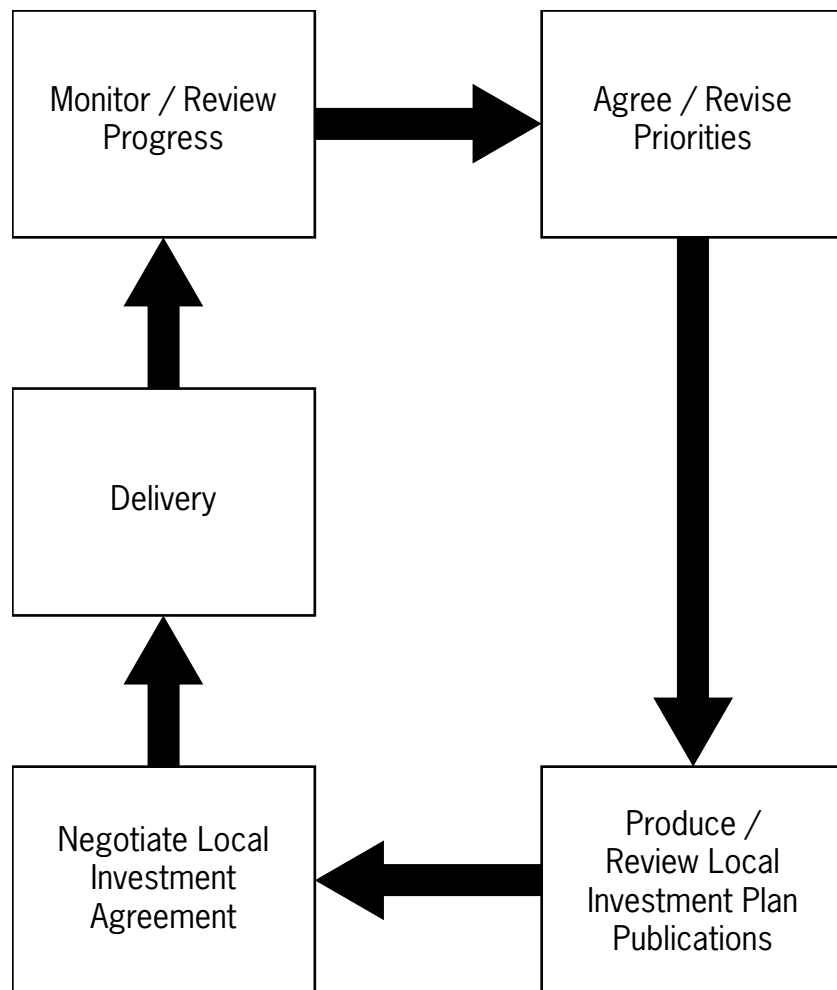
External Investments - These support the projects and programmes to deliver the agreed priorities and currently include the HCA Investment Programme and Regional Growth Fund. Any contractual relationships will be between the funding organisation and the identified delivery bodies.

East Kent LSP Team has overall responsibility for co-ordinating all the other groups and associated activity, drafting and monitoring the LIP process, strategic programme management to drive delivery and ensuring partnership arrangements remain fit for purpose and able to meet the agreed priorities.

The Kent, Essex and East Sussex Local Enterprise Partnership provides the strategic context and partnership arrangements for East Kent. It will be critical that through these emerging partnership arrangements subsidiarity becomes the golden thread that ensures those matters relevant to East Kent are decided and delivered at the East Kent level.

Figure 4 - Local Investment Cycle

The diagram below outlines the LIP cycle for agreeing and reviewing activity to ensure investment remains focused on identified local need and associated priorities:



The timeline for agreeing and delivering the Homes and Communities Agency’s Investment Programme as part of the LIP process is as follows:

22 September 2010

Agree Interim Local Investment Plan Documents.

December 2010

Agree Final Local Investment Plan Documents.

31 March 2011

Legal contracts signed as basis for delivery.

April 2011 onwards

Projects taken forward by delivery organisations.

See Section 6 below for details regarding performance management which includes the measurement and monitoring of progress as the basis for keeping the LIP process up to date.

A project matrix has been developed as a live programme of projects as the basis for informing the LIP process. It has been structured in such a way as to also provide a framework for shaping project specific delivery plans which will be used by delivery organisations to undertake green book appraisals and drive, monitor and manage delivery.

The logistics and processes for shaping, driving and agreeing delivery priorities will vary between funding streams. The exact detail for each funding stream will be presented in the next steps section of the relevant publication.

5. Risk and Realism

There are a number of risks facing both the individual projects and the overall LIP process that impact on the realism for delivery. The table below outlines the main strategic risks along with mitigation measures against the likelihood and impact of each risk. This list will be monitored and reviewed on a regular basis as part of the performance management process. Detailed project risk analysis will be undertaken by the delivery organisations who will identify and monitor risks and seek direction and support where required.

