

Thanet's Economic Growth and Regeneration Strategy and Plan 2013 - 2031



Foreword

As both the Leader of the council and the Cabinet Member for Strategic Economic Development Services, I am delighted to present Thanet's Economic Growth and Regeneration Strategy and Plan.

This strategy outlines the key activities that are needed to help make a positive difference to Thanet's economy.

The council is committed to driving growth across the district by promoting investment, skills and employment opportunities, to create a sustainable and balanced economy.

This strategy has been developed in partnership with local businesses and organisations whose input has been key. We recognise that by continuing to work in partnership we can help to create the conditions that make Thanet the first choice destination in which to live, work, visit and invest.

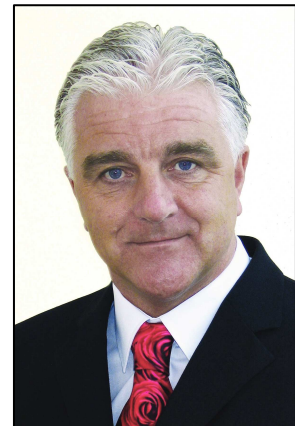
To achieve the aims of the strategy we understand that it will need to be flexible and respond to the changes in current conditions and opportunities as they arise. To that end, we work consistently through the TDC Cabinet and the Thanet Regeneration Board, to bring together partners in the public, private and third sectors. The strategy will help us all to focus on where we can make a difference in recognising what is important to the area.

The council aims to deliver our priorities in a way that is inclusive, supports business growth and encourages local people to take advantage of employment opportunities.

This is an exciting time for Thanet and we hope that the strategy and plan will provide an opportunity to increase productivity and profit for businesses, create more jobs and ultimately increase prosperity for our residents.



Clive Hart
Leader of Thanet District Council



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1. Introduction

Thanet District Council is committed to driving growth across the district by promoting investment, skills and employment opportunities, to create a sustainable and balanced economy. Delivery will build on a strong track record and tradition of partnership working. This tradition will be continued through the Thanet Regeneration Board, bringing together partners in the public and private sectors to develop stronger working arrangements and consider opportunities for refocus, collaboration and integration of key interventions.

This strategy and action plan has been developed via a number of phases, these include:

Phase One: Setting the Direction

This phase recognised the key issues facing the economy through engagement with stakeholders. It proposed a vision and strategic direction, summarised the economic context of Thanet and identified the sectors of the economy that are important to Thanet or have the potential to deliver growth. The first draft outlined the areas where support is required to help business of any size and in any sector to prosper in Thanet. The development included undertaking research and engagement.

Phase Two: Understanding the opportunities

This phase helped shape dialogue between all those engaged in economic growth through consultation on the draft strategy. This highlighted that for the public sector partners to agree the strategic direction and align their activity the private sector must be engaged. This engagement started by inviting private sector membership of the Thanet Regeneration Board to enable the Board to hear first hand what businesses think and what they require.

Phase Three: Action and Policy

The final phase includes redrafting the strategy following the feedback received via consultation on the priorities put forward and the all encompassing action plan. Some of the changes can be seen as a direct response to the consultation, others are more general following this feedback.

The initial direction of travel of the strategy has not changed. It is recognised that to achieve the aims it will need to be flexible and react and respond to the changes in current conditions and opportunities as they arise. Engagement with key stakeholders, including the private sector, will continue to build and strengthen ensuring that the action plan and implementation remains current and relevant.

The overriding reaction to the plan was that there was too much in it, and in particular private sector organisations felt that it might not be achievable. Feedback suggested that what the private sector and partners wanted to see were some key, high level, strategic actions that would, through measurement, highlight the changes to Thanet's economy.

Feedback identified that the strategy and plan need to show a clear mandate for the public, private and third sectors working in and for Thanet. Respondents also requested a series of indicators that could be used to measure the success of the strategy and plan.

Following the consultation a number of changes have been made to the strategy and action plan. The priorities that were originally put forward largely remain, however they have been transferred into four critical success factors. These critical success factors are considered the key things that should be achieved to make a difference to Thanet's economy, and to

deliver the vision. The plan no longer provides the level of detail that was originally proposed. This detail will be managed through the work programmes of the relevant Council and partners teams/departments. The action plan now highlights the key areas for delivery under each of the critical success factors.

A series of indicators has been identified to measure the success of the plan over time and they are listed within this strategy.

The development of a new Local Plan, which will set planning strategies and policies is underway and will play a key role in supporting the development and growth of Thanet's economy. The strategy will have the same timescale as the Local Plan, however it aims to remain flexible and as a living document, therefore there will be an opportunity to update and refresh the strategy on a five yearly basis.

This strategy will provide the framework for projects and define a role for the public and private sectors in creating the conditions that make Thanet the first choice destination to live, work, visit and invest.

2. Thanet's economic context

Thanet is a creative, innovative and inspiring place. Its environment has shaped the economy over centuries. Its rich soil supported a thriving agriculture sector. Natural harbours sparked an age of maritime discovery and traditions, and the beauty of its coast created an irresistible visitor destination. The influence of Thanet's beauty has inspired famous authors and artists such as Charles Dickens and JMW Turner.

2.1 Population

Thanet's population was estimated to be 135,700 people (Nomis 2012) with around 80,100 aged 16-64, who are considered to be the working age population. The 2011 Census highlighted that some 65% of the working age population are economically active (those working or actively seeking work).

Thanet has an above average proportion of over 65s within its population with 21.2% of the population aged 65 and over, compared to the England average of 17.5%. This is likely due to its coastal location, making it a favourable retirement destination. The proportion of 16-29 year olds and 30-39 year olds is below the England average.

2.2 Spatial context

2.2.1 Geographical nature

The district consists of three significant coastal towns – Broadstairs, Margate and Ramsgate that form the urban area along the coastline. Central to Thanet is a rural hinterland.

Thanet's peripheral location has an impact on the economic activity that takes place within the district causing it to be lower than the national average. The economic catchment area is limited as it is bounded by coastline along its eastern, northern and southern edges. This therefore can have an impact on the competitive position of some of the businesses in Thanet and can have an impact on final product prices, wages, profitability and productivity. The distance to major population areas increase the costs of reaching markets for goods. Support services, including the provision of specialist financial, technical and business support services are predominately located outside the district.

Fothergill (SELEP Coastal Towns Report) noted that "there is a high degree of self-containment in some of the more important coastal labour markets. 53% of Margate residents with jobs work in Margate and 78% in Thanet district as a whole". The percentage for Thanet residents is similar to other coastal areas in the SE LEP area. Thanet was also considered to be least likely to benefit from the growth and creation of jobs in London.

The peninsula nature of Thanet that contributes to its economic peripherality also provides a unique natural environment that has supported a significant tourism industry. Whilst direct employment may only be around 10% of the total workforce, the secondary impacts of the tourism industry are also significant. The level of spend during the holiday season is critical to supporting the retail sector and local supply chains.

Fothergill notes that alongside Hastings and Clacton, Margate and Ramsgate are; "larger seaside towns with substantial problems in the South East Local Enterprise Partnership Area". He suggests that "they share significant socio-economic disadvantages, on a scale that on many indicators places them close to the older industrial areas of northern England".

2.2.2 Transport infrastructure

Thanet has an Airport, Port, High Speed Rails services and good access to the arterial roads around London. This transport hub is also networked to the Port of Dover and Euro Tunnel Services from Folkestone. This accessibility places Thanet at the gateway to Europe.

The East Kent Access Road provides dual carriageway from the M25. The Access Road links Thanet and major economic assets such as Kent's International Airport at Manston, the Port of Ramsgate and Discovery Park to the UK's main arterial road network in less than 60 minutes. The introduction of High Speed 1 rail services have reduced commuting from central London to Ramsgate to 76 minutes and Margate to 88 minutes, from almost two hours. Although journey times remain longer than those to comparator locations (such as Folkestone), recently secured Government investment is set to lead to further reductions. This route had also facilitated access from Thanet to North London rather than just to the South.

The recent completion of the East Kent Access road scheme now means that there is a direct dual carriageway connection between Sandwich, Ramsgate and the motorway network to the London arterial motorways.

2.2.3 Employment Land

Vacancy levels are relatively low in the district and this could be an indication of either a stagnant property market or a high demand for the type of property provided. The quality of the majority of the property is however quite poor and this will certainly pose a challenge for attracting inward investors to the area, particularly given the competition from the wider Kent area.

Development has been highly variable in Thanet which is reflective of the size of the area. Warehouses have seen the greatest development rate since 1997. The Commercial Information Audit for 2011/12 revealed that gross take-up of employment space was 9,617 sq m, yet net take up was negative as 13,536 sq m of employment land had been lost to different uses.

Thanet does however have a significant amount of land available for development. The Employment Land Review (date?) identified approximately 87ha on allocated and retained sites although over half of this does not currently have planning permission.

2.2.4 Heritage assets

The District contains 11 buildings listed at Grade I, 22 at Grade II* and in the region of 2500 at Grade II. The District also has four entries on the 2012 English Heritage 'Heritage at Risk' Register. Some of these sites were popular leisure buildings from Thanet's past life as a growing tourist destination, and many provide opportunities for diversification for the district as a developing destination.

2.3 Economic Scale

2.3.1 Recession

Since late 2007 the UK economy has been gripped by a severe and persistent 'credit crunch'. Consequently, economic growth slowed during 2008 as the effect of modest real disposable income growth, tighter credit conditions, a weakening housing market and depressed confidence levels fed through from the financial sector into the economy. In the second half of 2008, output levels fell and the economy began to shrink. By the end of 2008 the national economy was officially in recession.

The national economy has struggled and Thanet has been hit particularly hard; unemployment has increased faster than the regional and national rates between 2008 and 2013 from the start of the recession. The progress made in closing the gap with national economic performance achieved over the previous decade has been reversed. The recession has emphasised some of the inherent weaknesses in our economic structure. The low productivity, low wage businesses that characterise Thanet's economy will continue to face a number of challenges when the national economic recovery is secure.

In Thanet, output fell most sharply between 2008 and 2009 (Experience 2012). The scale of the decline was greater than the UK for both the district and the region and this is likely due to the mix of sectors. Growth started to return to the district in 2010, but this was still lower than the output level in 2007.

Thanet has also been impacted by the announcement in 2010 (?) that Pfizer would be closing its site in Sandwich. With approximately 35-40% of employees at Pfizer living in Thanet this had a huge impact. Discovery Park opened its doors in the summer of 2012, having been previously designated as an Enterprise Zone in 2011. The site has the opportunity to reconfigure and can proceed with simplified planning through a Local Development Order. Businesses on the site enjoy five year business rate discounts of up to £55,000 per year.

2.3.2 Assisted Area Status

Thanet and the northern part of Dover are currently designated as the East Kent Assisted Area. This means that higher levels of public support can be made available to back business growth – attracting investment and creating jobs in an area that has experienced major economic challenges.

Assisted Areas are formally designated and published as a map. The map is reviewed every seven years and the review process is currently underway. This will result in the publication of a new Assisted Areas map, which will be in force from 2014 to 2020. Working with Dover District Council and Kent County Council a strong business case has been developed to maintain the Assisted Area Status and this has been put forward by the Local Enterprise Partnership.

2.3.3 Economic output

The Office for National Statistics data suggests that Thanet has approximately 3,560 (2010) VAT-registered businesses, however Experian's pH data has identified some 5,000 businesses in Thanet, which includes businesses that fall under the VAT threshold. It is estimated that in

2011 Thanet businesses produced some £1.6m (Experian 2012) of Gross Value Added Tax (a measure of the wealth of the economy).

2.3.4 Earnings and income

The challenges faced by businesses in the district, due to location, can cause low levels of profitability for local firms. This can limit their ability to invest and expand and so they provide low wage levels. Earnings are significantly below the English average and amongst the lowest in England. Figure 1 highlights the average earnings by workplace and by residence.

Figure 1

2012	Earnings by workplace per week	Difference from Thanet	Earning by residence per week	Difference from Thanet
Thanet	£383.30		£415.10	
Kent	£490.70	+£107.4	£538.80	+£123.70
South East	£536.60	+£153.30	£555.80	+£140.70
Great Britain	£507.60	+£124.30	£508.00	+£92.90

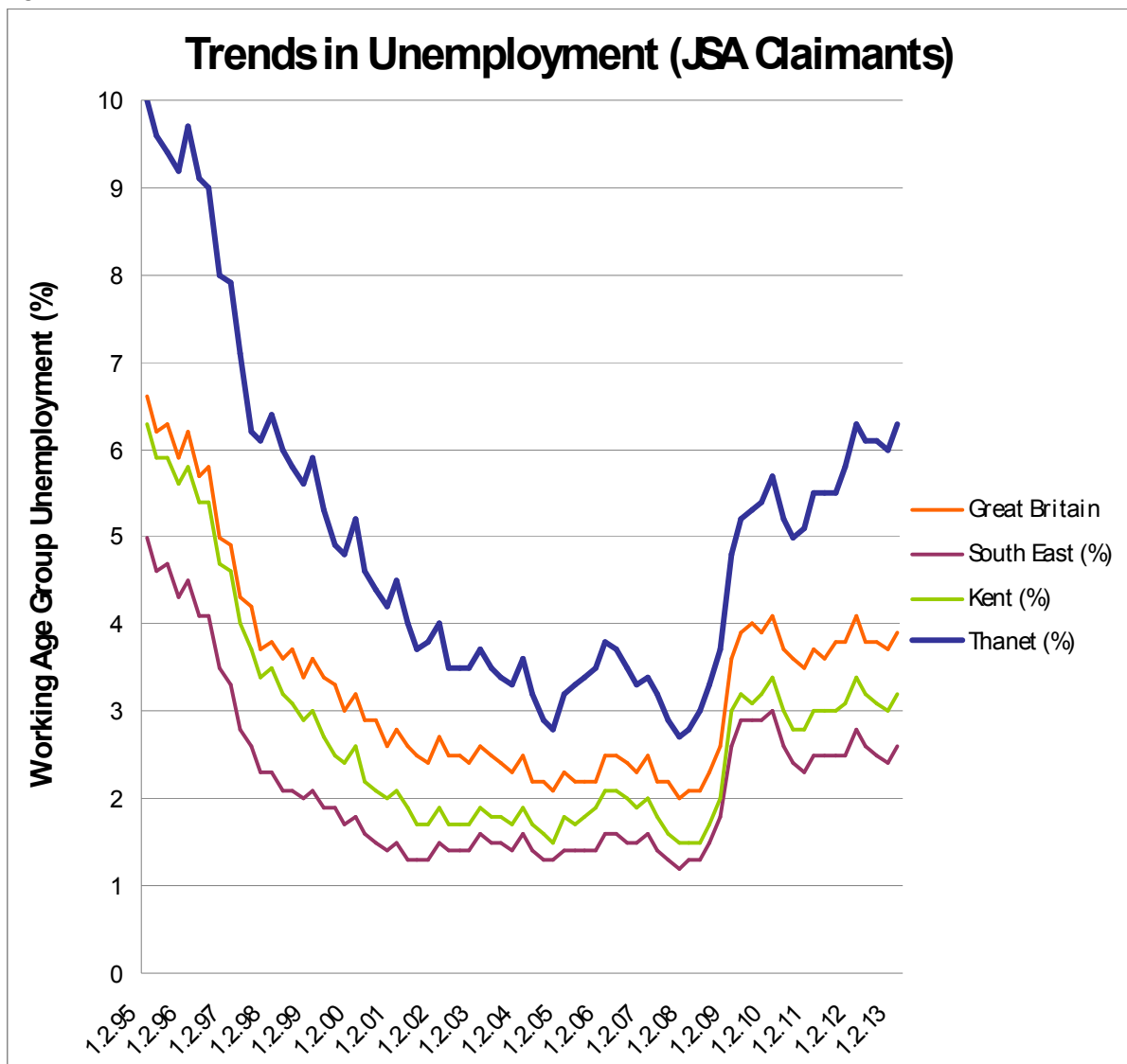
The table aims to highlight the disadvantage that people living and working in Thanet face in relation to the County, Region and Country. It also highlights that if people want to secure higher wages they will need to look outside of the district for work, thus making transport connections very important.

2.4 Employment and skills

2.4.1 Unemployment

Unemployment levels have consistently been above regional and national averages. During the growth period between 1995 and 2007 the unemployment numbers fell – and at a slightly faster than national rates. Increased economic buoyancy raised the levels of business start-ups and survival rates and increased wealth and incomes which reduced issues of social exclusion. During this time economic performance across Thanet also improved. Levels of unemployment were above the national averages but progress towards closing the gap was being made. By 2007 the gap between the unemployment rate in Thanet and that in Kent (and England) was the smallest it had been for a decade. Figure 2 below shows the trend in unemployment since 1995. The trends in unemployment levels in Thanet until 2009 closely mirror those across the rest of the County; however the gap has generally been significant. The graph shows that the gap increased during the recession.

