

# CONSULTATION DRAFT

## Economic Growth and Regeneration Strategy Action Plan

Timescale key:  
 Short term - 1-2 years  
 Medium term - 3-5 years  
 Long term - 6-10 years

### Priority one: Business growth

No	Action	Lead and partners <i>(subject to discussion with partners)</i>	Milestones	Timescale	Resources	Outcome
P.1.1	Work with existing Business Networks to encourage and enable networking opportunities across Thanet	Thanet District Council <a href="#">Thanet and East Kent and Kent Channel Chamber's of Commerce, Thanet</a> <a href="#">Business Forum, Federation of Small Business, Business Networking International and other small business networks</a>	<ul style="list-style-type: none"> <li>1. Conduct an audit of existing private sector networks to fully understand their scope and priorities.</li> <li>2. Identify any gaps</li> <li>3. Regularly attend network events</li> <li>4. Establish an annual business growth summit to understand the barriers to growth and retention</li> <li>5. Identify the opportunity of setting up a partnership organisation between the private and public sector across Thanet that aims to work collectively across all sectors of the business community</li> </ul>	Short term	Thanet District Council officer time and budget	Positive awareness and private sector engagement. Established and developed networks for new businesses. Improved business networking to create more business opportunities for collaboration and local trade
P.1.2	Engage with key businesses in Thanet	Thanet District Council <a href="#">Locate in Kent, private sector</a>	<ul style="list-style-type: none"> <li>1. Identify who the key businesses are, using an agreed criteria (e.g. Size, export activity, key sectors, large local supply chains etc) to engage with and arrange a series of meetings to: <ul style="list-style-type: none"> <li>- Identify their needs</li> <li>- Research what they perceive as barriers to growth and investment</li> <li>- Identify opportunities to solve any issues and promote that this has been done</li> <li>- Review the situation with regards to business rates across the district</li> <li>- Promote opportunities to investment</li> </ul> </li> <li>2. Develop an ongoing aftercare programme with key business managers and owners, including all types and size of businesses and inward investors</li> </ul>	Short term	Leader, Chief Executive, Director Community Services time	An effective aftercare and feedback process that assists in driving communication and the development and promotion of economic strategy.
P.1.3	Develop a marketing and promotional programme to identify Thanet as a place to live, work and create businesses.	Thanet District Council <a href="#">Kent County Council, Locate in Kent, Visit Kent, private sector</a>	<ul style="list-style-type: none"> <li>1. Utilise and promote the Grow For It campaign</li> <li>2. Promote a series of key messages; generic and sector specific about Thanet and the opportunities available</li> <li>3. Align the branding and images and prepare a new set of marketing materials that will effectively communicate key messages about the area and will attract investment</li> <li>4. Work with partners promoting the area to ensure the right messages are being used and deliver joint activities, ensuring there is consistent promotion of Thanet's business advantages. Engage champions within the business community to use the messages, branding and images to promote the area through their networks</li> <li>5. Develop a website that provides relevant information and links for those interested in business in Thanet; whether local or looking to invest. This needs to be high quality and appeal to business people and investors</li> <li>6. Develop a press campaign to promote the district, particularly via sector specific activities, through relevant press. Identify a budget to deliver advertorial content where relevant</li> </ul>	Short term	Thanet District Council officer time Funding will be identified to deliver this	Changed perception of Thanet as a place to invest in and do business  Increase in inward investment activity  Business champions throughout the business community talking about and promoting the district
P.1.4	Engage with regional and national organisations to attract investment in the area.	Thanet District Council <a href="#">Locate in Kent, Kent County Council, Local Enterprise Partnership</a>	<ul style="list-style-type: none"> <li>1. Create a network of support within the council to ensure that we get the maximum conversion from enquiry to investment by adopting best practice techniques for responding to enquiries, following up and maintaining contact with key decision makers</li> <li>2. Take advantage of existing contacts and develop an engagement plan and create marketing channels to attract investment with: <ul style="list-style-type: none"> <li>- Locate in Kent</li> <li>- UK Trade and Investment</li> <li>- The Local Enterprise Partnership</li> <li>- Department for Business, Innovation and Skills</li> <li>- The Home and Communities Agency</li> <li>- Department for Communities and Local Government</li> <li>- International Department at Kent County Council</li> </ul> </li> <li>3. Research who the potential key sector investors are, including direct foreign investment</li> <li>4. Identify whether there are any professional intermediaries and networks who we should be linked to and develop relationships with</li> </ul>	Short term	Thanet District Council staff resources  Resources to host a series of events	Increased awareness of the district as a place to invest and do businesses  Direct foreign and inward investment in Thanet