Risk	Likelihood	Mitigation	Impact	Mitigation
Reduction in Public Sector Funding	Certainty – Main focus of Government's drive to reduce public debt	Make all partners aware of situation in order to manage expectations	High – Will mean unable to deliver all projects	Project Prioritisation through the LIP process and consideration of alternative approaches via Think Tank.
Availability of Private Sector funding	Medium / High – Difficult climate for securing loans from banks and making investment	Undertake early discussion with developers and investors to understand position and provide assistance where possible	High – Lack of funding to underpin delivery compounded by lack of public sector funding	Undertake discussions with HCA/ CLG/ Treasury to consider alternative funding models
Project Viability	Medium – This will be influenced by the level of returns against costs – both of which move on a daily basis.	Undertake financial viability as basis for negotiating with developers	Medium – Loss of funding through developer contributions to support affordable housing and consequential infrastructure	Develop clear policy and prioritisation process for identifying local requirements against project viability
Increasing costs	Low – Inflation has been relatively low in recent years a situation that looks likely to continue	Make sure all projects undertaken a green book appraisal and monitor costs	Medium – Will mean quantity and/or quality of projects will be compromised	Ensure quality standards are clear and enforced. May need to accept lower quantity

(Continued next page)

5. Risk and Realism (Continued)

Risk	Likelihood	Mitigation	Impact	Mitigation
Loss of Partnership Support	Medium – East Kent Partnership arrangements well developed - although may be tested by LEP proposals and need to prioritise within LIP	Keep partners informed of progress via meetings and other communication processes	High – Loss of voice and creditability compared to other partnerships competing for the same resources	Need to ensure East Kent's Vision and priorities are clearly expressed and communicated to outside world - scope to seek expert advice and support
Increased time scales for delivery	Low / Medium – Most projects have been assessed which has included consideration of timescales	Ensure timescales are reviewed as part of the LIP finalisation process and reviewed on a regular basis thereafter	Low – Shifting timescales is a normal part of project delivery that will be allowed for as part of the delivery process	Ensure that any changes to timescale are reported and considered against wider programme and need to reprofile funding
Changes to Housing Revenue Accounts / housing subsidy system	Medium – Current proposals being considered	Ensure partners are kept abreast of progress and that East Kent effectively engages in any related consultations	Medium / High – Will impact on council's ability to invest in affordable housing	Need to consider within context of whole range of funding streams and where necessary undertake further prioritisation
Loss of quality in deliverables	Medium – A major impact of reduced funding could be the lost of quality in the final product	Ensure quality standards are embedded in assessment and monitoring process. Standards will be a HCA legal requirement	High – Will greatly effect the long term quality of life for local communities	Ensure lessons from poor quality is fed back into assessment and decision making process regarding future investments
Loss of expertise to deliver projects	Medium/ High – This is a threat given the abolition of SEEDA who have provided development expertise in recent years	Ensure SEEDA skills and knowledge are transferred/ maintained within future delivery arrangements. Also consider other delivery bodies where appropriate	Medium / High – Will greatly effect ability to deliver	Consider alternative routes for buying in expertise to support agreed delivery mechanisms

6. Performance Management

The LIP process will be monitored at a number of levels and over a range of time periods.

Project leads will be expected to monitor progress on a regular basis in order to ensure delivery and the early identification and management of any problems.

Quarterly monitoring reports will be considered by the **East Kent LSP Management Group and LIP Working Group** both of whom will review project progress in terms of outputs achieved against those proposed and the positioning of risk. The Groups will identify actions that are needed to be taken to address any problems. Each action will include a timescale and be allocated to a particular partner or partnership grouping as required.

6 Monthly reports will be presented to the **Leaders Board** to provide an overview of progress against the key milestones and seek decisions regarding any potential risk relating to the overall direction of travel.

An annual report will be presented to the **East Kent Local Strategic Partnership** who will review progress in terms of an analysis of outputs achieved against those proposed, a review of the successes over the previous year and the challenges for the future. An annual forward plan will be produced to manage any actions required to improve overall performance.

A **Strategic LIP Review** will be undertaken during 2013 to assess the progress made and develop a forward plan for the period beyond 2015. This will be reported to **Leaders Board, East Kent LSP Management Group** and the **Local Strategic Partnership**.

In addition progress reports will be provided to each partner organisation and other groupings as required.

New ideas and innovations around all the thematic and spatial priorities will be tracked to ensure partners and projects are abreast of and able to utilise best practice. This will involve a range of activity including, for example, roundtable discussions, workshops and study tours.

Note - It will be important when finalising the monitoring arrangements that consideration is given to ensuring alignment with existing monitoring processes so as to avoid duplication of effort.

Partners

Board

BSK CiC
 Canterbury Cathedral
 Canterbury Christ Church University
 Canterbury City Council
 Canterbury College
 Canterbury District Community Alliance
 Community Action South and East Kent
 Channel Chamber of Commerce
 Creative Foundation
 DMA Group
 Dover District Compact Implementation Group
 Dover District Council
 East Kent Hospitals University NHS Foundation
 TrustEnvironment Agency
 Government Office of the South East
 Homes and Communities Agency
 Holiday Extras
 Jobcentre Plus
 K&M NHS and Social Care Partnership Trust
 K&M Social Enterprise Network CIC
 Kent Association of Local Councils
 Kent County Council
 Kent Fire & Rescue Service
 Kent Police
 NHS Eastern & Coastal Kent
 Pfizer Ltd
 Port of Dover
 SEEDA
 Shepway District Council

West Kent / South Kent College

Strand House
 Thanet College
 Thanet District Citizens Advice Bureau
 Thanet District Council
 The Maidstone Studios
 University of Kent

Others

Accent Peerless
 Amicus Horizon
 Brownfield Land Assembly Company (BLAC)
 Dover Pride
 Groundwork South East
 Highways Agency
 Hyde Housing Association
 Kent Partnership
 Locate in Kent
 Moat
 Orbit Homes
 Riverside ECHG
 Sanctuary Housing Association
 Southern Housing Group
 Town & Country Housing Group

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