Figure 2



As is being seen across the rest of the County unemployment during 2013 has reduced in Thanet to 5.6% during August. This is compared to the 2.1% average across the South East and 3.3% average across Great Britain. This however does not take into consideration the level of 'worklessness' in the district. Worklessness is defined by the Department of Work and Pensions as 'people of working age who are not in formal employment, but are looking for a job (the unemployed), together with people of working age who are neither formally employed nor looking for formal employment (the economically inactive)'. Statistically, this is viewed as those who are on the 'key out-of-work' benefits. These include Job Seekers Allowance, ESA and incapacity benefits, lone parents and others on income related benefits.

Figure 3

Key out-of-work benefits, as a percentage of the working age population February 2013		
	Percentage	Variance to Thanet
Great Britain	11.7%	- 5.7%
South East	8.2%	- 9.2%

Thanet	17.4%	
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Figure 3 shows that Thanet has double the levels of worklessness than those across the South East average and significantly greater levels than the Great British average.

Figure 4 below identifies those wards in Thanet that have greater than 20% of the working age population in that ward receiving one of the key out-of-work benefits.

Figure 4

Wards with key out-of-work benefits over 20% of the working age population February 2013	
- Cliftonville West	41.6%
- Margate Central	41.1%
- Newington	26%
- Eastcliff	23.8%
- Dane Valley	21.5%
- Ramsgate Central Harbour	21%
- Northwood	20.1%

Not only does Thanet have high levels of people receiving out of work benefits but, as Figure 5 highlights, the district also has high levels of young people who are not in education, employment or training.

Figure 5

Young people not in education, employment or training (NEET) May 2013		
	% of 16-18 who are NEET	% of 16-18 not known
Thanet	7.79%	3.33%
Kent	5.2%	1.72%

2.4.2 Qualifications and skills

It is well evidenced that the district has a number of skills gaps with the qualification profile skewed towards the lower NVQ levels, with all three above the county, region and UK levels. Census data (2011) identifies that 28.4% of residents over 16 have no qualifications which is higher than any other district in the south east region.

Figure 6

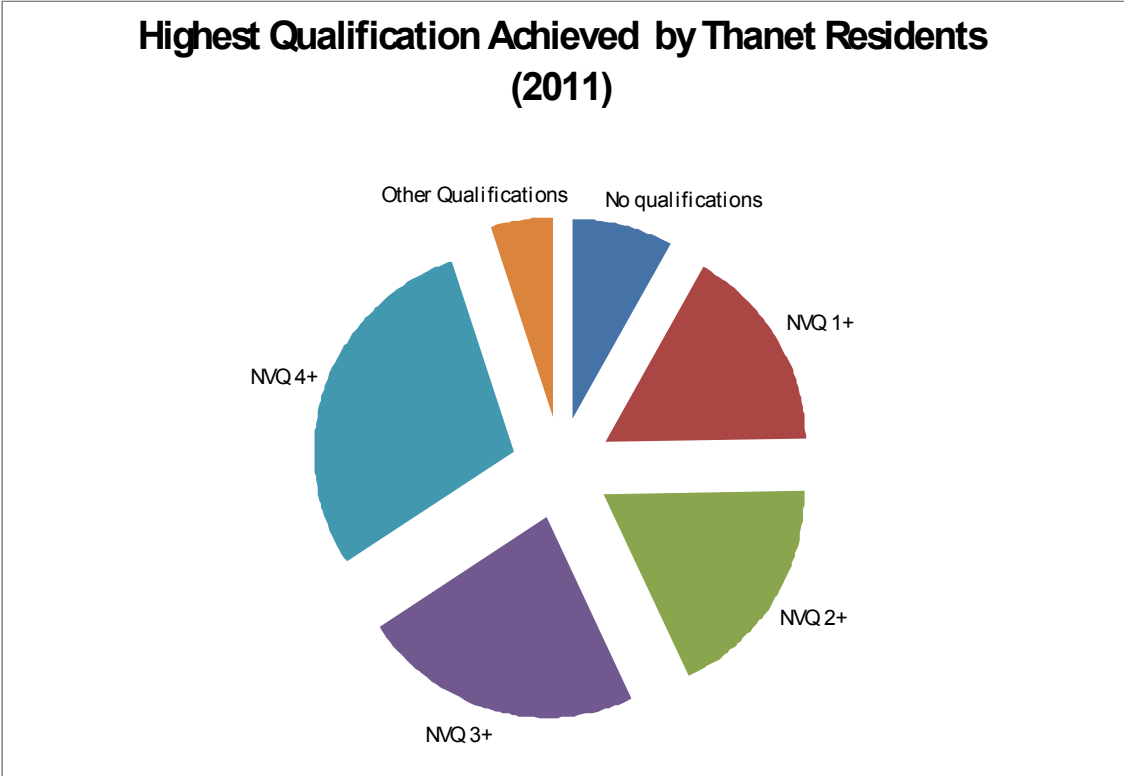
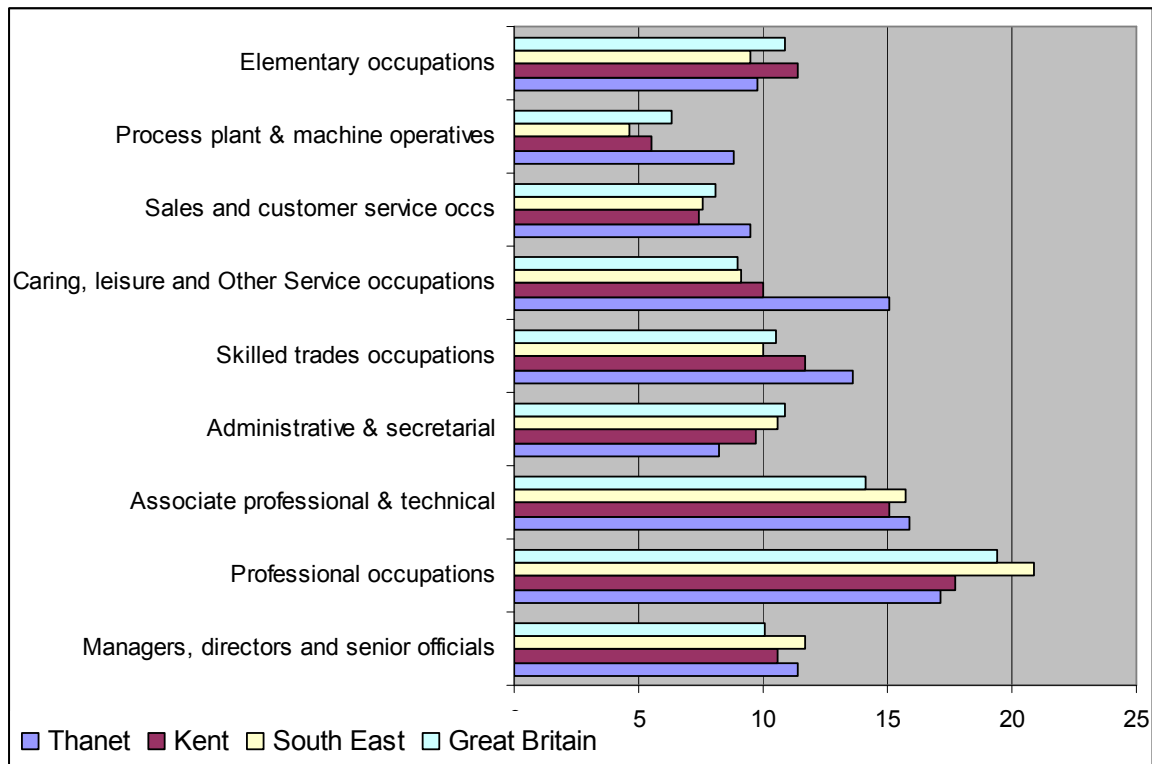


Figure 7 below identifies the 'Employment by Occupation' (Nomis, Apr 2012 – Mar 2013) levels in Thanet, Kent, South East and Great Britain. As would be expected, Thanet has a high percentage of the population (higher than the other averages) working in caring, leisure and other service occupations. It is interesting to note that Thanet has the highest level, as an average, of associate professional and technical occupations but with the lowest professional occupations. Thanet nearly achieves the same level of managers, directors and senior officials; however taking this and the wage levels of the workplace into account, it could be assumed that the majority of these people access work outside of the district's boundaries. This information is also based on those people who are working.

Figure 7



2.4.3 Underemployment

Underemployment refers to an employment situation that is insufficient for the worker. This could include having a part-time job when there is a desire for a full-time job, and/or being over qualified for a job. This data tends to be missed out of the unemployment definitions and measurements used by the government, however it can still have a large impact on a local economy and those people, in particular, who are seeking full time work.

Similarly, there are zero-hour contracts, where a person is provided a contract of employment that contains provisions to create an 'on call' arrangement between an employer and employee. The employer does not have to provide work and the employee does not have to accept any work offered. No particular number of hours or times of work are specified and therefore the employee is only paid for the hours they have worked.

Typical sectors using zero-hour contracts include the health, retail and hospitality sectors. Zero-hours contracts may suit some people who want occasional work and are able to be flexible about when they work. However, the unpredictable nature of working times means that they are unlikely to be suitable for the vast majority of people.

2.4.4 Vacancy rates

Although out of date, the Jobcentre used to provide statistics highlighting the vacancy rates in comparison to the number of people claiming Job Seekers Allowance (JSA). It is worth noting that the last figures show that there were at least ten more JSA claimants per unfilled vacancy in Thanet than in Kent, the South East and Great Britain. See Figure 8.

Figure 8

Jobcentre Plus Vacancies (November 2012)				
	Thanet	Kent	South East	Great Britain
Unfilled Jobcentre vacancies (numbers)	321	6,408	50,509	389,889
JSA claimants per unfilled Jobcentre vacancy	13.9	3.8	2.2	3.4

2.4.5 Commuting

It is interesting to note that the majority of those people travelling out of the area for work generally only go as far as the two adjoining district boundaries – this is just over 60% travelling to Canterbury and Dover.

Figure 9

Travel to Work matrix (KCC, 2011)										
Origin	Destination									
	Ashford	Canterbury	Dover	Shepway	Thanet	East Kent	Rest of Kent	London	Rest of England	Outside England
Thanet	505	4,120	4,070	490	40,310	49,585	1,635	1,395	980	210

East Kent Economic Review 2013

Figure 10 shows the people travelling into Thanet for work.

Figure 10

Travel to Work matrix (KCC, 2011)	
Origin	Destination - Thanet
Ashford	115
Canterbury	2,005
Dover	1,570
Shepway	255
Thanet	40,310
Rest of Kent	465
London	240
Rest of England	270
Outside England	15

East Kent Economic Review 2013

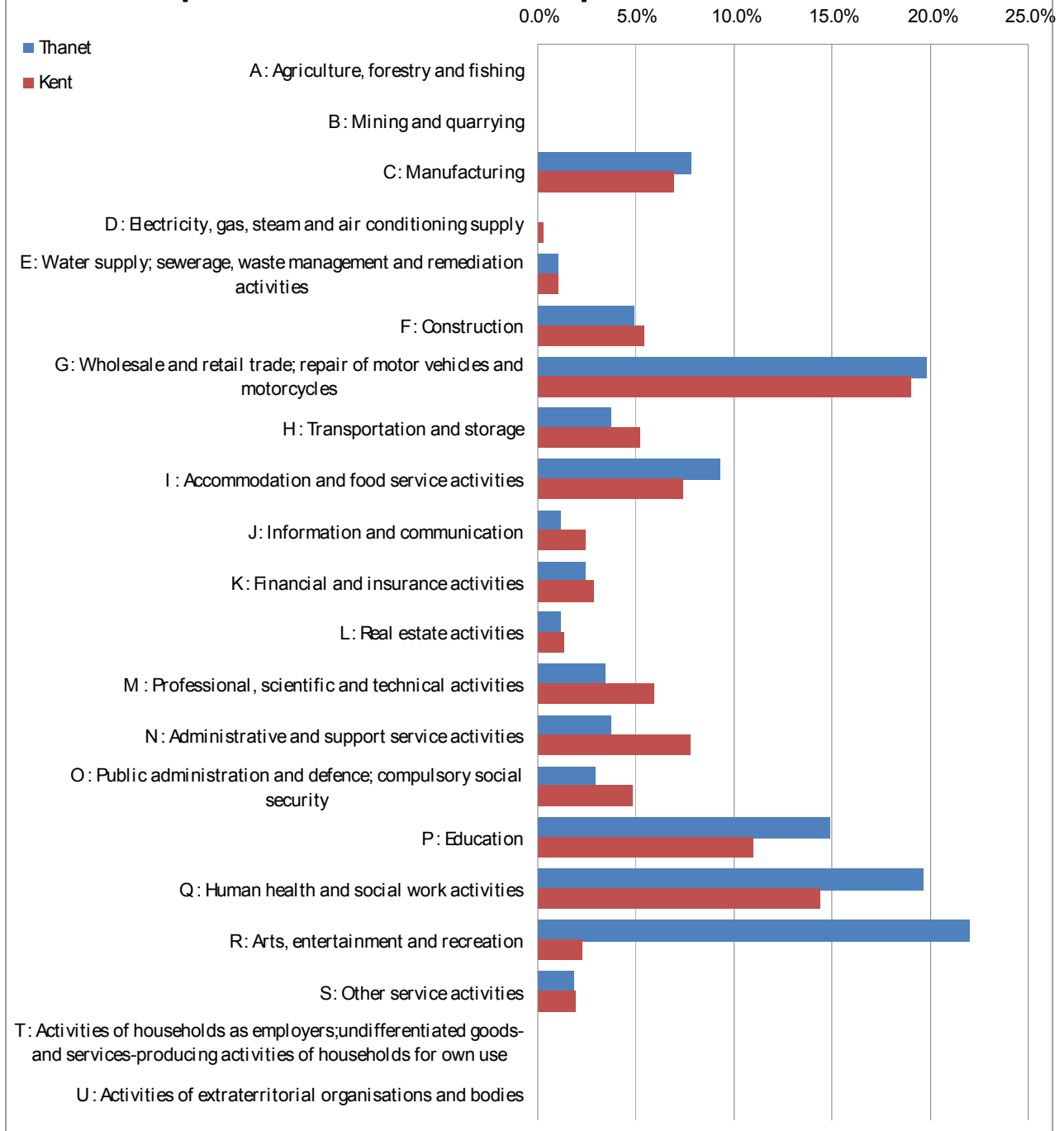
2.5 Businesses

2.5.1 Key Sectors

The sectors that are more prominent in Thanet and have greater levels of employment tend to pay lower wages, where ever they are located. This is further compounded by the occupation mix within the industries. Figure 11 highlights the percentage of businesses across the various sectors, comparing percentages for Thanet and Kent (2011).

Figure 11

Comparison of Business Sector Spread in Kent and Thanet



The East Kent area does however benefit from a strong knowledge and science base due to the facilities at Discovery Park in Sandwich and the location of Sandwich. Discovery Park provides research and development infrastructure that is second to none creating the perfect base for any sized knowledge based business, in particular those relating to the life sciences.

Within Thanet, the sectors which comprised the greatest contribution to GVA include education, real estate, health and construction. The greatest growth over the last five years in Thanet has been in the service sectors, in particular sectors such as finance and real estate. The majority of manufacturing sectors have continued to decline during this time, as has agriculture, forestry and fishing.

In 2011, when looking at the impact of public sector dependency, it was assumed by Kent County Council’s research that there would be 690 jobs in Thanet lost directly over the period 2011-15, with an added 240 indirect job losses. East Kent has approximately 22.6% (East Kent Economic Review, 2013) of employees working in the public sector, higher than the Kent, South East and Great British averages, therefore there it was viewed that there would be a considerable impact.

In terms of total employment within the district, the largest sectors are retail, education, residential care and social work and health. Together they account for around half of all employment. Of these sectors, education has grown at the fastest pace, on average by 3% each year over the last five years. Health has also grown at around 1.5%. Retail and residential care and social work have experienced limited growth, in particular retail has been impacted by the declines in consumer spending and challenging economic climate.

Accommodation and food services and administrative and support service activities also comprise a significant proportion of total employment (13% in total) and whilst the former has experienced some growth during this period, administrative and support services have declined; undoubtedly impacted by the recession. Professional services, albeit from a small base, has grown strongly during this period, as has finance although it comprises just two percent of total employment.

2.5.2 Business numbers

Recent data from Experian (2012) has identified that there are some 5,000 businesses within Thanet. This figure is significantly higher than ONS data which suggested that there were 3,560 businesses in 2010 but this is likely to be due to the fact that pH business data captures businesses which fall below the VAT threshold, including single office home office (SoHo) businesses. A further breakdown reveals that around 80% of the companies identified in Thanet are single site; 61.3% are companies with headquarters in Thanet and multiple sites either in Thanet or elsewhere.

Despite the data from Experian, using the 2010 data the table below shows that although there was growth from 2004-2010 it was less than that across East Kent, Kent and Great Britain. The level of decline was also greater. This is against a back drop of far fewer businesses per 10,000 of population.