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P.1.5	Identify what opportunities there are to deliver and/or draw together business support and advice in Thanet	Thanet District Council <a href="#">Thanet and East Kent, Kent Channel and Kent Invicta Chambers of Commerce, Universities/ Colleges, Kent County Council, Business Support Kent, High Growth Kent, East Kent Services</a>	<ol style="list-style-type: none"> <li>1. Conduct a comprehensive survey of what exists across the district of business support, training, available sites and premises, professional services, access to finance, mentoring, pro-bono support. What local facilities exist that can aid business growth</li> <li>2. Map partners who are involved in Thanet's economic growth and identify gaps in their delivery. This will need the partners to be brought together in a network, which could form a sub-group of the Thanet Regeneration Board</li> <li>3. Work with partners and the Chambers to strengthen support for start-up's</li> <li>4. Consider the requirement for and options of having a CRM system which will provide the ability to track enquiries and businesses over a period of time. This will be used to design programmes and further support businesses locally</li> <li>5. Identify a single brokerage model and ideal customer journey of business support activity. Develop a more effective and targeted provision that will increase the number of sustainable businesses with the ability to grow job numbers</li> <li>6. Review the opportunities to develop activities for supporting supply chain developments for businesses in the district. Identify how they can grow and develop to support business growth</li> <li>7. Work with businesses who are interested in developing as social enterprises and community interest companies to ensure they get the right guidance and expertise. Deliver guidance and funding days</li> <li>8. Using existing research to identify the requirements for those who are home working in the district with regards to support</li> <li>9. Deliver a series of public sector procurement seminars, promoting the changes in the council's local procurement process that encourage local businesses to gain access to our contracts</li> <li>10. Ensure through signposting that businesses are aware of existing sector organisations and peer support networks including High Growth Kent and support for exporting goods and services</li> </ol>	Short term	Funding and resources will need to be sought to deliver this activity	Increased employment. Increased profitability of potential high growth businesses. Increased levels of inward investment into high growth businesses
P.1.6	Encourage and attract businesses to locate to key strategic employment sites	Thanet District Council <a href="#">East Kent Opportunities, Kent County Council, Locate in Kent, Homes and Communities Agency</a>	<ol style="list-style-type: none"> <li>1. Review the East Kent Opportunities business model and marketing for effectiveness</li> <li>2. Identify and promote key sites through the Employment Land Review</li> <li>3. Develop a programme of dialogue with Locate in Kent and the Homes and Communities Agency</li> <li>4. Ensure continued development of previously owned SEEDA assets in the district</li> </ol>	Short term	Kent County Council, Thanet District Council, Homes and Communities Agency	Full utilisation of identified employment land, including Manston
P.1.7	Develop a vision and strategic plan for each of the main Town Centres/High Streets in Thanet	Thanet District Council <a href="#">Town Teams, private sector including key landlords in the towns, Markets</a>	<ol style="list-style-type: none"> <li>1. Create a strategy via research to: <ul style="list-style-type: none"> <li>- Provide a clear direction about what the role of Thanet's town centres should be, whilst considering and being flexible to market forces.</li> <li>- The physical design and planning implications for the high streets</li> <li>- Identify new uses for the town centres, including bringing education uses into them to create footfall and sustain existing buildings</li> <li>- Identify the opportunities for developing the evening economy to encourage footfall and support for exiting and growing businesses</li> <li>- Review what opportunities there are around the provision of quality markets and their place within the town centres</li> </ul> </li> <li>2. Engage and facilitate the Town Teams through an identified framework</li> <li>3. Develop and facilitate co-ordinated activities around the public realm and signage, ensuring that our town centres are welcoming and inviting to visitors and residents</li> <li>4. Provide appropriate facilitation in making sites available for development through engagement with land owners, where possible reducing barriers to development and drawing together interested stakeholders</li> <li>5. Develop a model for high street management and roll over to district centres to ensure diverse economy is developed</li> <li>6. Encourage and promote private sector redevelopment and upgrading of town centre office accommodation</li> </ol>	Short term	Thanet District Council staff resources  Possible funding resources to be identified	Creation of vibrant town centres that are fit for purpose and sustainable  Community led economic development
P.1.8	Work with partners to identify sources of funding to deliver regeneration activities	Thanet District Council <a href="#">Kent County Council, Local Enterprise Partnership, MACH, private sector</a>	<ol style="list-style-type: none"> <li>1. Establish the districts strategic priorities and approach to its engagement with East Kent authorities, Kent County Council and the Local Enterprise Partnership</li> <li>2. Ensure that the authority and partners are aware of the potential funding sources available e.g. structural funds, ERDF</li> <li>3. Identify suitable projects and partnerships to access the relevant funding</li> </ol>	Short term	Thanet District Council officer time, MACH, THI Resources required for master planning and professional services	Regeneration projects delivered across the district and effective approach to the identification of appropriate resources and partners  Community led economic development

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P.1.9	Deliver a directory of businesses for Thanet	Private sector	Research and identify a private sector organisation, for examples Burrows Communications Ltd who have delivered a number of other Kent Council's directories, to produce a business directory of Thanet.	Short term	Thanet District Council staff resources	Provide a tool for businesses to develop local supply chains and information gathered on all businesses within the district
P.1.10	Work with local businesses to support delivery of their corporate social responsibility activities	Thanet District Council and Private Sector	1. Identify which businesses have a policy of corporate social responsibility 2. Work with the identified businesses to join up their objectives and requirements with potential regeneration delivery opportunities	Short term	Thanet District Council staff resources	Support provided by the private sector to help regeneration in the district.  Engaged private sector in a variety of activities across Thanet
P.1.11	Establish an International working group and use Thanet's assets to build an international profile	Thanet District Council <a href="#">Manston Airport</a> , Kent County Council, Local Enterprise Partnership	1. Identify potential attendees, to include: Manston Airport, Port of Ramsgate, Kent County Council, Business Support Kent, Discovery Park Ltd, Thanet and East Kent, Kent Channel and Kent Invicta Chambers of Commerce, Marine Studios, land owners, possibly neighbouring authorities and set the group up 2. Work with the owners at Manston Airport to realise the potential of this asset, whilst being mindful of the environmental implications and working around the night time flying policy 3. Establish international links and networks to promote Thanet and its unique selling points 4. Ensure local businesses are able to participate in international networks and are in a position to take advantage of exporting/importing opportunities 5. Engage proactively with the Government, Kent County Council and the Local Enterprise Partnership about their aviation policies. Understand national and regional strategic approaches to aviation to help engage partners 6. Promote that Manston Airport run a public open day to engage residents and local businesses to have a better understanding of the airport and its potential	Short term	All partners time	Thanet businesses are able to extend their networks internationally.  Increased exporting and importing from the district Increased overseas visitors.  Improved engagement with the airport and residents.  Enabling development through strategic direction of the airport
P.1.12	Lobby to maintain Thanet's Assisted Area Status	Thanet District Council <a href="#">Kent County Council</a> , Local Enterprise Partnership	1. Work with the County Council and the Local Enterprise Partnership to lobby on the district behalf 2. Provide evidence to maintain the districts Assisted Area Status to support Thanet's opportunities	Short term		Secure Thanet's Assisted Area Status
P.1.13	Use local planning policies to promote a sustainable and balanced economy	Thanet District Council	1. Consult on, adopt and implement of the Local Plan, which responds appropriately to encourage growth 2. Facilitate business requirements for inward investment and growth, to achieve their desired ambitions within the policy framework	Short to Medium term	Thanet District Council officer time and relevant budgets	Thanet will have a Local Plan with specific guidance, policies and site allocations - support economic growth and the highest quality development
P.1.14	Encourage business and job growth through the Expansion of the East Kent programme	Kent County Council <a href="#">East Kent Partners Group</a>	1. Promote the Expansion East Kent programme to new and existing businesses 2. Signpost people to the Enterprise Clubs to ensure businesses are getting the right advice about accessing the funding and starting up businesses 3. Targets for the Regional Growth Fund application is 5,000 jobs to be created, across the four East Kent Districts, by 2016	Short to Medium term	Regional Growth Fund, Kent County Council, Jobcentre Plus	Increase in business growth.  Increased employment.  Unlocking of private sector.  Investment in the local economy
P.1.15	Review Thanet's rural economy	Thanet District Council <a href="#">Kent County Council</a>	1. Deliver a review Thanet's rural economy to identify what it contributes to the wider Thanet economy 2. Identify opportunities to support rural businesses in Thanet, including potential rural funding programmes	Medium term	Thanet District Council officer time	A strong and sustainable rural economy
P.1.16	Identify and develop a new sector in Thanet creating high skilled and well paid jobs	Thanet District Council Locate in Kent, Kent County Council, Local Enterprise Partnership	1. Investigate the need for and procure research to identify potential market/sector opportunities. Identify potential collaboration opportunities with the University of Kent's Business School 2. Prepare the area to encourage investment –identify support packages that will allow new businesses to easily move into Thanet 3. Develop a targeted inward investment approach to access links into the selected markets	Long term	Resources to be secured	Secure Thanet's economic future

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## Priority two: Investing in assets