Figure 12

Active enterprises 2010 (KCC Innovation for Growth, 2012)				
	Number	% Change 2004-2010	% Change 2009-2010	Enterprises per 10,000 pop
Thanet	3,560	2.1	-1.9	481.1
East Kent	20,395	4.2	-1.8	574.7
Kent	62,280	4.2	-1.8	619.0
Great Britain	2,241,375	6.4	-1.8	600.6

Evidence from Understanding Kent’s Home Based Business Sector (Live/Work Network Ltd, 2010) suggests that a relatively high proportion of the businesses, particularly in ‘urban wards,’ are home based. These businesses account for over 5% of businesses, ranking Thanet in third place in Kent only behind Canterbury and Tunbridge Wells. In addition around 9.4% of the working population in the district are home-based. In particular Margate and Ramsgate have high proportions of home-based businesses.

Figure 13 highlights the percentage of businesses in each employed persons size band in 2010. It is interesting to note that there a lower percentage of businesses in 0-4 persons employed in Thanet, compared to the South East and England; however there is a high percentage in 5-9 persons employed. Thanet also has a higher percentage of businesses in

the 20 plus persons employed bracket, however although there are more businesses in this bracket they tend to be at the lower end of the scale. There are only a small amount of businesses that have 100 plus employees and many of these are owned by foreign organisations, where decisions are made elsewhere.

Figure 13

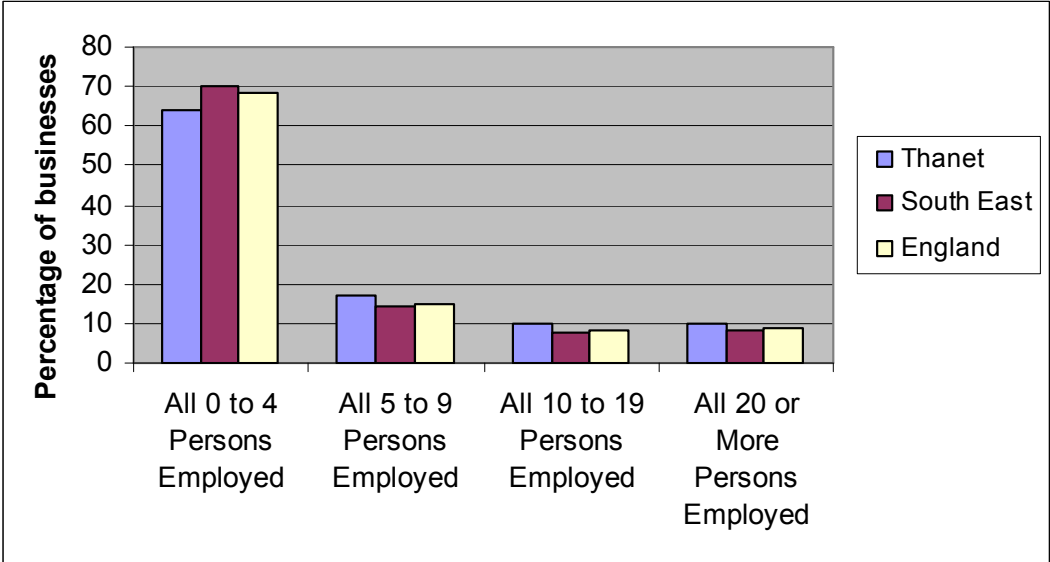
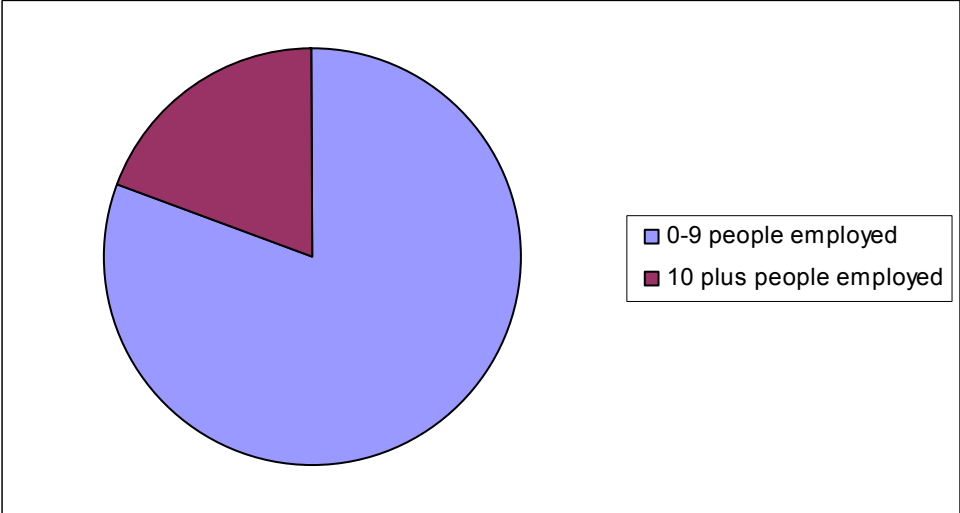


Figure 14 highlights the percentage of business in Thanet employing 0-9 people and then 10 plus.

Figure 14



2.6 Economic Growth

In the Thanet Economic and Employment Assessment by Experian (2012) they forecast that an additional 3,100 jobs over the next two decades will be created in Thanet. This will be seen through the continued growth in the service sectors, with some decline in manufacturing.

Based on the analysis of this growth it is anticipated that there is likely to be a net growth of £700 million in output over the next two decades. The forecast suggests that the biggest growth will be in the construction of buildings, health and real estate sectors. The

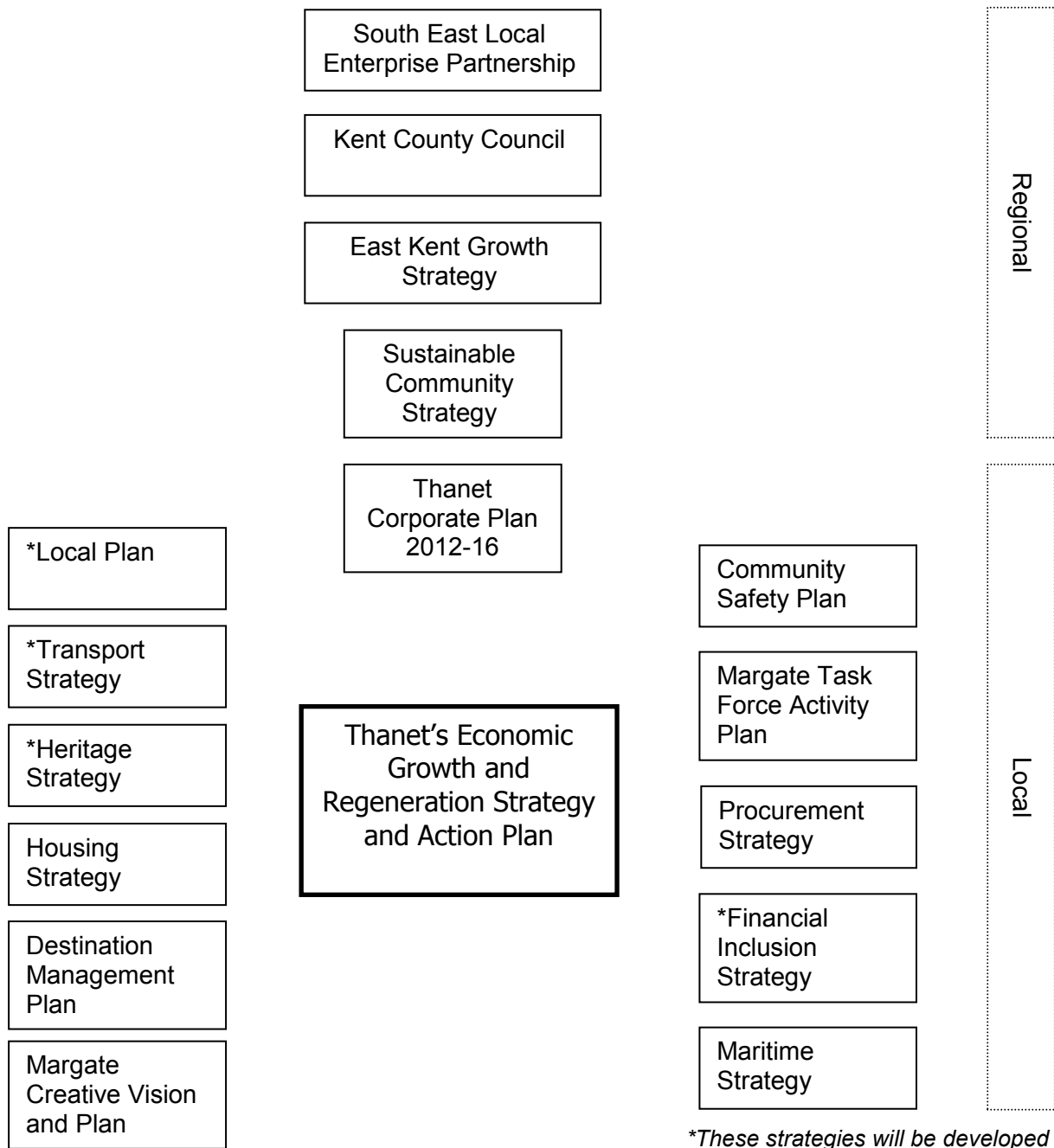
manufacturing sectors are likely to experience the greatest losses, although these are not predicted to be as significant as the employment declines in these sectors pointing to enhanced productivity.

Growth will be predominantly focussed within the service sectors and in particular in those sectors in which the district has strength, namely education, accommodation and food services and health. It is also anticipated that professional services will continue to grow strongly, with net growth of 700 jobs during the period 2011-2031. Professional services include: technical testing and analysis, scientific research and development, other professional, scientific and technical activities, legal and accounting activities, advertising and market research, management consultancy activities, architectural and engineering activities and veterinary activities.

Given the employment projections highlighted it is viewed that there will be a strong growth in the caring, leisure and other service occupations, as well as the professional occupations. Based upon the existing occupation and skills profile this suggests that there could be challenges in ensuring that local residents are able to maximise the potential opportunities that might arise. This is particularly the case within professional services, in which Thanet is under-represented compared to the region and England.

3. Strategic Context

The illustration below shows how the Thanet Economic Growth and Regeneration Strategy fits into the economic strategic context of the Region.



**These strategies will be developed during the lifetime of this strategy*

This strategy has an important role to play within a mix of key regional plans and strategies, including the developing South East Local Enterprise Partnership Growth Plan and Structural Funds plan and important local documents such as the Local Plan, which support the growth of the economy. The Council will use this strategy to influence partners in the development of overarching strategic plans that cover the area. This includes Kent County Council's 'Going for Growth' strategy and working with the SELEP Coastal Community Group, working on Place Shaping, Housing, Inward Migration, Worklessness and Offshore Renewables as priority themes for the SE coastal region.

4. SWOT Analysis

STRENGTHS

- Attractive natural environment: peninsula nature provides a unique coastal environment which supports the tourism industry and offers quality of life for residents
- Individual character of each of the towns
- Longstanding and interesting heritage and quality architecture
- Further Education and Higher Education Campus's established in the district
- Expanding creative sector
- Westwood Cross – providing branded shopping in the district
- Road routes into Thanet
- High Speed One rail access
- Cost effective area for business and living relocation
- Growing Green Economy through the offshore wind farms operating from the Port of Ramsgate
- Strong knowledge and science base facilities at nearby Discovery Park
- High availability and affordability of employment land: competitive - provision of cheap available land to businesses
- Affordable residential property
- Local government support across the area aligned through the Thanet Regeneration Board and East Kent Regeneration Board

WEAKNESSES

- Perception of Thanet: negative perception as a result of weaknesses
- Peripherality - the economic catchment area is limited as it is bounded by coastline along its eastern, northern and southern edges
- Persistent structural weaknesses in labour market: high levels of unemployment
- Reliance on public sector jobs
- High levels deprivation: culture of benefit dependency / lack of aspiration
- Digital connectivity remains weak
- Reliance on major 'anchor' employers: Loss of Pfizer has had a major impact on the East Kent area
- Competition from more affluent local areas
- Lack of cohesion: Act as three separate towns
- Large empty commercial properties
- Historic dependency on low value sectors
- Unbalanced housing market in some areas
- Lack of ability to create high paid jobs
- Seasonality of jobs

OPPORTUNITIES

- Growing creative sector
- Strength of independent businesses
- Dreamland redevelopment
- Potential to develop tourism offer
- European links via Ramsgate, Manston, Dover and Folkestone
- Partnership working
- Funding via Coastal Communities and other similar Government sources
- Work through the SELEP
- Potential to develop green sector: capture more of the economic benefits of the windfarms surrounding Thanet – spin-off businesses
- Knowledge intensive sector opportunities: Can maximise the potential of nearby Discovery Park: designation as an Enterprise Zone
- Infrastructure development and expansion potential - Manston Airport, Port of Ramsgate, High Speed One services
- Capacity for growth: relatively large amount of employment land for development
- Retail opportunities - further development around Westwood jobs
- Potential to capitalise on challenging conditions in Europe: existing manufacturing skills base and available employment land can attract FDI from e.g. France and rest of Europe
- Attract in-migrants to area: potential to attract a more affluent older population, as well as retaining young people based on improved quality of housing stock, improved assets and infrastructure

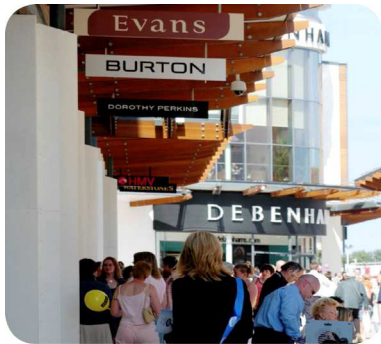
THREATS

- Public sector cuts result in a greater impact on the district
- Negative press activity
- Peripheral location with reduced catchment area
- Failure of employment sites across Thanet to deliver the much needed jobs
- Interlinked and entrenched levels of deprivation
- Low-priced housing
- Low returns on property development
- Workforce skill base
- Threats to growth of the tourism sector: tourist assets are there, but they are not joined up within District and the wider East Kent. Lack of high quality tourist accommodation
- Restrictions to growth of airport: macro-economy is a key challenge for airport, connectivity and the wider environment: perception, location as well as night time restrictions on flights
-

5. Vision

The vision was developed during phase one of the development of the strategy and remains the shared vision for Thanet.

Accelerate economic growth and achieve greater productivity and profit for businesses; to create more jobs, and increased prosperity for residents.



6. Critical Pathways

The critical pathways are the priority areas that need focus to ensure that the district is able to deliver the vision for economic growth and regeneration.

Create the right environment and conditions to deliver real economic growth

Capitalise on the District's assets

Maximise the potential of existing businesses

Create an enterprising and aspirational labour force with the right education and skills

7. Delivery

This section identifies how the strategy will be delivered, taking into account the need for measurements alongside the actions for delivery. It also suggests ways in which the private sector, in particular, can support the delivery.

7.1 The delivery

The strategy identifies some contextual performance indicators; these are highlighted in section eight and can be associated with the different critical pathways.

Outcomes have been identified under each of the critical pathways and linked to these outcomes are a series of actions that form the delivery. Each action includes an indicative timescale for delivery, a lead organisation, a progress update and RAG (Red, Amber, Green) status. The last two will be used to monitor the identified actions through six monthly reporting on progress, to members and the Thanet Regeneration Board.

All projects that the Council are responsible for will go through the Council's project management process. This requires the project lead to develop a project plan that considers how to engage and involve key stakeholders. Stakeholders from the public, private and third sectors will be included and, project leads will be expected to take every opportunity to involve partners in these sectors to ensure that the project delivers the best outcomes for the local area.

Actions and milestones for each project will be identified and tracked during the project implementation. Each project will also have specific measures of success identified and these will be evaluated following project completion.

7.2 The private sector

Support to enable delivery of economic growth and regeneration in Thanet is required from all stakeholders. The private sector can assist the public sector by committing to the district. By creating local employment opportunities, taking on apprentices and delivering corporate social responsibility aspirations the private sector can encourage and develop the local labour force. With businesses in Thanet engaging outside of their normal sphere of activities, including engaging more actively with the public sector, it will be easier to work in partnership and deliver economic growth in Thanet.

Businesses can deliver by championing the area through their connections, contacts and supply chains. Raising the district's profile as a place to do business and invest in.

8. Contextual Measurement Indicators

A number of indicators have been identified to measure the success of the critical pathways. Thanet measurements will be compared to the average for all Kent districts, with a minimum of five years history showing direction of travel.

The expectation is that over the life of this strategy Thanet's position relative to the Kent average improves so that all indicators are the same as or better than the Kent average. Progress will be reviewed annually.

Annex 2 is provided to show the historic trend for each of these measured from 2006 to 2013. The Council will consider this trend as a benchmark for assessing progress for each indicator. The graphs for each indicator contain Thanet figures, the Kent district average, and a trend line.

The following table lists the indicators and shows how they align to the critical pathways.