No 1	Action	Lead and partners (subject to discussion with partners)	Milestones	Timescale	Resources	Outcome
P.2.1	Continued development of the Port of Ramsgate and Royal Harbour	Thanet District Council <a href="#">Interreg, Port and Harbour Stakeholders</a>	<ol style="list-style-type: none"> <li>1. Complete and adopt the Port Strategic Plan which has an evolving scope and purpose. The plan will be a high level guide for the future operation, development and management of Ramsgate's port facilities. It will recognise:           <ul style="list-style-type: none"> <li>- the significant opportunity for the port to contribute to local and regional growth through job creation and attracting new investment;</li> <li>- that the exploitation of the port's commercial and leisure assets is key to realising that growth potential; and</li> <li>- the need to ensure that the port's future development and growth balances its business needs with those of the local community and is achieved in ways that are safe, sustainable and environmentally sensitive</li> </ul> </li> <li>2. Undertake a feasibility study in connection with:           <ul style="list-style-type: none"> <li>- The development of an Alongside Quay / rock groyne revetment</li> <li>- Creating a commercial quay and fisherman's facilities</li> <li>- Feasibility for moving the security hut to allow better access for trucks</li> </ul> </li> <li>3. Complete the Yacht Valley project, including:           <ul style="list-style-type: none"> <li>- Refurbishment of Military Road arches</li> <li>- Feasibility study for Yacht Service Facilities and Smeaton Dry Dock</li> </ul> </li> </ol>	Short term	Thanet District Council officer time Consultants where required Lo-Pinod Yacht Valley	Expanded range of ferry services.  Rationalisation of Port and Harbour buildings and facilities Construction of an alongside quay, with the East Pier.  Extension delivered to attenuate wave energy.  Commercial boat park designed and built and a boat hoist installed.  Military Road arches refurbished to enable full occupancy
P.2.2	Ensure that the district has the right commercial sites and buildings to enable businesses to start, develop and grow.	Thanet District Council <a href="#">Locate in Kent, Kent County Council, Commercial Estate Agents, Homes and Communities Agency</a>	<ol style="list-style-type: none"> <li>1. Develop a report that:           <ul style="list-style-type: none"> <li>- Links with the Councils Employment Land Review</li> <li>- Identifies what developments and infrastructure improvements are required</li> <li>- Provides a greater understanding of office space requirements are to support the extension of Eurokent Business Park</li> <li>- Review whether supply of land meets demand from businesses</li> <li>- Understand business location requirements based on current and recent take-up, both in Thanet and outside of the area to identify different trends</li> <li>- Investigate need for speculative build</li> </ul> </li> <li>2. Identify and promote suitable buildings for SME occupation while working with others to promote better use of space</li> <li>3. Undertake a campaign of lobbying to workspace providers promoting Thanet as an investment location</li> <li>4. Ensure regular engagement and development of positive relationships with the commercial property sector</li> </ol>	Short term	Thanet District Council officer time Kent County Council Regeneration Fund Resources within the marketing and promotion of Thanet	A full suite of appropriate commercial accommodation.  Businesses thriving through being based in the right accommodation
P.2.3	A new transport strategy prepared by Kent County Council and Thanet District Council will identify local road improvements to improve travel around the district	Thanet District Council, Kent County Council <a href="#">East Kent Regeneration Board, Stagecoach, South Eastern, Highways</a>	<ol style="list-style-type: none"> <li>1. Draft a bespoke Transport Strategy for Thanet which will address challenges and opportunities and           <ul style="list-style-type: none"> <li>- Identify policies, actions and investment needed to facilitate smooth, convenient, efficient and sustainable travel.</li> <li>- Facilitate sustainable delivery of housing, economic growth and other essential development by informing the emerging Local Plan</li> <li>- Provide a basis to lobby for and support bids or policies to secure funding to deliver key transport infrastructure and service improvements</li> <li>- Incorporate a Parking Strategy including policies for charging and quality parking provision that will underpin the visitor, and other economic functions of the district and its town centres.</li> </ul> </li> <li>2. Deliver appropriate partner consultation</li> <li>3. Work with partners to lobby for improvements to rail services and infrastructure that is required to reduce passenger journey times</li> <li>4. Set-up a local Transport Providers Network</li> <li>5. Strategy Endorsed</li> </ol>	Short term	Thanet District and Kent County Council's officers time Procurement of robust baseline information potentially available within existing budget	A bespoke Transport Strategy for Thanet  Smooth, convenient, efficient and sustainable travel.  Lobbying support and/or policies to secure funding to deliver key transport infrastructure and service improvements.  Policies for charging and the provision of quality parking across the district and its town centres.
P.2.4	Pursue investment in HS1 and review existing station capacity to maximise benefits of rail infrastructure to key assets	Kent County Council <a href="#">East Kent Regeneration Board, Thanet District Council</a>	<ol style="list-style-type: none"> <li>1. Review the business case for enhancing station capacities</li> <li>2. Assess the economic impact of enhanced rail infrastructure on Thanet's keys assets</li> <li>3. Explore the option of addressing park and ride facilities in the district</li> </ol>	Short term	Kent County Council Resources Thanet District Council officer time	Enhanced transport capacity to support growing and regional activity, for example the Airport and Discovery Park

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P.2.5	Work with the East Kent Spatial Development Company to review alignment of its objectives with Thanet's corporate priorities.	Thanet District Council <a href="#">East Kent Spatial Development Company</a> , Kent County Council	<ul style="list-style-type: none"> <li>1. Review the capacity of East Kent Spatial Development Company to deliver further infrastructure within the district</li> <li>2. Depending on the outcome of the review, ensure that Thanet projects form part of the Company's business plan</li> </ul>	Short term	Thanet District Council Officer time	Make best use of the resources made available to Thanet
P.2.6	Develop a priority programme of sites and properties in Thanet and identify opportunities for local authority and private sector collaborations, partnerships and/or joint ventures	Thanet District Council <a href="#">Kent County Council</a> , Homes and communities Agency, private sector, Local Enterprise Partnership, MACH	<ul style="list-style-type: none"> <li>1. Create a priority list of sites, in partnership with key stakeholders to develop the way forward for the sites/properties. Prepare potential development schemes and drawings for the programme</li> <li>2. Promote the sites/properties and review how they might be delivered through partnerships and/or joint ventures</li> <li>3. Ensure that the Council makes best use of its property portfolio through completion of the Asset Management Strategy and better understand the wider public sector asset base in the district that might provide opportunities</li> <li>4. Use existing collaboration agreements, such as with the Thanet and East Kent Chamber of Commerce and Jobcentre Plus agreements as models to work with other organisations</li> <li>5. Ensure the Council has a good commercial awareness through a review of potential public and private sector partners and access to appropriate skills</li> <li>6. Understand better how to maximise the potential of private sector finance</li> <li>7. Using the priorities of the East Kent Growth Strategy identify partners to apply for relevant infrastructure funding</li> <li>8. Work with partners to review available mechanisms to deal with persistent market failure</li> <li>9. Identify a pool of talent of high level representatives who can support the regeneration agenda and potential chair/host subject specific groups</li> </ul>	Short term	Thanet District Council Officer time External funding	Delivery of key developments in Thanet  Strong public and private sector partnerships in Thanet
P.2.7	Bring long-term empty properties back into use as homes	Thanet District Council <a href="#">Kent County Council</a> , Homes and Communities Agency	<ul style="list-style-type: none"> <li>1. Deliver 30 units of affordable housing through purchase repair – Mar 2015</li> <li>2. Deliver 20 units of affordable housing through lease repair – Mar 2015</li> <li>3. Finalise the draft Delivery Plan – August 2013</li> <li>4. Identify funding sources and apply where relevant to deliver bringing empty properties back into use, for example the Homes and Communities Agency Empty Properties Round two bid for empty units above retail properties – March 2013</li> </ul>	Medium term	Thanet District Council Officer time No Use Empty initiative, Homes and Communities Agency Affordable Homes Programme, Townscape Heritage Initiative	Reduction in number of empty properties across Thanet Increase in number of high quality homes available in Thanet
P.2.8	Ensure that all properties have access to a 2MB broadband service and improve access to superfast broadband services	Kent County Council	<ul style="list-style-type: none"> <li>1. Award delivery contract for the broadband service with completion by the end of 2015</li> <li>2. Address perceptions about the benefits of delivering free Wifi, highlight what already exists via the market and promote</li> </ul>	Medium term	Kent County Council and BDUK Thanet District Council Officer time	Improved broadband access for businesses and households
P.2.9	Through the Live Margate Housing Intervention Programme, transform the housing market within the wards of Cliftonville West and Margate Central	Thanet District Council Kent County Council, Homes and Communities Agency	<ul style="list-style-type: none"> <li>1. Rebalance the housing market in Cliftonville West and Margate Central by: <ul style="list-style-type: none"> <li>- Increase the proportion of family homes</li> <li>- Improve living and housing standards</li> <li>- Encourage investment and owner occupation</li> </ul> </li> <li>2. Acquire and refurbish 300 units to create a tipping point to attract private sector investment – by 2020</li> </ul>	Long term	Thanet District and Kent County Council's Growing Places Fund Empty Homes Clusters Fund Private sector investment	More balanced housing market created with a mix of tenure. Better quality of housing in the area.  Private sector investment in attractive housing.  Reduction in social issues within the area such as Anti Social Behaviour
P.2.10	Deliver the Thanet Housing Strategy	Thanet District Council Homes and Communities Agency, Department for Work and Pensions	<ul style="list-style-type: none"> <li>1. Deliver 280 new affordable homes for rent and low cost home ownership by 2016</li> <li>2. Explore the potential to deliver local authority shared ownership accommodation</li> <li>3. Support the production of housing policies in the Local Plan to provide the right mix and type of market housing to reflect needs and aspirations, and support Thanet's economic regeneration</li> <li>4. Contact all housing associations with housing stock in Thanet and other Housing Associations working in Kent, to discuss development opportunities in Thanet.</li> <li>5. Ensure the strategic housing priorities for Thanet are integrated into the East Kent Regeneration Board discussions and objectives</li> </ul>	Long term	Thanet District Council Officer time Homes and Communities Agency resources	Provide good quality housing that is affordable, which meets people's changing needs and aspirations and is located within pleasant, safe and sustainable communities.