No	Indicator	Critical Pathway
1	Number of people accessing Job Seekers Allowance	1, 3, 4
2	Number of people on key out of work benefits	1, 3, 4
3	Count of active enterprises	3
4	First year survival rate (%)	3
5	Number of enterprises in each sector by SIC broad industry group	3
6	Economic activity rate as estimated by GVA per head	1, 2, 3
7	Proportion of allocated employment land taken up	2
8	% of Council owned commercial property which is vacant (LI021)	2
9	Number of overnight visitors and how much they spend	2
10	Number of day visitors and how much they spend	2
11	Business turnover derived from tourism	2, 3
12	Total jobs in tourism related business	2
13	Number of people achieving NVQ4+ or equivalent	4
14	Number of people with no qualifications	4
15	Number of 16-18yr olds who are not in education, employment or training (NEET)	4

9. Critical Pathway 1: Create the right environment and conditions to deliver real economic growth



Context

Thanet's economy has been in transition throughout the later stages of the twentieth century and into the twenty first century. Some of the district's traditional sectors have been under pressure, with some decline, imposing a need for diversification to enable economic growth.

The composition of the economy has significant variations from the national average and this is to be expected based on an understanding of the local economy.

The continuing importance of agriculture to Thanet's economy has been underlined with significant private sector investment over recent years. For example, Thanet Earth is a highly efficient production facility adopting the latest technologies and production techniques where the core staff are some of the highest skilled in the sector.

The public sector is still one of the sectors that dominate Thanet's economy, including a large care element to this. The health care sector is fairly regulated with regard to delivery and training, it is expected to be sustainable in the district with organic growth. Ensuring a good health care sector supports the creation of jobs across all skills levels and due to the critical mass of businesses there are growth opportunities for employees within the sector.

The factors that influence a businesses location are becoming less of a constraint as knowledge and a skilled workforce become relatively more important. Those businesses that have located here have done well.

Transport and infrastructure links are vital for enterprises to reach customers, suppliers and exchange knowledge and information. Whilst physical access to Thanet with new road and rail investment has improved, digital connectivity is still weak. ICT infrastructure is critical for improving productivity and increasing employment and will be a particular priority. The project 'Make Kent Quicker' is being delivered by Kent County Council and the Government's broadband agency, Broadband Delivery UK (BDUK) with the 'ambition that 90% of homes and businesses will have superfast broadband access by 2015 and for everyone to have access to a service of at least 2mb'. This infrastructure is being delivered by the County Council with BT, through funding from the parties and the Government.

A significant opportunity in providing a step change in economic growth in Thanet is the reduction of journey times to London, and further afield. The High Speed One rail services Thanet and has reduced journey times. However, to make a fundamental change these need to be reduced further. Reduced journey times would not only support the growth of Thanet's economy but the success of the Enterprise Zone at Discovery Park.

It is not just the economic structure in Thanet which presents opportunities. The designation of an Enterprise Zone at Discovery Park in the neighbouring district of Dover is a major opportunity for the workforce and supply chain business in Thanet. A unique response to the downsizing of Pfizer the Enterprise Zone offers the potential for east Kent to maintain its position as a global leader in life science and pharmaceutical production.

Manston Airport provides a major growth opportunity for Thanet. In the right environment and with the appropriate surrounding infrastructure the airport has the room and desire for expansion. Manston has a number of advantages over other airports in the South East and due to constraints on some of those airports; there could be real opportunities for Manston. The current scheduled passenger flight service from the airport goes to Amsterdam Schipol, which is the fourth largest air hub in the world. This allows travellers via Manston to access over 190 destinations worldwide via KLM. Manston also has a number of cargo operators using the airport with the latest being Saudi Cargo Airlines, which is one of the world's major players in the cargo aviation market.




Thanet should be a place where businesses want to start-up and have the ability to thrive and grow to sustainable organisations. It is important that businesses across all size scales and sectors have the opportunity to take advantage of each other.



Key measures of success






Indicator 1: Number of people accessing Job Seekers Allowance

Indicator 2: Number of people accessing key out of work benefits

Indicator 6: Economic activity rate as estimated by GVA per head

RAG status	Actions	Performance Indicators
	Action is completed or on track	Performance is on target
	Action is slightly off schedule or at a risk of being off schedule	Performance is worse than target
	Action is significantly off schedule	Performance is significantly worse than target

	Outcome	Actions	Timescale	Lead organisation	Progress update	RAG status
CP1.1	The district has the right commercial sites and premises that businesses want to locate to	<ul style="list-style-type: none"> Use the Employment Land Review (to inform the Local Plan) to identify employment sites that will support the districts economic growth, utilising supply and demand data from Locate in Kent 	Dec 2013	Thanet District Council		
		<ul style="list-style-type: none"> Continue to work with Locate in Kent to understand business location requirements, testing assumptions made with the Thanet Business Forum 	Oct 2014	Thanet District Council		
		<ul style="list-style-type: none"> Work with Kent County Council as the lead body to deliver the RECREATE Interreg project at the Margate Media Centre 	Dec 2013	Kent County Council and MACH		
CP1.2	Manston Airport has achieved its full potential and is supporting Thanet's economy	<ul style="list-style-type: none"> Work with the new owners of the airport to understand their plans for Manston, working with them to ensure the best outcomes for the residents of Thanet 	2014	Thanet District Council		

CP1.3	Each of the main Town Centres in Thanet will have a vision and strategic plan to support their regeneration activity	<ul style="list-style-type: none"> Engage with and facilitate the Council support of the Town Teams through an identified framework 	Jan 2014	Thanet District Council		
		<ul style="list-style-type: none"> Identify potential new uses for the town centres with the aim of creating footfall and sustaining existing buildings 	Mar 2014	Thanet District Council and East Kent College		
		<ul style="list-style-type: none"> Ensure that the Local Plan provides a strategy and supportive planning policies for the district's town centres, identifying relevant primary and secondary frontages and making the most of the assets identified in each area 	Draft local Plan 2014	Thanet District Council		
CP1.4	Maintain Assisted Area Status in Thanet	<ul style="list-style-type: none"> Work with Dover District Council, Kent County Council and the South East Local Enterprise Partnership to lobby to maintain the East Kent status 	Oct 2014	Thanet, Dover and Kent Council's		
CP1.5	The Thanet Local Plan provides a strategy and supportive policies that promote a sustainable and balanced economy	<ul style="list-style-type: none"> Consult on, adopt and implement the Local Plan 	Adopted 2015	Thanet District Council		
		<ul style="list-style-type: none"> Identify and plan for the required infrastructure that is necessary to support the strategy 	Adopted 2015	Thanet District Council		
CP1.6	Thanet will have a Transport Strategy which will address the challenges and opportunities in the district	<ul style="list-style-type: none"> Public consultation on the draft strategy, with adoption alongside the Local Plan 	May 2014	Kent County and Thanet District Council's		
CP1.7	High Speed One rail services are delivering reduced journey times from London to Thanet	<ul style="list-style-type: none"> Review the business case for enhancing station capacities in Thanet 	Nov 2014	Kent County and Thanet District Council's		
		<ul style="list-style-type: none"> Assess the economic impact of enhanced rail infrastructure on Thanet's key assets 	Mar 2014	Kent County and Thanet District Council's		

10. Critical Pathway 2: Capitalise on the District's assets



Context

Thanet has a variety of assets including transport, buildings and physical assets, quality of life and affordability. It is critical to use these assets to support the growth of the economy.

Kent's International Airport at Manston has established itself as a major cargo base for the UK and has the potential to develop significant airport-related activities. Not only does the airport act as an economic entity in its own right – employing people to run its business and spending in the local supply chains – it can also play a wider role in promoting economic growth. This role can include the tangible effects such as spin-out of airport related activity, development of the logistics industry and improving access infrastructure. The airport provides great opportunities for the district in relation to the link with Schipol airport and international connections.

The challenge, as with any major development, is to maximize the positive economic contribution whilst minimising any negative impact on the quality of life which is one of the key features of Thanet.

The airport is only one element of a comprehensive transport system that adds to our competitive position. The Port of Ramsgate gives easy access to the North Sea, the English Channel and into mainland Europe, providing a perfect base for supplying key European markets. The port represents a niche UK facility; The Royal Harbour is one of the South East's finest marinas.

The road access is excellent with a dedicated access road and it is only 60 minutes from London's arterial hub, the M25.

Not all the assets that promote our economy are located within the district. The development of the High Speed rail link from London St Pancras has vastly improved connectivity. Continued improvements in the rail infrastructure will see journey times from Ramsgate to London fall to below one hour. The completion of the East Kent Access road is a huge boost to the connectivity and accessibility of Thanet as a destination. The port, airport, road and rail links will work alongside better internet speeds to ensure that Thanet is recognised as a first choice location. We must be careful to protect and enhance our key access routes.

A strong retail and leisure economy is of fundamental importance to both the sustainability of the local economy and the local community. It is also a key mechanism in attracting and retaining people and expenditure to the District – both as residents and as visitors. Until recently the provision of the main retail and leisure offer was spread thinly across the two main towns of Margate and Ramsgate and to a lesser extent, Broadstairs. However the development of a "town centre" at Westwood Cross, with new department stores and a range of other national retail brands, has focused 'high street retailing' in one location and

developed a critical mass which is sustainable and ensures a greater proportion of retail spend is retained in Thanet.

Success at Westwood Cross has inevitably presented a further challenge to the coastal towns. The challenge now is for the traditional high streets to define their own unique characteristics and offer services that compliment Westwood Cross fulfilling a High Street function which is more than just retail.

Margate's old town is beginning to demonstrate how this can be achieved, with niche, bespoke shops that dovetail the wider heritage and creative offering developing in Margate. Broadstairs and Ramsgate have their own niche positions which will continue to develop and compliment the offering across Thanet.

Significant investments have been made to unlock land for industrial and commercial development. Funding has been invested to ensure that serviced sites are available for private sector investment in the strategic employment sites at EuroKent and the Manston Business Park.




Many smaller and start up business require ready made space with the flexibility to adapt and respond to their needs. It is important that private sector developers are encouraged to provide flexible accommodation that meets the needs of our businesses.


Our almost unique natural and built environment creates a quality of life that is almost unrivalled. To realise our ambitions we must also have a housing market that responds to and supports our economic aspirations.





The Housing Strategy compliments this strategic approach to economic growth and regeneration. The Housing Strategy is important to help ensure people get the most out of living and working here. Our strategic approach to housing is key in taking advantage of the quality of housing that exists in the district and provide houses that are fit for the future. We will require the right kind of housing to continue to encourage investment and new people to live in the area.

Key measures of success

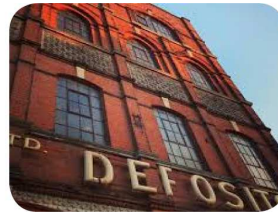
- Indicator 6: Economic activity rate as estimated by GVA per head
- Indicator 7: Proportion of allocated employment land taken up
- Indicator 8: % of Council owned commercial property which is vacant (LI021)
- Indicator 9: Number of overnight visitors and how much they spend
- Indicator 10: Number of day visitors and how much they spend
- Indicator 11: Business turnover derived from tourism
- Indicator 12: Total jobs in tourism related business

RAG status	Actions	Performance Indicators
	Action is completed or on track	Performance is on target
	Action is slightly off schedule or at a risk of being off schedule	Performance is worse than target
	Action is significantly off schedule	Performance is significantly worse than target

	Outcome	Actions	Timescale	Lead organisation	Progress update	RAG status
CP2.1	People are aware of the assets and unique selling points of Thanet	<ul style="list-style-type: none"> ▪ With partners to communicate good news stories about the district, promoting the area's attributes and selling points through various marketing channels 	Mar 2014	Thanet District Council		
CP2.2	An International working group for Thanet is developing the area's international profile	<ul style="list-style-type: none"> ▪ Work with partners to identify their contacts and realise the potential of their international connections 	Oct 2014	Thanet Regeneration Board		
		<ul style="list-style-type: none"> ▪ Establish international links and networks to promote Thanet and its unique selling points 	Nov 2014	Thanet Business Forum		
CP2.3	The Port of Ramsgate and Royal Harbour are thriving hubs of economic activity	<ul style="list-style-type: none"> ▪ Adopt a Port Strategic Plan which will act as a high level guide for the future operation, development and management of the Port of Ramsgate 	Nov 2013	Thanet District Council		

		<ul style="list-style-type: none"> Identify the future ferry operations and other cargo requirements from the Port of Ramsgate in consideration of the competitive nature of the industry 	Mar 2014	Thanet District Council		
		<ul style="list-style-type: none"> Undertake feasibility studies to identify new infrastructure requirements to establish business development at the Port 	Nov 2013	Thanet District Council		
CP2.4	A Risk Register of Thanet's Heritage assets provides a focus point for specific support	<ul style="list-style-type: none"> Deliver as a key part of the Council's Heritage Strategy, subject to identification of resources 	Dec 2015	Thanet District Council and English Heritage		
		<ul style="list-style-type: none"> Engage with partners and stakeholders to assess the condition of the historic building stock of the district 	Dec 2015	Thanet District Council		
		<ul style="list-style-type: none"> Provide a database which will identify the most efficient use of resources in sustaining these assets 	Dec 2015	Thanet District Council		
CP2.5	A programme of activity is regenerating some of Thanet's prominent heritage leisure assets enabling them to support the district's economic growth	<ul style="list-style-type: none"> Work across the Council and with stakeholders to identify the assets in the district that require regeneration activity to ensure their sustainability 	Sept 2014	Thanet District Council		
		<ul style="list-style-type: none"> Create briefs that review potential uses, opportunities, funding sources, physical works requirements and end users 	Dec 2014	Thanet District Council		
CP2.6	Utilising existing infrastructure Thanet is taking advantage of sources of renewable energy	<ul style="list-style-type: none"> Create proposals for the £20m communities fund 	Dec 2013	Thanet District Council		
		<ul style="list-style-type: none"> Through the Kent and Medway Offshore Renewables Working Group continue to network with the sector, through having CORE status, to identify the opportunities 	Sept 2014	Thanet Regeneration Board		
CP2.7	The economic relationship between Thanet's and Dover's assets is clearly understood and provides opportunities for growth	<ul style="list-style-type: none"> Develop a joint prospectus with Dover District Council highlighting the area's assets and joint working potential 	Dec 2013	Thanet and Dover District Council's		
		<ul style="list-style-type: none"> Identify opportunities available along the Richborough Corridor 	Dec 2013	Thanet and Dover District Council's		

11. Critical Pathway 3: Maximise the potential of established businesses



Context

Whilst there is some strength and resilience in having a broad industrial base, there is also some weakness. The lack of specialism prevents agglomeration benefits accruing – where training providers and specialist suppliers can develop alongside key industries to build a competitive advantage unique to the place. To strengthen Thanet's economic base it will be essential to support those sectors that have growth opportunities and to bring new investment that enhances the businesses that are already here.

It is therefore important that we take advantage of key sectors that have a presence in the district; these include tourism, digital and creative sectors and the low carbon and environmental goods and services sector.

With its unique heritage, landscape features and coastlines Thanet is a major tourist destination attracting over 3.1 million visitors per year. The scale of this activity is reflected in the contribution tourism related industries make. The tourism industries account for as much employment as the manufacturing sector does and around twice as much as the construction industry.

Globally, tourism is a growing industry and it is an incredibly competitive market place. With high competition, consumers are demanding more from their holiday experience and are constantly seeking value for money. These changes are making it increasingly challenging for destinations and businesses to differentiate their product and position themselves in a crowded market place.

There is some evidence that seasonality is reducing, with events and other initiatives successfully extending the main season into shoulder months, improving job opportunities. To fully capture the benefits of our heritage we must promote and develop our assets to make Thanet a first choice location for 52 weeks of the year.

For the visitor economy to succeed the whole district must be committed to delivering a quality experience for visitors and residents alike – the quality of place as a whole is as important as the nature of individual attractions. The quality of the toilets, street-cleaning, public realm, shopping, signage, information, transportation, entertainment, restaurants and service need to work together to provide a quality experience. These all feature as priorities and opportunities in the Thanet Destination Management Plan.

Adding value through new services and products and offering quality of service are critical to encouraging customer loyalty. Creating links and routes between attractions across Thanet will build the offer to the visitor and capture greater levels of tourist activity. It is also worth noting that the visitors that Thanet is aiming to encourage want to be cultural participants and not just consumers.

This links to the opportunities provided by the creative sector and the need to develop and grow the critical mass in the district. The SUCCESS Programme, funded through Regional Growth monies, will support the growth of start-ups and employment opportunities in the sector and is seen as a catalyst to attract inward investment. Growth can already be seen in the private sector; Resort Studios CIC provides low cost studio accommodation and workshop spaces, already attracting people from outside the area. The Margate Media Centre, a Thanet District Council owned asset provides offices and co-working space. The 'Make Kent Quicker' project also supports the development of this sector, Kent County Council's aim is that at least 91% of properties in Kent will have access to superfast speeds of 24mbps and above, thus enabling the growth opportunities within the creative and digital sectors to be realised.