## Priority three: Green economy

No	Action	Lead and partners (subject to discussion with partners)	Milestones	Timescale	Resources	Outcome
P.3.1	Through consultation with businesses develop a good understanding of the different elements of the sector; who are the businesses and how to work with them.	Thanet District Council <a href="#">Locate in Kent</a> , Kent County Council, private sector organisations, East Kent College	<ul style="list-style-type: none"> <li>1. Through the Fusion Project review the supply chain mapping exercise to identify Thanet businesses</li> <li>2. Deliver an audit of what business activity is taking place within the low carbon and renewable energy economy in Thanet, researching what businesses there are and where they are based. Map what local services are available and identify the gaps, based on an understanding of what is required through the consultation with the private sector</li> <li>3. Working with partners deliver a 'green sector' conversation to explore the opportunities available for a low carbon economy to thrive, with specialists and businesses</li> <li>4. Host a skills conversation in Kent, with education providers, Crown Estates, the Sector Skills Council and other relevant bodies to ensure that we are taking advantage of the opportunities being presented</li> <li>5. Identify the timeline for supply chain delivery to the windfarm operations and maintenance contracts</li> <li>6. Review opportunities for businesses to deliver through consortiums and what support they require to do this</li> <li>7. Identify any patterns and cross delivery opportunities of 'green' business in Thanet</li> </ul>	Short term	Thanet District Council, Kent County Council and Locate in Kent officer time Fusion Programme delivery Resources required	The public sector is informed and enable to engage with the private sector through relevant conversations.  A good understanding of businesses working within the green sector across Thanet.  Consortiums developed with a good understand of the Operations and Maintenance contracts.  Identify cross delivery, skills and knowledge share opportunities
P.3.2	Deliver a programme of marketing and promotion to the green sector	Thanet District Council <a href="#">Locate in Kent</a> , Kent County Council	<ul style="list-style-type: none"> <li>1. Develop and improve the Port of Ramsgate website</li> <li>2. Establish mechanisms to promote the area and activities at the Port through the press</li> <li>3. Ensure that links are developed between the sectoral promotion and Kent County Council's Grow for it campaign and the opportunities through Expansion East Kent</li> <li>4. Improve links with the development of the Kent Wind Energy Network</li> </ul>	Short term	Thanet District Kent County Council's officer time with Locate in Kent activities through the Kent Core	Use all media routes to promote the area as a hub for green and sustainable technologies and development.  Marketing tools kept up to date Advantage taken of external programmes
P.3.3	Identify requirements for an exemplar green technology/ renewable energy facility in the area.	Thanet District Council/ Kent County Council <a href="#">Private Sector</a>	<ul style="list-style-type: none"> <li>1. Create a brief for consultants to produce a feasibility study into the development of a visitor and innovation centre for low carbon technologies</li> <li>2. Identify potential private sector partners to work with on the scheme and develop a relationship with them during the feasibility process</li> <li>3. Review the potential funding and delivery options based on the results of the feasibility study</li> </ul>	Short term	Thanet District and Kent County Council's officer time, Fusion Programme	Funding and delivery model sought and developed.  An exemplar green technology building, drawing businesses to the district
P.3.4	Investigate other sources of renewable energy and identify whether we can take advantage through existing infrastructure	Thanet District Council <a href="#">Locate in Kent</a> , Kent County Council, Government Departments, private sector	<ul style="list-style-type: none"> <li>1. Research what opportunities are available through consultation with partners, government organisations and the private sector</li> <li>2. Understand their requirements and identify resources within the district to support these</li> <li>3. Develop a plan to take advantage of and support the development of any potential new opportunities</li> </ul>	Short term	Thanet District Council officer time	Being asset/strategically ready to take advantage when the opportunities become available
P.3.5	Understand the relationship between Thanet's economy, Discovery Park and Dover District	Thanet District Council <a href="#">Dover District Council</a> , <a href="#">Discovery Park Ltd</a>	<ul style="list-style-type: none"> <li>1. Develop a programme of engagement with Discovery Park Ltd and Dover District Council to ensure joined up working and support</li> <li>2. Identify opportunities available along the Richborough Corridor with regards to green industries</li> </ul>	Short term	Thanet District Council officer time	Maximise opportunities between significant assets within the Richborough Corridor
P.3.6	Help deliver potential waste sites and opportunities for waste to energy in the district	Thanet District Council <a href="#">Locate in Kent</a> , Kent County Council, private sector engagement	<ul style="list-style-type: none"> <li>1. Respond to future consultation and enquiries from Kent County Council in a timely manner and ensure updates from the Kent planning Policy Forum are shared where relevant.</li> <li>2. Support appropriate development by liaising with potential developers</li> </ul>	Short term	Thanet District Council officer time	Published Minerals and Waste Plan. Contact from potential developers Development of sites
P.3.7	Deliver an Air Quality Action Plan for the district	Thanet District Council	<ul style="list-style-type: none"> <li>1. Enables joint working and support for the planning process and the delivery of transport actions</li> <li>2. Provide an annual report to DEFRA on the targets from the action – annually</li> </ul>	Short term	Thanet District Council officer time	Provide a strategic approach to improving air quality in Thanet through reduced pollution and improved traffic flows
P.3.8	Work with partners to take advantage of the opportunities available through Government policies and programmes for carbon neutral activities	Thanet District and Kent County Council <a href="#">Kent and Medway Partnership</a> , Kent Forum	<ul style="list-style-type: none"> <li>1. Deliver a Thanet based pilot as part of the initial £18m Eco funding for pilots within Kent</li> <li>2. Improve local publicity and signposting so households and businesses are aware of existing schemes to reduce their environmental impact</li> <li>3. Encourage small scale renewable energy installations in communities, employment sites and housing estates</li> <li>4. Identify funding and partnership opportunities with the Technology Strategy Board</li> <li>5. Develop local actions and projects to support the Climate Local Kent Commitment</li> </ul>	Long term	Thanet District Council and Kent County Council officer time Eco Funding Identify other funding resources	Reduction of Co2 emissions, savings in energy costs for householders and business.  Increased renewable energy production; reduced energy bills.  Increased revenue possibility via 'feed in tariffs'.