The low carbon and environmental goods and services sector is an obvious choice for growth opportunities in Thanet. The district is surrounded by offshore wind farms: Thanet Offshore, London Array and the nearby Kentish Flats are now established features of the seascape. Whilst there has been some success in capturing the economic benefits of this new technology, there is potential for more. The hosting of operational and maintenance facilities for the offshore arrays at the Port of Ramsgate is a significant achievement. The challenge now is to capture any 'spin off' business and skills issues which may arise from this achievement.

Our opportunities do not just come from wind energy. Our reputation for offshore work with the wind farms places us in a strong position to capture the benefits of the next technological developments. Wave and tidal energy technologies are still in their infancy and we need to act now to position ourselves as a prime location for businesses involved in developing, testing and deploying these technologies.

Whilst central government has a headline target to reduce greenhouse gas emissions there are a number of real benefits for residents and businesses that flow from this. The Green Deal and Eco project will help households introduce energy efficiency measures to reduce energy usage and fuel bills. Not only does this help the household but it also provides local supply chain opportunities.




It is also important to promote sustainable patterns of production and consumption that are resource and energy efficient, low-carbon and low waste, non-polluting and safe and which produce products that are responsibly managed throughout their lifecycle. The Green agenda covers the greening of processes, under which all industries continuously improve their resource productivity and environmental performance and become more efficient and competitive.


There are a number of strong multinational organisations with bases in Thanet and these provide an opportunity to showcase the opportunity for similar businesses to be located in the district. For example, the Fujifilm Speciality Ink Systems factory won the Best Process Plant Award at the 2011 and 2013 Best Factory Awards. It is important to appreciate those businesses that play a key role in the district and identify how they could become magnets for further growth within their area/field. It is also important to recognise the progression opportunities that could be available through employment within these organisations. These businesses rely on a steady supply of new talent which can support business growth. To support these companies their needs to be a focus on raising aspiration and providing accessible routes for careers opportunities through the Schools, Further Education and Higher Education locally.


It is equally important to note that social enterprises and community interest companies are considered valuable to the Thanet economy and those already existing in the district considered as businesses through the relevant activities to support economic growth.



Key measures of success

- Indicator 1: Number of people accessing Job Seekers Allowance
- Indicator 2: Number of people on key out of work benefits
- Indicator 3: Count of active enterprises
- Indicator 4: First year survival rate (%)
- Indicator 5: Number of enterprises in each sector by SIC broad industry group
- Indicator 6: Economic activity rate as estimated by GVA per head
- Indicator 11: Business turnover derived from tourism

RAG status	Actions	Performance Indicators
	Action is completed or on track	Performance is on target
	Action is slightly off schedule or at a risk of being off schedule	Performance is worse than target
	Action is significantly off schedule	Performance is significantly worse than target

	Outcome	Actions	Timescale	Lead organisation	Progress update	RAG status
CP3.1	Businesses in Thanet feel that the Council engages with them and listens	<ul style="list-style-type: none"> ▪ Provide consistent and regular opportunities for businesses to meet with the Leader of the Council and Regeneration officers 	Mar 2014	Thanet District Council		
		<ul style="list-style-type: none"> ▪ Make best use of communication channels to keep businesses informed and engaged 	Mar 2014	Thanet District Council		
CP3.2	Businesses in Thanet are able to take advantage of business support activities that are being delivered	<ul style="list-style-type: none"> ▪ Map the business support and advice and business specific training that already exists across the district and promote. Identify potential gaps that need filling. 	Jan 2014	Thanet District Council		
		<ul style="list-style-type: none"> ▪ Work with partners to ensure that Thanet's businesses are able to take advantage of the different 	Mar 2014	Thanet District Council		

		types of business support and advice being delivered in Thanet				
CP3.3	Businesses in Thanet are supporting local communities by delivering on their Corporate Social Responsibility requirements	<ul style="list-style-type: none"> Identify which businesses have a policy of corporate social responsibility 	Sept 2014	Thanet Regeneration Board		
		<ul style="list-style-type: none"> Offer the opportunity to broker relationships between the private sector and relevant community organisations to develop corporate social responsibility and social action. 	Dec 2014	Thanet Regeneration Board		
CP3.4	Businesses in Thanet are creating jobs and achieving their growth plans through the Regional Growth Programmes available	<ul style="list-style-type: none"> Promote the Expansion East Kent and SUCCESS programmes to all relevant new and existing businesses 	Dec 2015	Thanet District and Kent County Council's		
CP3.5	Thanet identifies opportunities for creative and cultural businesses to work together across the district	<ul style="list-style-type: none"> Working with Turner Contemporary, explore the cultural offer across Thanet engaging with the relevant arts groups to explore the opportunities to extend the impact of the 'Turner effect' across the district 	Oct 2014	Thanet Regeneration Board		
		<ul style="list-style-type: none"> Identify the roles for organisations across Thanet to help to promote existing and new cultural activities, identifying opportunities for collaboration and joint funding bids 	Apr 2014	Thanet Regeneration Board		
CP3.6	Thanet's creative sector is developing and diversifying, including an emerging digital sector	<ul style="list-style-type: none"> Work with the organisers of GEEK to create a sustainable festival that can promote Thanet as a hub for the creative and digital sectors 	Feb 2015	Thanet District Council		

		<ul style="list-style-type: none"> Identify links between sectors and the digital agenda to strengthen the sustainability of the business community in Thanet. Create a network of organisations to grow the creative and digital sectors 	Feb 2016	Thanet Regeneration Board		
CP3.7	Thanet has a thriving low carbon and environmental goods and services sector	<ul style="list-style-type: none"> Work with Kent County Council on their supply chain mapping activities in order to identify businesses in Thanet that sit within this sector 	Dec 2013	Thanet Regeneration Board		
		<ul style="list-style-type: none"> Working with partners, deliver a 'green sector' conversation to explore the opportunities available for a low carbon economy to thrive in Thanet 	Apr 2014	Thanet Regeneration Board		
		<ul style="list-style-type: none"> Work with partners to identify the timeline for supply chain delivery to the existing windfarm operators in Ramsgate, for their operations and maintenance contracts 	Dec 2013	Thanet District Council and Locate in Kent		
CP3.8	An exemplar green technology/renewable energy facility is supporting businesses in the low carbon and environmental goods and services sector	<ul style="list-style-type: none"> Engage consultants to deliver a feasibility study into the development of a visitor and innovation centre for low carbon technologies in Thanet 	Oct 2013	Thanet District and Kent County Council's		
		<ul style="list-style-type: none"> Identify the potential to build on the feasibility study once received, to identify delivery opportunities – to include potential sites, funding, delivery partners 	Dec 2013	Thanet District and Kent County Council's		

12. Critical Pathway 4: Create an enterprising and aspirational labour force with the right education and skills



Context

People provide the impetus for economic growth and an enterprising and aspirational workforce will address a number of structural economic weaknesses. A skilled workforce is one of the essential aspects that stimulate inward and indigenous investment. There are significant benefits from increasing both enterprise and aspirations in the District.

Investment in skills provides the opportunity for people to use the full range of their talents, increasing their own prosperity. In work progression creates gaps in the workforce for others to take up – this is an important part of increasing employment opportunities, to include those currently not in employment.

We face significant challenges in relation to skills levels in the labour force with a high proportion of our working age population having no qualifications. There is a strong link between skills and qualifications, employment rates and income levels. Increasing the employment rate is now accepted as one of the key elements in reducing high concentrations of deprivation in disadvantaged communities.

In order to ensure work becomes the route out of deprivation, a number of inter-generational and language barriers need to be overcome. While multi agency delivery over an extended timescale will be required to remove some of the physical barriers, one of the underlying barriers is much harder to remove.

Low ambition can pass from one generation to another and it is imperative that this is addressed so that a more enterprising and entrepreneurial culture underpins the labour force and supports growth. These issues are not common across Thanet but where they do occur the deprivation symptoms are severe and specific interventions – such as the Margate Task Force - have been established to address them.

Continued investment by East Kent College and the proximity to both the Canterbury Christ Church University (particularly with its presence in Broadstairs) and the University of Kent have the potential to boost skills development in our area.

The role of skills development is not just about getting people into work. Whilst this is a vital step in realising the economic potential of our area we also need to pay attention to the development needs of those in work. Continued investment in training and staff development is a key mechanism to improve productivity and business performance. With many of our businesses affected by seasonal and transient employment patterns there is sometimes limited incentive to invest in workforce development.




Enhancing the skill levels of our residents and reducing high levels of worklessness are critical issues for Thanet if we are to tackle our productivity gap.




Key measures of success



Indicator 13: Number of people achieving NVQ4+ or equivalent

Indicator 14: Number of people with no qualifications

Indicator 15: Number of 16-18yr olds who are not in education, employment or training (NEET)

RAG status	Actions	Performance Indicators
	Action is completed or on track	Performance is on target
	Action is slightly off schedule or at a risk of being off schedule	Performance is worse than target
	Action is significantly off schedule	Performance is significantly worse than target

	Outcome	Actions	Timescale	Lead organisation	Progress update	RAG status
CP4.1	A training facility delivering digital and creative skills to support the sector's growth in Thanet	<ul style="list-style-type: none"> East Kent College have funding to develop a creative arts centre to include a theatre, digital media suite and music performance spaces to open 	Sept 2014 (TBC)	East Kent College		
		<ul style="list-style-type: none"> Early engagement with the Planning Department will ensure a quality scheme is developed to fit within the campus 	Nov 2013 (TBC)	East Kent College and Thanet District Council		
		<ul style="list-style-type: none"> Identify a relevant programme of delivery to enhance the digital and creative economy and support its sustainability within the Thanet economy through training and employment opportunities 	2014 (TBC)	East Kent College and Canterbury Christ Church University		
CP4.2	A Tourism Training Academy supporting the hospitality and tourism sector in Thanet	<ul style="list-style-type: none"> Identify opportunities for a training restaurant in Thanet, off the East Kent College campus 	Dec 2013	East Kent College and Thanet District Council		

		<ul style="list-style-type: none"> Review potential tourism and hospitality related opportunities for the Yarrow building on the East Kent College campus 	Sept 2014 (TBC)	East Kent College		
CP4.3	Community Learning Hubs in Thanet are delivered directly where there is identified need	<ul style="list-style-type: none"> Through the Work and Skills Sub-group of the Thanet Regeneration Board identify the opportunities for 'Learning Hubs across Thanet 	Oct 2013	Thanet Regeneration Board		
		<ul style="list-style-type: none"> Provide resources to deliver a review of need and demand to develop a robust proposal for Learning Hubs 	Jan 2014	Thanet Regeneration Board		
		<ul style="list-style-type: none"> All stakeholders to identify the ability to deliver 	Mar 2014	Thanet Regeneration Board		
CP4.4	Thanet's residents are aware of what opportunities are available to them with working hours and contracts that suit them	<ul style="list-style-type: none"> Analyse the number of people who are currently on zero based contracts or under employed with the aim of understanding the impact this has on the local economy and residents 	Sept 2014	Thanet District Council and Jobcentre Plus		
		<ul style="list-style-type: none"> Review what opportunities there might be to ensure that residents are able to access the contracts that suit them to ensure good levels of welfare 	Dec 2014	Thanet District Council and Jobcentre Plus		
		<ul style="list-style-type: none"> Promote to all local employers that they pay and promote the payment of a living wage to employees 		Thanet Regeneration Board		
CP4.5	An East Kent Skills Plan is supporting the delivery of the East Kent Regeneration Board priorities	<ul style="list-style-type: none"> Consult with partners and develop an East Kent Skills Plan 	TBC	East Kent Regeneration Board		
		<ul style="list-style-type: none"> Identify a programme of actions to be taken forward by partners with funding sources 	TBC	East Kent Regeneration Board		
CP4.6	The delivery of apprenticeships is thriving in Thanet, with businesses and employees alike feeling	<ul style="list-style-type: none"> Create a local model for the delivery and support of quality apprenticeships, to include 'on and off' the job training, wages and wrap around support 	Sept 2014	Thanet Regeneration Board		

	supported	<ul style="list-style-type: none"> Develop a Thanet Apprenticeship charter as part of an East Kent Apprenticeship Academy, to promote quality apprenticeships, encouraging young people into this route to employment and creating jobs that are sustainable 	Sept 2014	East Kent College		
CP4.7	Skills development across the district supports the strong and growing sectors in Thanet and East Kent	<ul style="list-style-type: none"> Identify the need for work groups to be developed as part of the Regeneration Board for specific sectors in Thanet 	2015	Thanet Regeneration Board		
		<ul style="list-style-type: none"> Identifying further opportunities to develop and enhance high level skills by working directly with established businesses in Thanet 	2014/15	Canterbury Christ Church University		
		<ul style="list-style-type: none"> Carry out detailed audits of each priority sectors to understand the training programmes currently on offer and the potential job opportunities 	2016	East Kent College and Canterbury Christ Church University		
		<ul style="list-style-type: none"> Create and promote case studies for the priority sectors that clearly outline the opportunities and future career prospects to local people 	2016	Thanet Regeneration Board		
CP4.8	Kent County Council Youth Employment Zone's policy is supporting young people in the district	<ul style="list-style-type: none"> Create a Thanet Regeneration Board task and finish group to identify the partner's role in taking this forward. 	TBC	Thanet Regeneration Board		

13. Annex

Annex 1: Consultation

The Action Plan was launched for consultation on Friday 31 May, 2013 until 12 July, 2013. The consultation was targeted at particular organisations, as highlighted below, however it was open to anyone via the Thanet Regeneration Board website. Consultees were asked to consider each action, whether it was high, medium or low as a priority.

The Council received direct responses to the consultation and received feedback via the Thanet Regeneration Board meeting during the consultation period.

Consultation requests were specifically sent to:

- Ashford Borough Council
- Broadstairs and St Peters Town Council
- Business Support Kent
- Canterbury Christ Church University
- Canterbury City Council
- Connexions Kent and Medway
- Dover District Council
- Dreamland Trust
- East Kent College
- East Kent Spatial Development Company
- English Heritage
- Homes and Communities Agency
- Jobcentre Plus
- Kent County Council
- Local Enterprise Partnership
- Locate in Kent
- Manston Airport
- Margate Charter Trustees
- Margate Community Heritage Federation
- Marine Studios CIC
- Museum voluntary organisations
- NHS
- Pipeline, Hang 10 and Aspire
- Ramsgate Town Council
- Resorts Studio Group
- Schools representative
- Shepway District Council
- Social Enterprise Kent
- Thanet Citizens Advice Bureau
- Thanet's Members of Parliament
- The Diocese of Canterbury, Communities and Partnerships
- Turner Contemporary
- Visit Kent
- Your Leisure

The following Thanet business networks were asked to coordinate responses for their members:

- Thanet Business Forum
- Thanet and East Kent Chamber of Commerce
- Kent Channel Chamber of Commerce
- Kent Invicta Chamber of Commerce

- Federation of Small Business
- Thanet Premier Business Group
- Thanet Business Network
- 4Networking Thanet
- Business Networking International
- Broadstairs Town Team
- Margate Town Team
- Cliftonville Partnership
- Margate Independent Traders