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## Priority four: Heritage, culture and the visitor economy

No	Action	Lead and partners (subject to discussion with partners)	Milestones	Timescale	Resources	Outcome
P.4.1	Develop and Implement the Destination Management Plan	Thanet District Council <a href="#">Visit Kent, Blue Sail, local partners and the private sector</a>	<ul style="list-style-type: none"> <li>1. Deliver a series of consultation sessions and workshops to create and understanding of 'our place', develop a strategic review and headline priorities. Use the headlines to develop an action plan and consult on the final document</li> <li>2. Start recruitment for a Destination Management Plan Co-ordinator</li> <li>3. Create a Project Delivery Group with membership drawn from the public and private sector as required, as a sub-group of the Thanet Regeneration Board</li> <li>4. Develop a project management programme for the three priority areas <ul style="list-style-type: none"> <li>- Priority one - Beach Management and Development</li> <li>- Priority two - Coastal Regeneration</li> <li>- Priority three - Telling our stories</li> </ul> </li> </ul>	Short term	Thanet District Council officer time and budget	Higher profile of Thanet as a place to visit for quality English coastline and seaside towns. Numbers of jobs created and sustained. Growth in volume and value of tourism. Number of bedspaces and room occupancy.
P.4.2	Deliver an annual marketing and PR plan that positions Thanet as a leading destination for day trips and short breaks	Thanet District Council <a href="#">Visit Kent, tourism sector businesses</a>	<ul style="list-style-type: none"> <li>1. Develop and deliver a marketing and PR plan</li> <li>2. Launch the new multi platform visitor information website</li> <li>3. Allow visitors to build their own itineraries online, through grouping together and suggesting types of activities</li> </ul>	Short term	Thanet District Council officer time Visit Kent, Partners in the Destination Management Plan	Greater community pride and cohesion between the coastal towns. Stronger industry and public sector partnerships.
P.4.3	Provide a coordinated approach to visitor information provision across the district	Thanet District Council <a href="#">Local partners, private and third sector organisations</a>	<ul style="list-style-type: none"> <li>1. Develop a business plan for the Visitor Information Services including volunteer run services, information points and ambassadors. The plan will identify actions for delivering and improving services</li> </ul>	Short term	Thanet District Council officer time Tourism budget	Greater visitor satisfaction
P.4.4	Support the East Kent bid for UK City of Culture 2017	East Kent Regeneration Board, <a href="#">MACH</a> , <a href="#">Turner Contemporary</a> , <a href="#">Manston Airport</a>	<ul style="list-style-type: none"> <li>1. Initial bid to be completed</li> <li>2. Announcement of shortlist</li> <li>3. Engage creative practitioners to develop the bid</li> <li>4. Work with the airport operators to maximise visitors through their access to international markets</li> </ul>	Short term	Thanet District Council officer time	More visitors, including international Increased visitor spend More overnight stays
P.4.5	Explore the cultural offer across Thanet	Turner Contemporary <a href="#">Kent County Council</a> , <a href="#">Thanet District Council</a>	<ul style="list-style-type: none"> <li>1. Work with Turner Contemporary and Ramsgate arts groups to explore the opportunities to extend the impact of 'Turner effect' across the district</li> <li>2. Identify opportunities of working with Kent County Council East Kent Arts activities to promote the cultural offer in Thanet</li> </ul>	Short term	Turner Contemporary and Thanet District Council officer time	Exploit the district as a creative destination
P.4.6	Through the Margate Arts Culture Heritage partnership identify opportunities to grow and sustain the creative sector in Margate	<a href="#">MACH</a> , <a href="#">Thanet District Council</a> , <a href="#">Kent County Council</a> , <a href="#">Crate and Limbo</a> , <a href="#">private and third sector organisations</a> , <a href="#">European Partners</a>	<ul style="list-style-type: none"> <li>1. Identify derelict sites that MACH can support to bring back into use</li> <li>2. Research the opportunities to deliver a Community Trust organisation in Margate/Thanet to support the area's heritage assets for future use and enabling best use of them</li> <li>3. Deliver a creative work hub in the Margate Media Centre</li> <li>4. Work with the private sector to deliver new/enhanced public space and artists' studio complex in Bilton Square</li> <li>5. Refine the partnership approach to identify proposals for key heritage sites that provide opportunities to support the creative sector</li> </ul>	Short term	MACH, Thanet District and Kent County Council's officer time Funding from INTERREG, Kent County Council, MACH, Private sector, Art Council	Sites bought back into regular use. New creative industries established with increased footfall in the Old Town. Funds raised for restoration Increased public access to historic sites
P.4.7	Deliver a Heritage Strategy for Thanet	Thanet District Council <a href="#">English Heritage</a> , <a href="#">Kent County Council</a> , <a href="#">local interest and heritage organisations</a>	<ul style="list-style-type: none"> <li>1. Deliver a programme of research into the heritage of Thanet, to develop and demonstrate an understanding of the historic environment of Thanet, including an assessment of the significance of heritage assets and the contribution they make to the environment</li> <li>2. Create a map based resource for presenting and sharing the information</li> <li>3. Use the evidence to inform the Local Plan and the development of planning policy</li> <li>4. Develop the heritage strategy and action plan including priorities and work streams for future heritage work, through consultation with the community</li> <li>5. Support delivery of the strategy and action plan</li> </ul>	Short term	Thanet District and Kent County Council's officer time Additional staff resource will be required Funding request made to English Heritage.	Evidence gathered about the historic environment, including a central map based resource available to the public