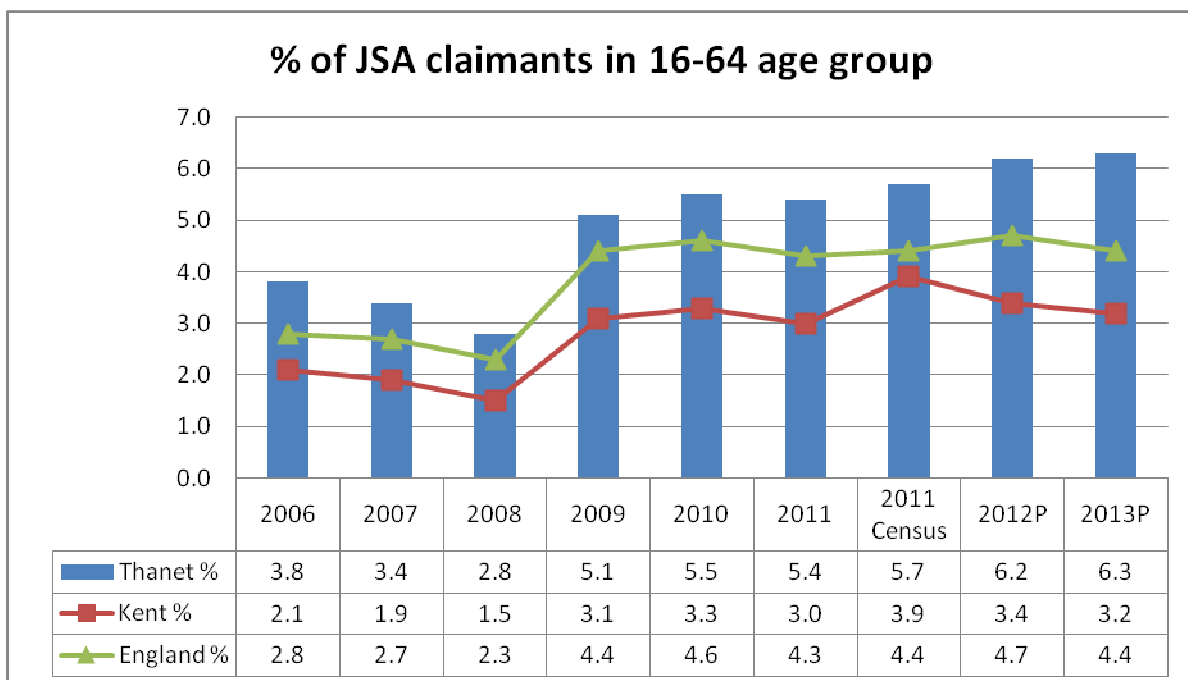
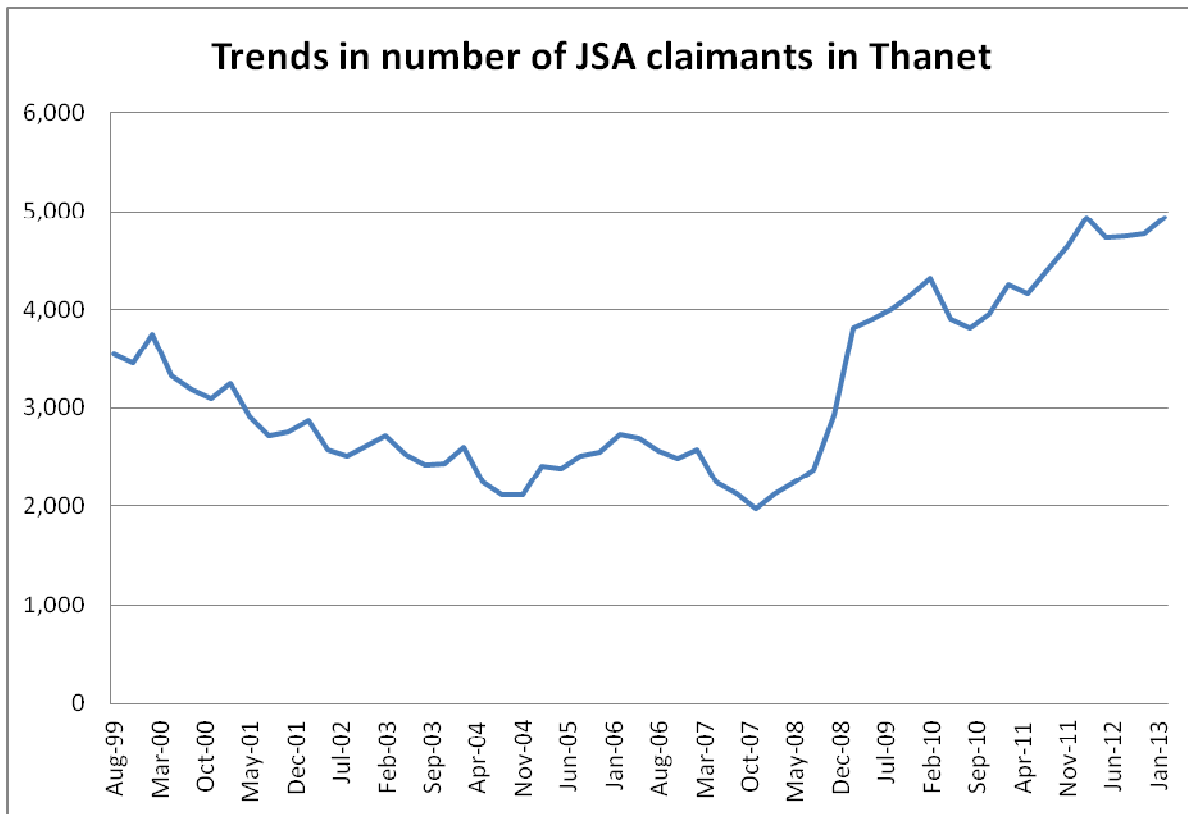
Examples of consultation responses

Below are some comments identified from the consultation responses. Key parts of the responses have been drawn out and they are not attributed to any organisation/person:

- too much in here, especially in the short term, may not be achievable
- prioritise actions that help existing businesses
- the Council should not spread itself too thinly with so many interventions
- ensure existing businesses survive and thrive
- developments must be economic and affordable
- we have a low skill profile of local labour force
- encourage alternative use of property
- include employability skills in education/training
- reduce the number of actions, and priorities in order to improve the prospect of deliverability
- focus on priorities which are critically important to the local economy including;
 - maintaining Assisted Area Status
 - developing a better planning regime and fast track culture and approach to planning
 - recognise that private sector investment, and not public sector funding will drive economic growth
 - identify sources of funding for regeneration activities
 - maximise the value of public sector funding support where available
 - improve the housing stock
- should not focus too much on specific areas so not to overlook other important elements of the local economy
- it should be acknowledged that the Council could delegate the lead role which will avoid any duplication of effort
- adopt a series of key performance indicators and measurements

Annex 2: Contextual Measurement Indicators - Trends

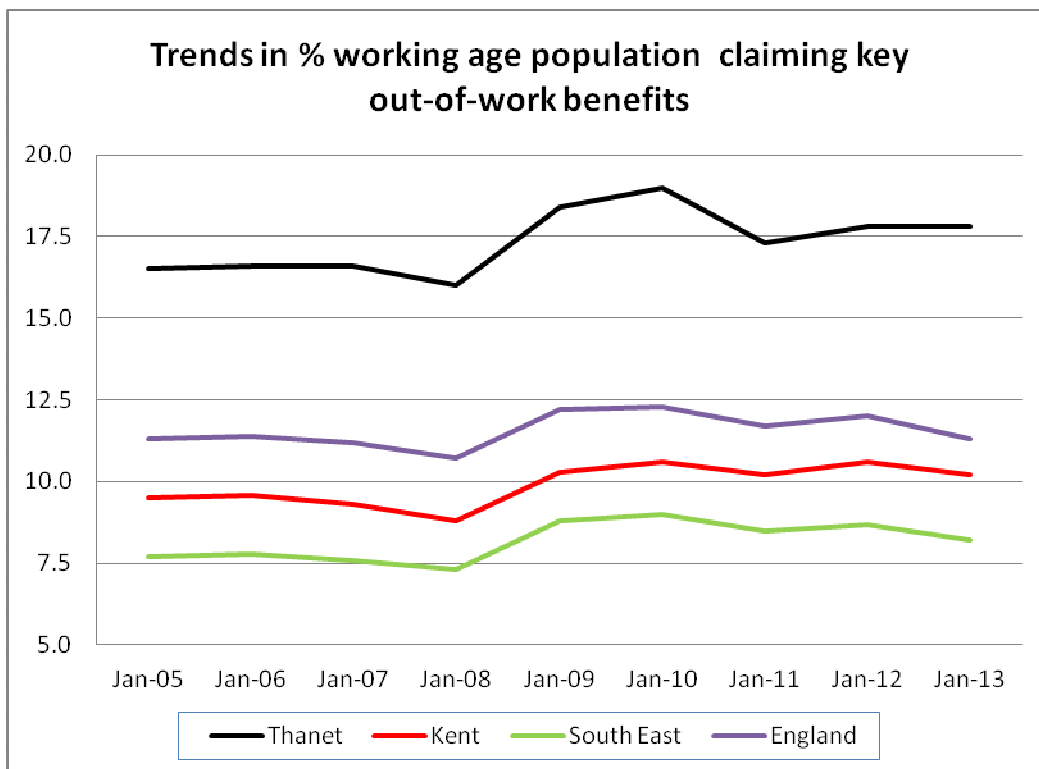
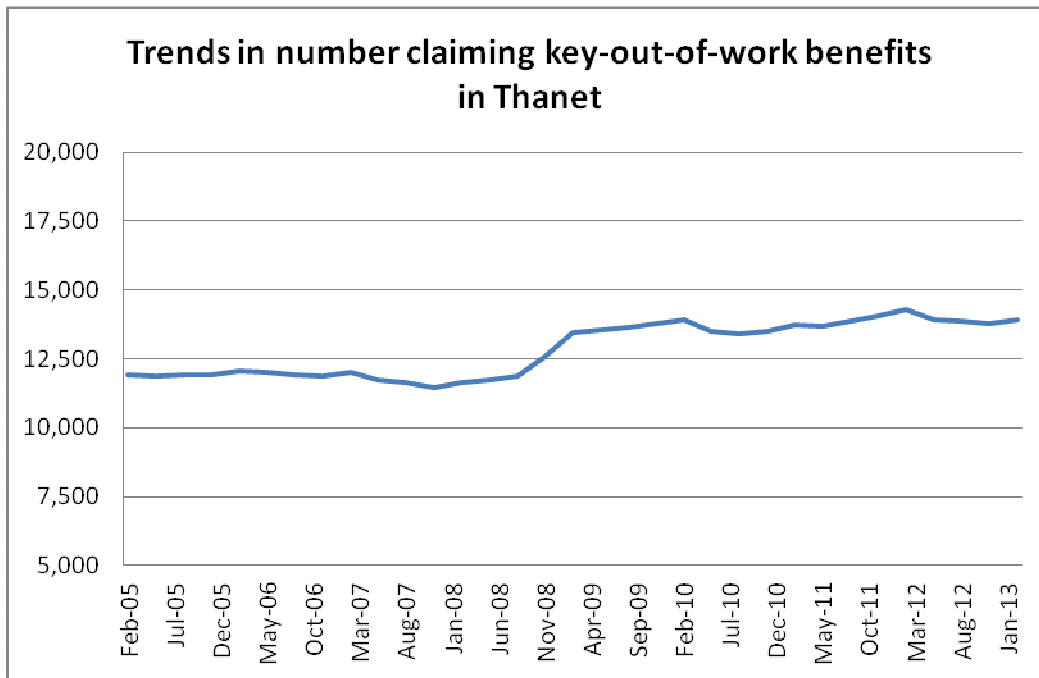
Indicator 1: Number and percentage of people accessing job seekers allowance (JSA)



Notes: Figures are for March each year. Number of JSA claimants is used as proxy for unemployment, for ease of comparison across multiple geographies. P figures are provisional. 2011 Census figure is based on 16-74 age groups.

Source: <http://www.nomisweb.co.uk/reports/lmp/la/2038431814/report.aspx?town=thanet>

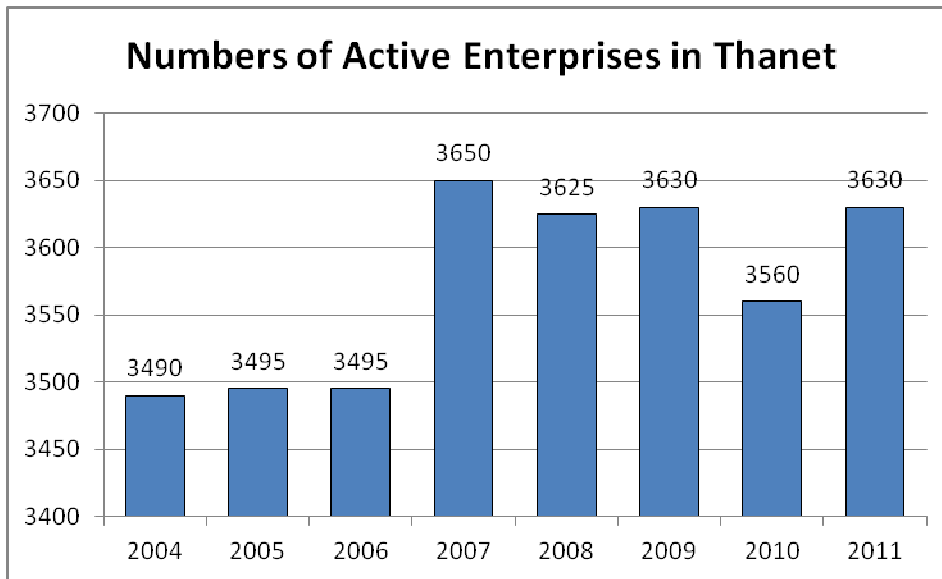
Indicator 2: Number and percentage of people on key out-of-work benefits



Notes: Number of claimants of key-out-of-work benefits is a wider proxy for unemployment, giving considerably higher figures for unemployment across multiple geographies. Measurements of working age population are taken from ONS mid-year estimates. In 2010 these changed to 16-64.

Source: <https://www.nomisweb.co.uk/> and <http://www.ons.gov.uk/ons/search/index.html?newquery=mid-year>

Indicator 3: Count of Active enterprises in Thanet

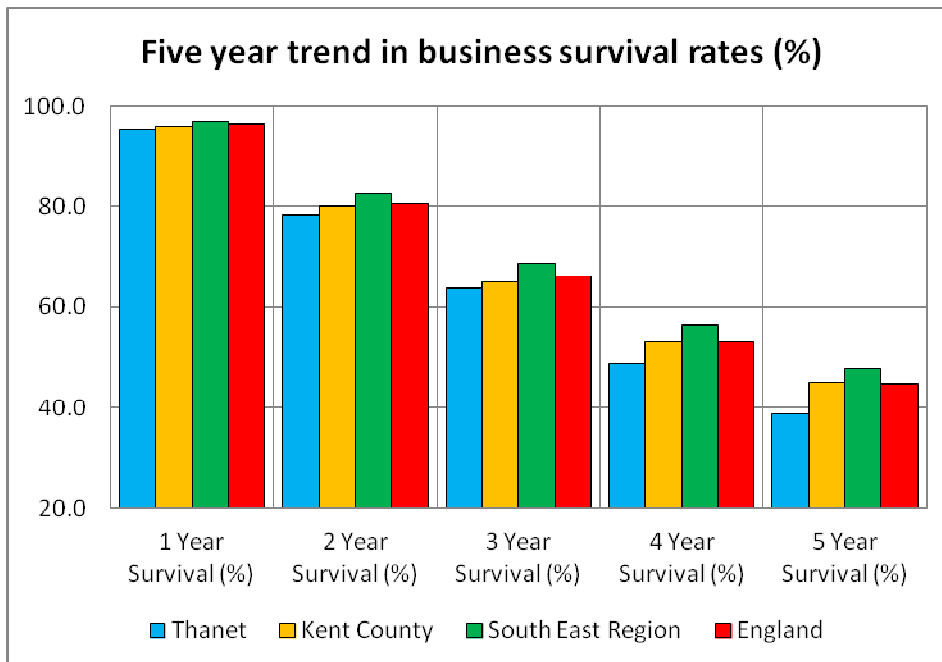


Notes: ONS Business Demography series has been chosen as the one source that carries a consistent series. The percentage of Kent businesses located in each district has remained remarkably constant over the last eight years. Thanet has 6.5% of Kent's enterprises.

Source:

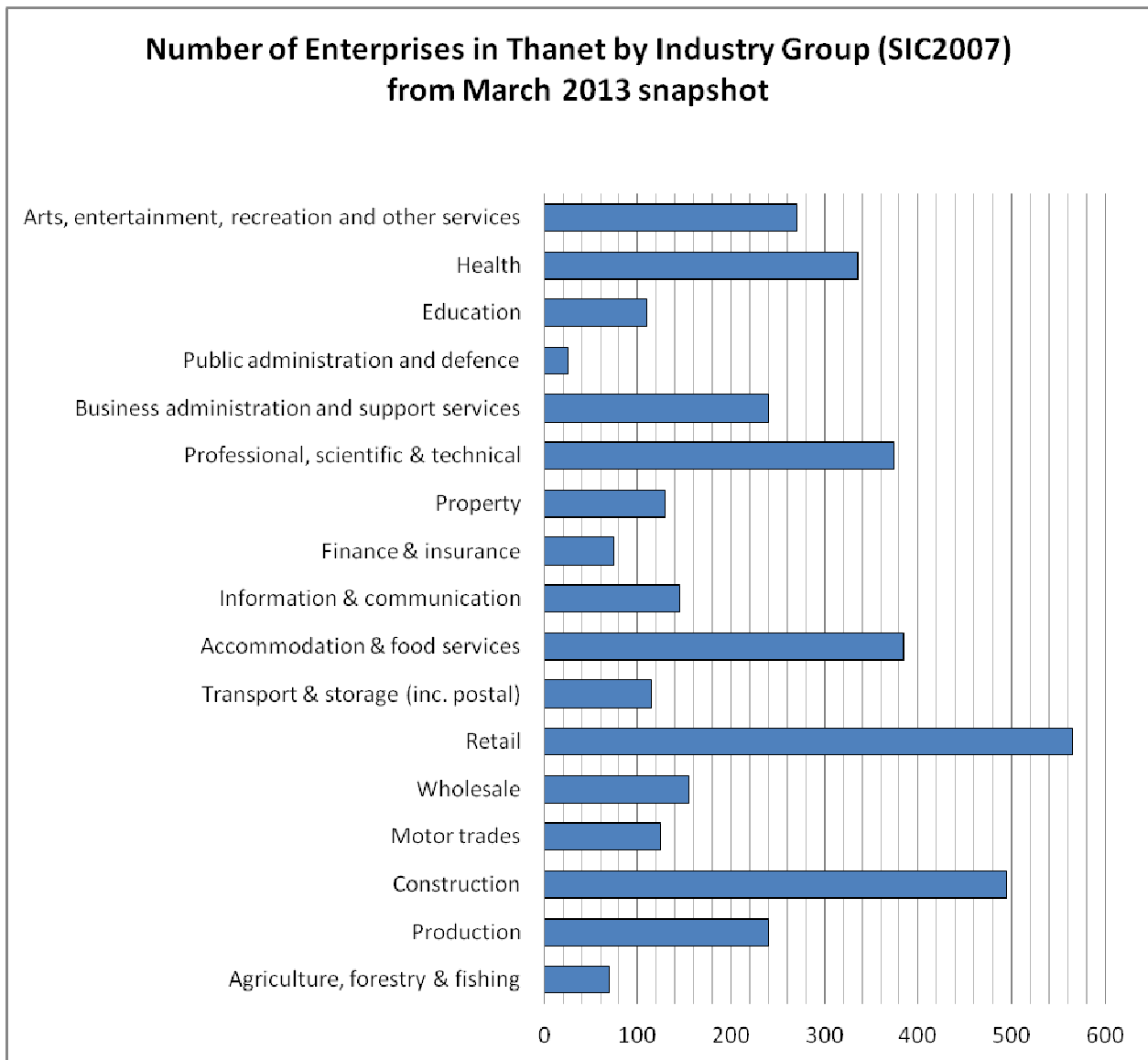
<http://www.ons.gov.uk/ons/search/index.html?pageSize=50&sortBy=none&sortDirection=none&newquery=business+demography+release>

Indicator 4: Five year survival rates of Thanet enterprises



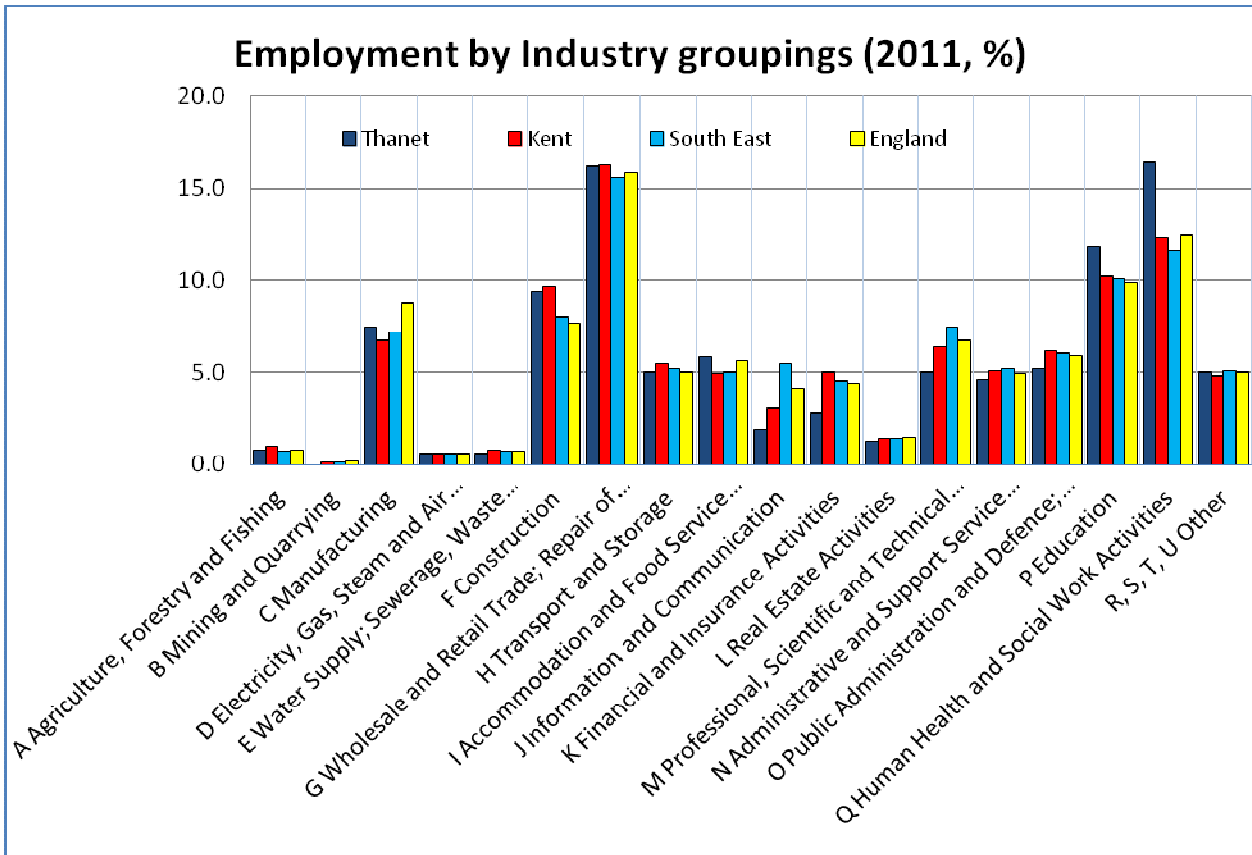
Source: <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-283124>

Indicator 5: Number of enterprises in each sector by SIC broad industry group



Notes: Derived from central government's Inter Departmental Business Register(IDBR)

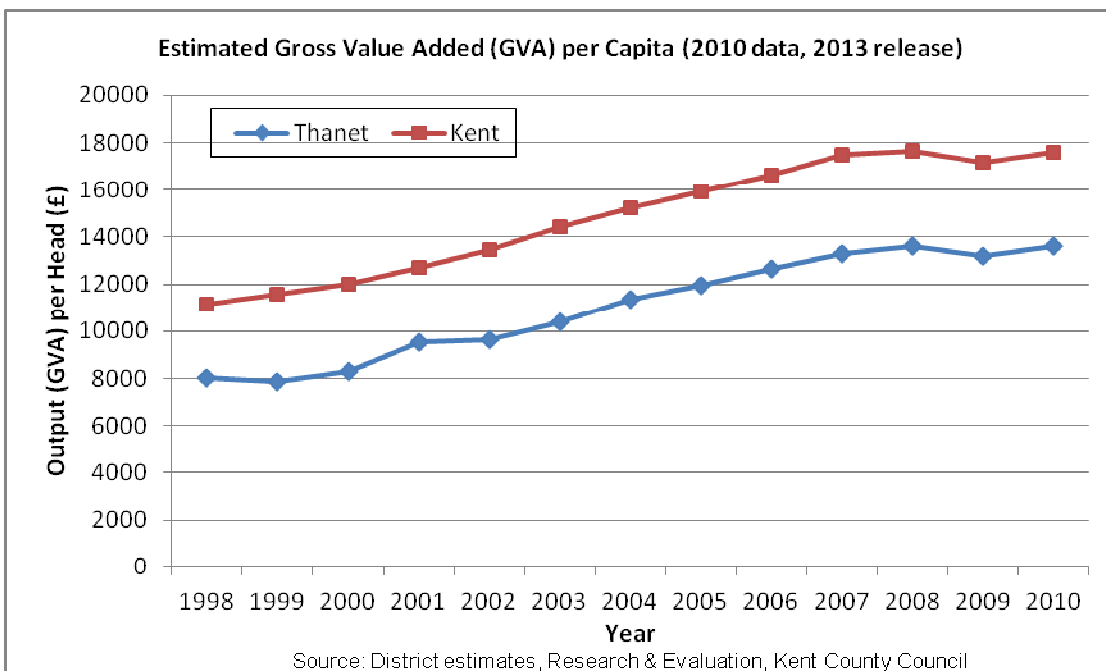
Source: <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcn%3A77-313744>



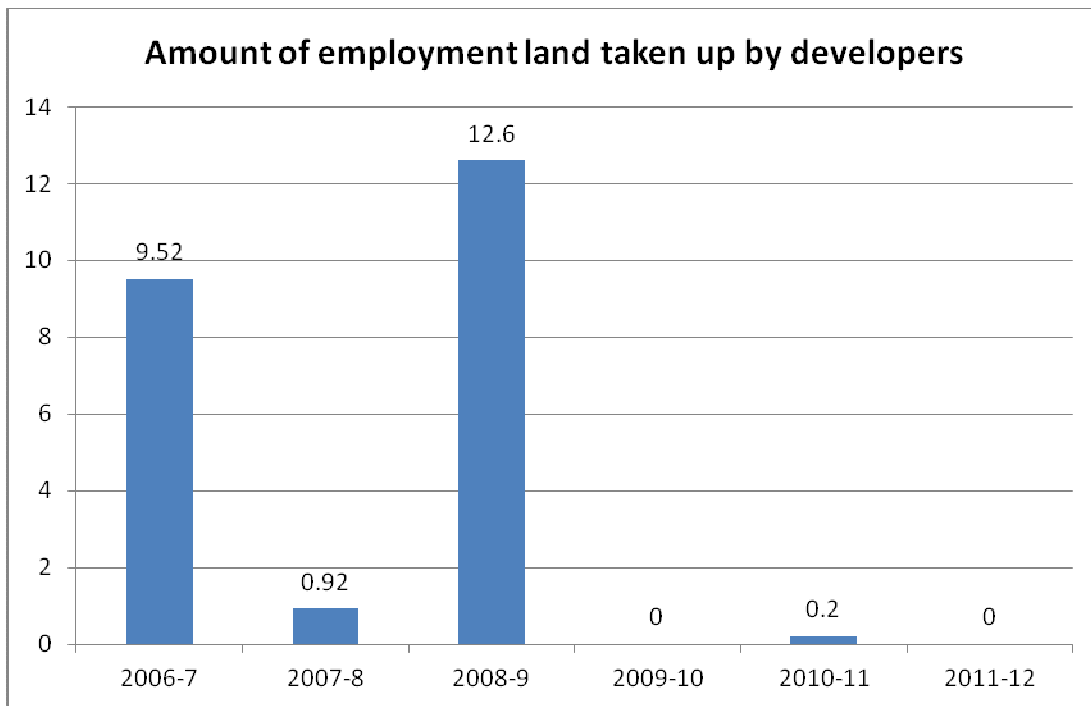
Notes: Derived from ONS Annual UK Business: Activity, size and location 2013

Source: <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-313744>

Indicator 6: Economic activity rate as estimated by GVA per head



Indicator 7: Amount of allocated employment land taken up



Notes: The total area of employment land in the five main earmarked sites is 134.42ha in 2011. So then level of take-up by developers is very low

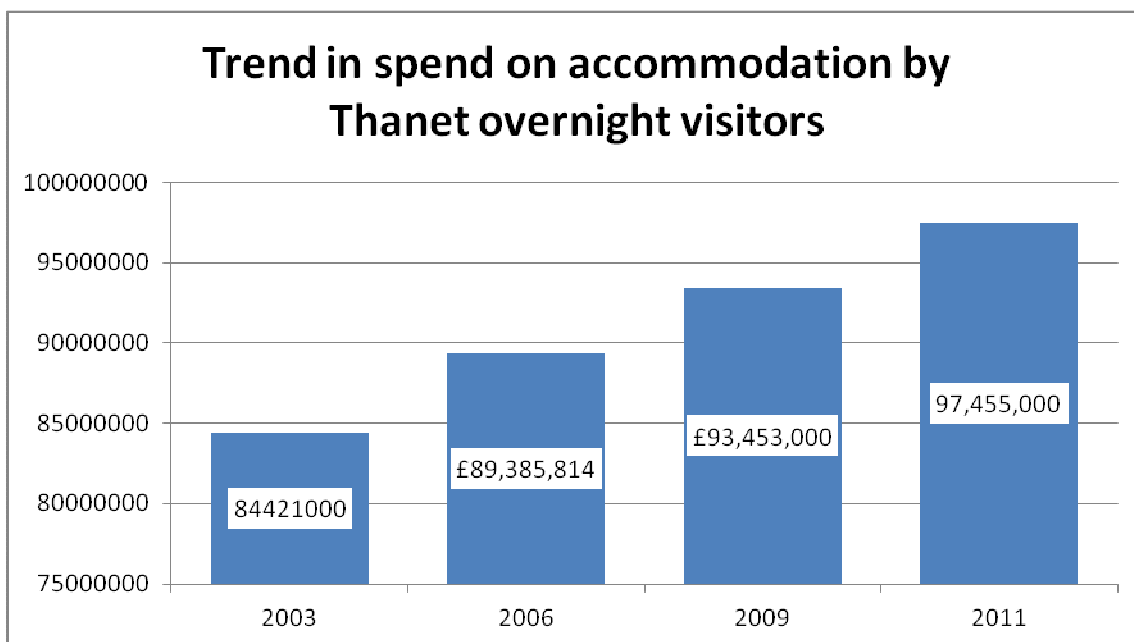
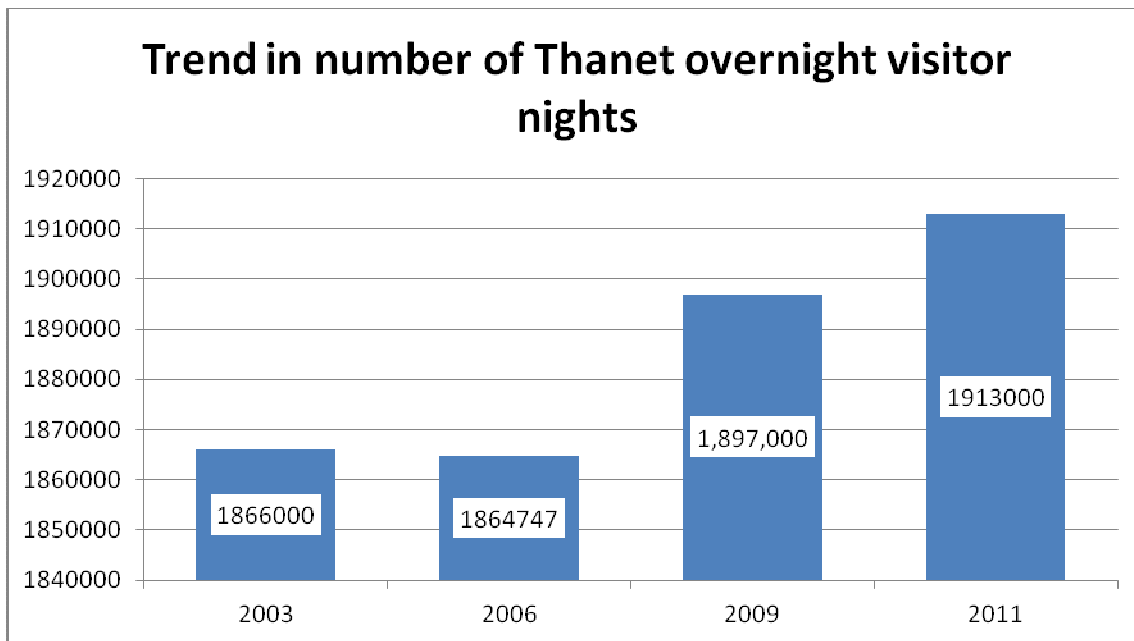
Source: Planning Service Annual Monitoring Report (AMR)

Indicator 8: % council owned commercial property which is vacant (LI021)



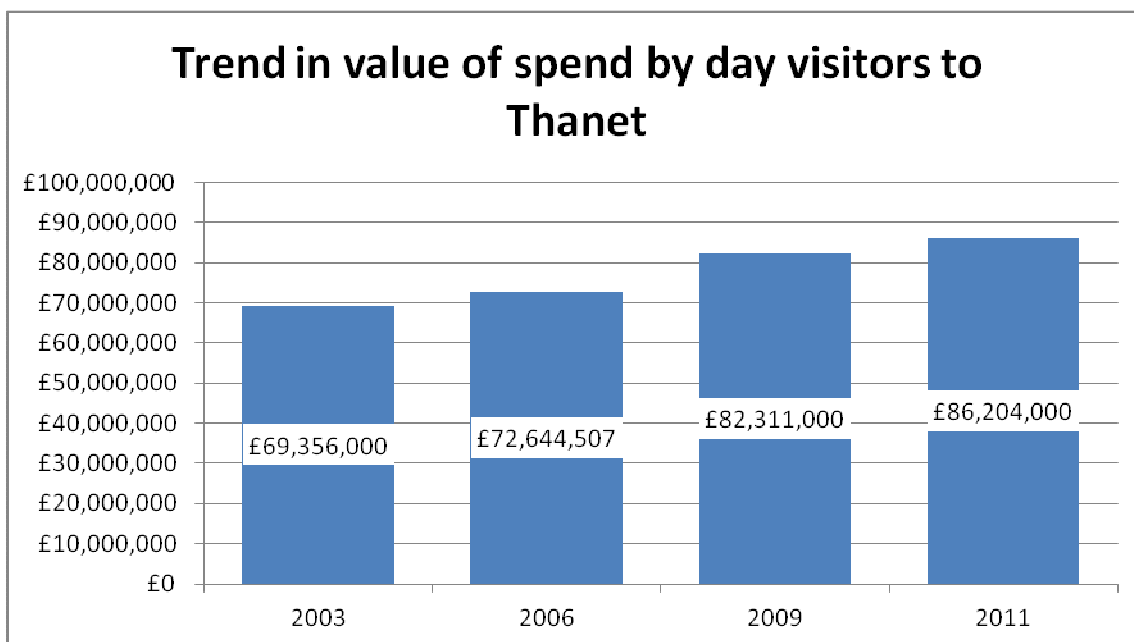
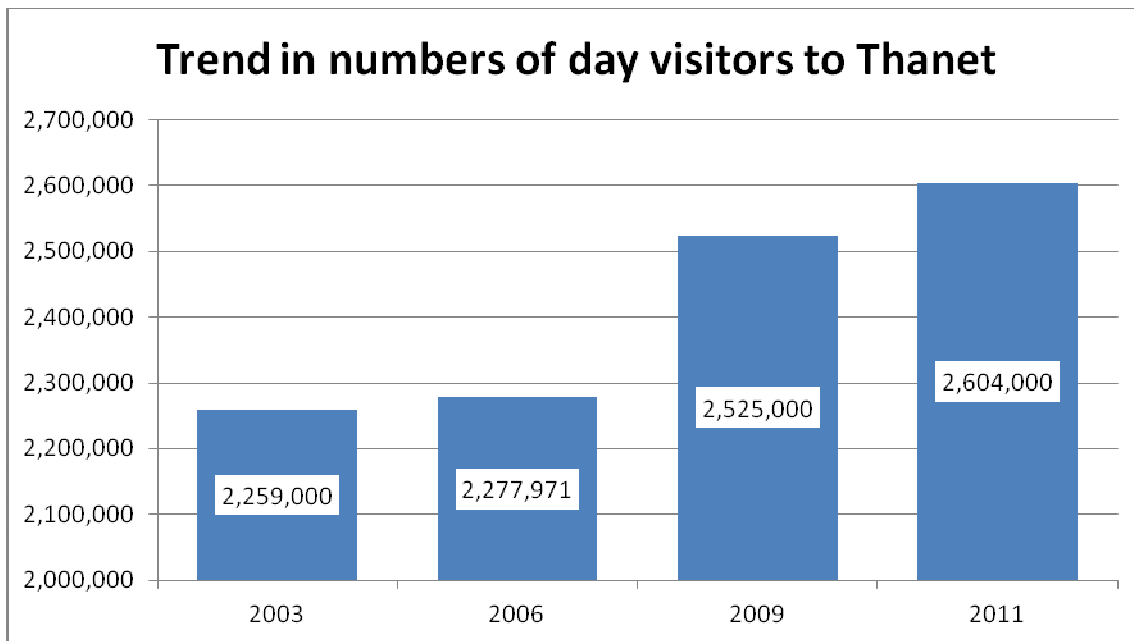
Source: Estates department records reported on Inphase

Indicator 9: Number of overnight visitors and how much they spend



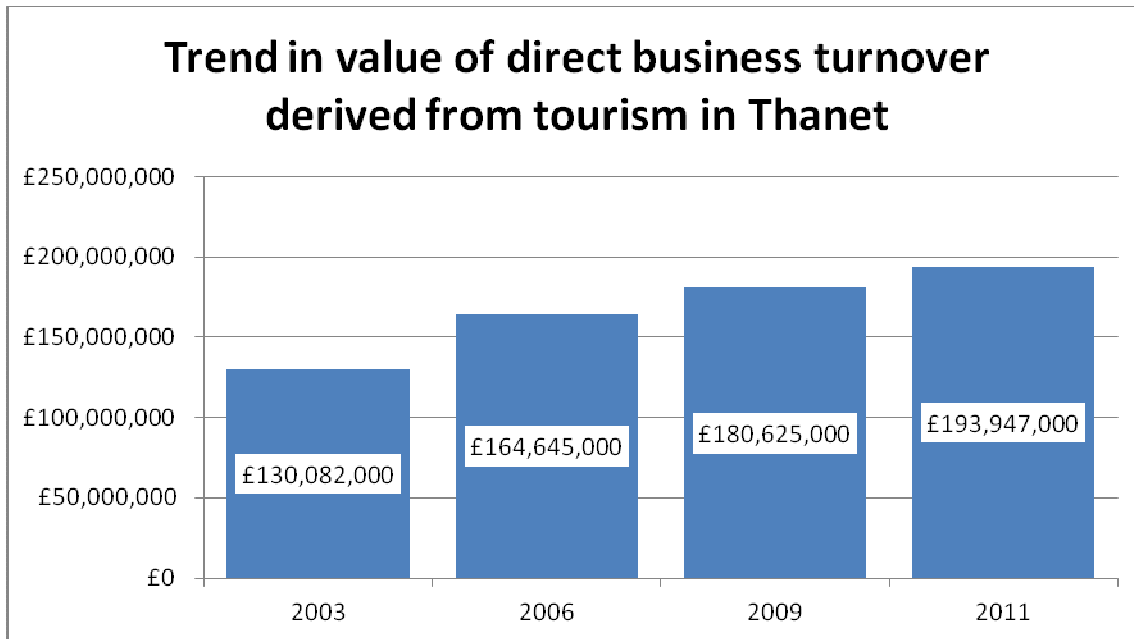
Source: The economic Impact of Tourism on the District of Thanet, prepared for Visit Kent by © Tourism South East

Indicator 10: Number of day visitors and how much they spend



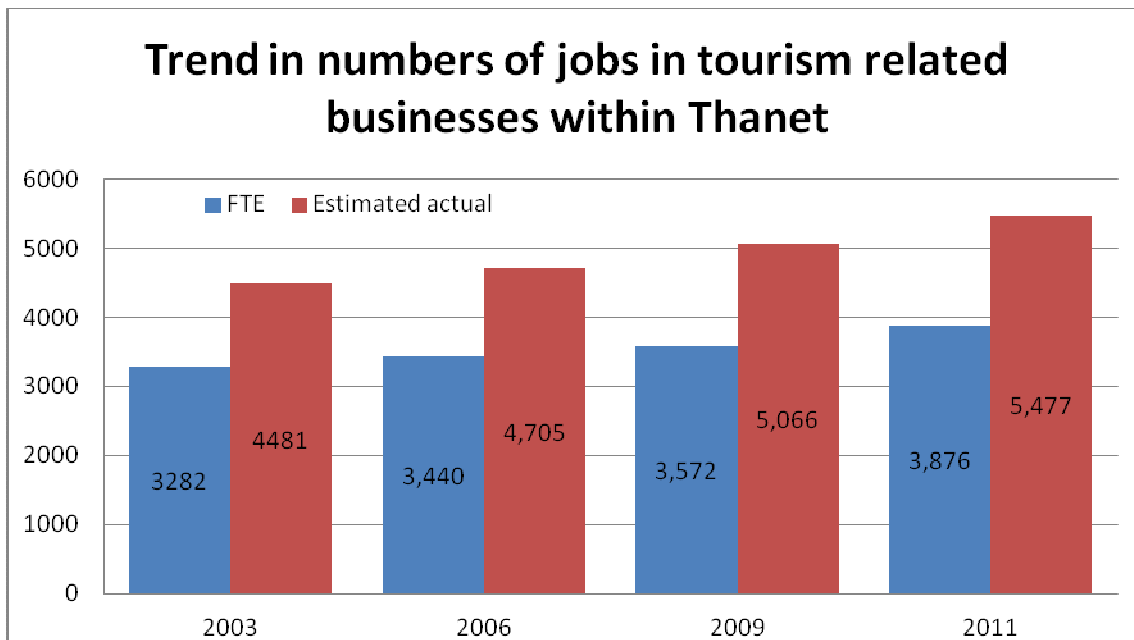
Source: The economic Impact of Tourism on the District of Thanet, prepared for Visit Kent by © Tourism South East

Indicator 11: Business turnover derived from tourism



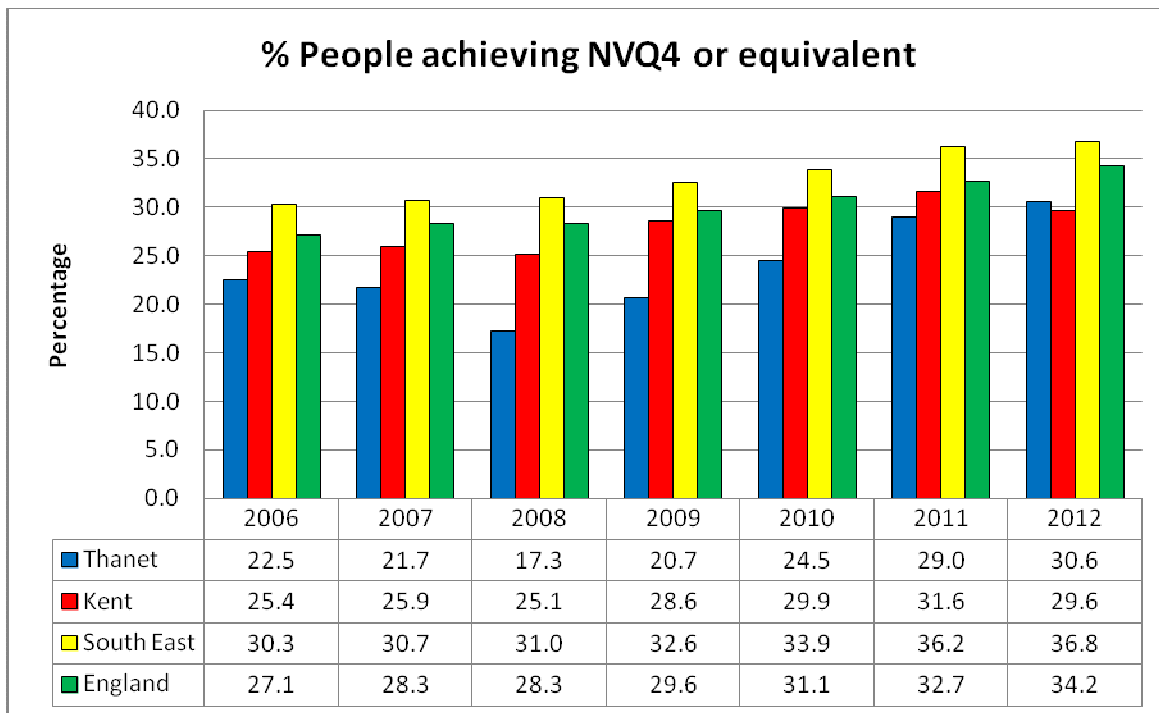
Source: The economic Impact of Tourism on the District of Thanet, prepared for Visit Kent by © Tourism South East

Indicator 12: Total jobs in tourism related business



Source: The economic Impact of Tourism on the District of Thanet, prepared for Visit Kent by © Tourism South East

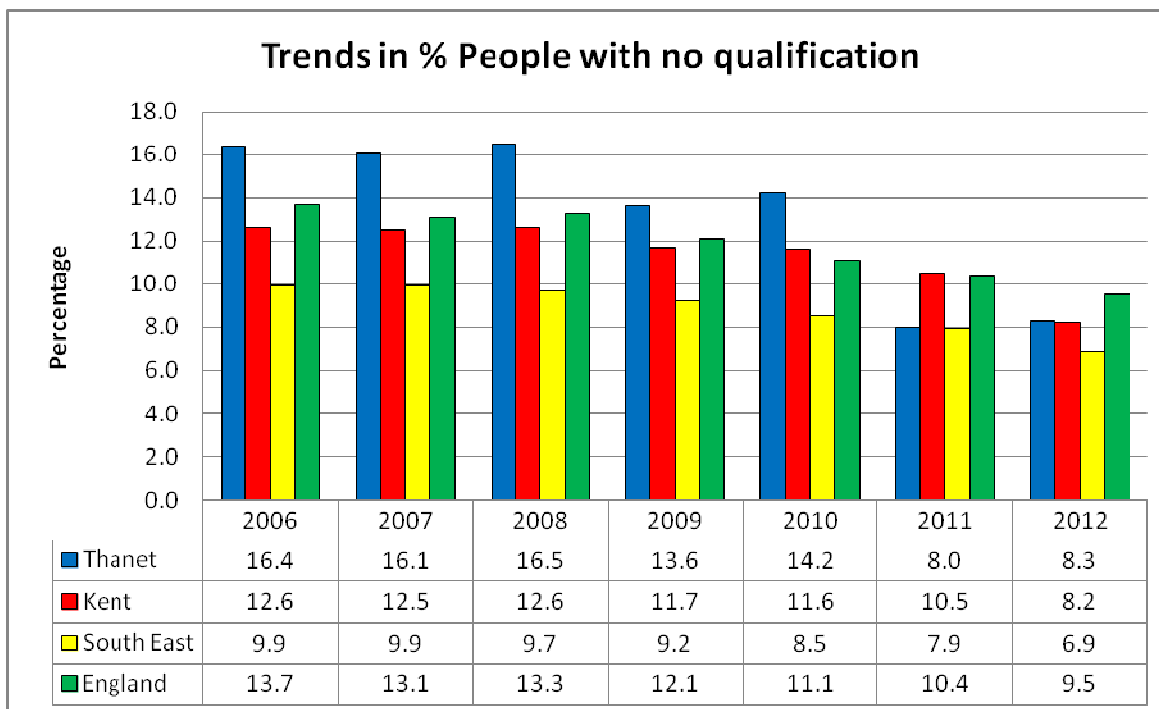
Indicator 13: Number of people achieving NVQ 4+ or equivalent



Notes: e.g. HND, Degree and Higher Degree level qualifications or equivalent

Source: NOMIS qualification reports <https://www.nomisweb.co.uk/>

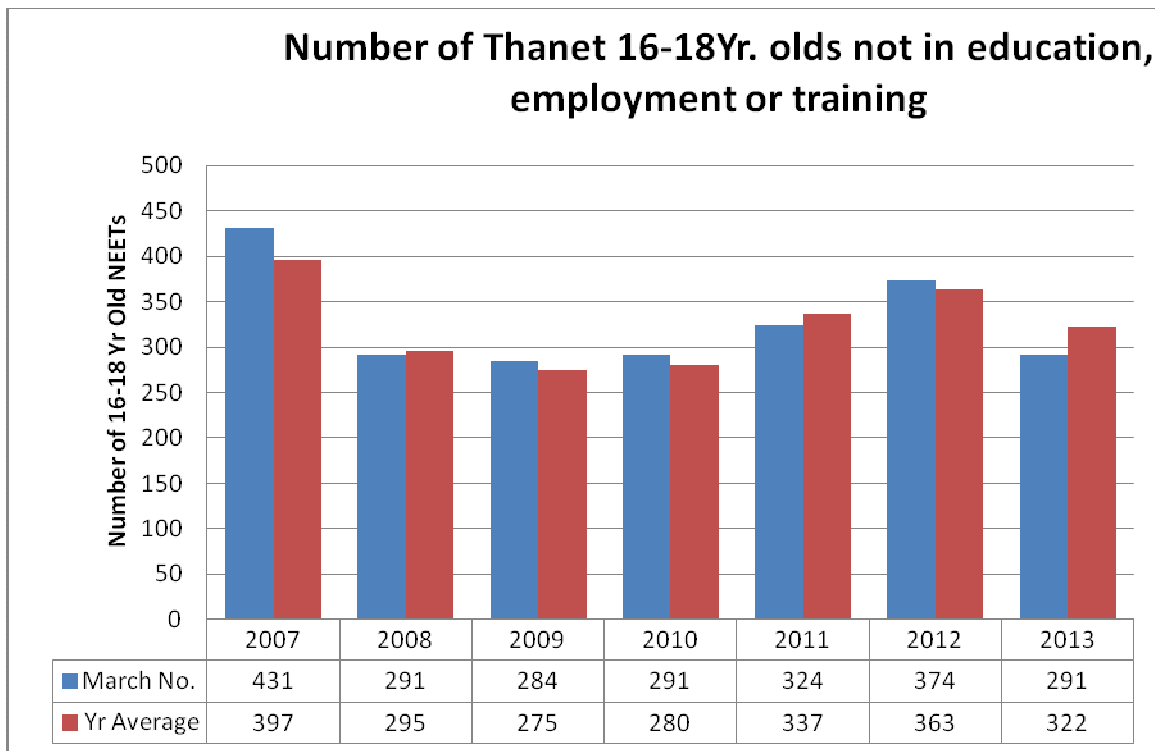
Indicator 14: Number of people with no qualification



Notes: No formal qualifications held

Source: NOMIS qualification reports <https://www.nomisweb.co.uk/>

Indicator 15: Number of 16-18 year olds not in employment education or training (NEET)



Notes: Figures are updated monthly. There is a slight difference between the average in any year and the year end figure, so both are given

Source: Connexions (CXK) <http://cxk.org/>