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P.4.8	Develop a Tourism Training Academy as part of developing skills within the hospitality and tourism sector	East Kent College <a href="#">Thanet District Council</a> , Visit Kent	<ul style="list-style-type: none"> <li>1. Identify specialist facilities for delivering sector specific training, for example identify opportunities for a training restaurant in Thanet, away from the East Kent College campus</li> <li>2. Review potential tourism and hospitality related opportunities for the Yarrow building on the East Kent College campus</li> </ul>	Short to Medium term	Identify potential funding sources	High level of skills within the hospitality sector use of vacant properties
P.4.9	Continue the successful delivery of the 10 Year Cultural Vision for Margate (2009-2019)	MACH, Thanet District Council, Kent County Council, Turner Contemporary, Dreamland Trust, Visit Kent	<ul style="list-style-type: none"> <li>1. Develop a delivery plan for the next two years (2013-2015) in partnership with key cultural organisations and funders:</li> <li>2. Share successes to date via Creative Margate website and launch event</li> <li>3. Take the plan to the Council's Senior Management Team</li> </ul>	Short to Medium term	Thanet District Council officer time, Funding via MACH, Arts Council England, Heritage Lottery Fund, English Heritage, Thanet District and Kent County Council, and private sector	A plan for the cultural sector Funds raised and secured for investment in cultural infrastructure Improved and expanded cultural offer
P.4.10	Develop the digital creative sector in Thanet	Thanet District Council <a href="#">Marine Studios</a> , Kent County Council, Education providers and Health providers including, Health and Wellbeing Board, Coastal Commissioning Group	<ul style="list-style-type: none"> <li>1. Develop a vision and strategy for the digital sector identifying what the strategic actions are to develop the sector, using GEEK and feedback from the 2013 Digital Sector Conversation. Use it as a mechanism for encouraging growth and investment and to highlight how organisations, businesses and people might fit into the bigger picture</li> <li>2. Scope the opportunities for delivering a digital healthcare conference. Building on initial discussions with KCC and health care providers, identify how to develop a route to marketing within the healthcare sector by bringing it together with relevant digital businesses</li> <li>3. Identify opportunities of being involved in the Games4Change European network</li> <li>4. Develop a network of organisations who have participated in the development of the digital sector via the various events and activities. Identify the opportunities of the private sector hosting and running network events and further sector conversations</li> <li>5. Support the continued delivery of the GEEK Festival, working with the delivery organisation to access funding and the partners to develop the programme and other activities outside the core festival week. The aim is to create a sustainable festival that can operate without public sector funding</li> </ul>	Short to Medium term	Thanet District Council officer time MACH with Interreg funding Funding via Arts Council, Thanet District Council, Kent County Council, private sector and sponsorship Researching other funding opportunities	An active digital sector in Thanet, taking advantage of the critical mass available in Kent and growing.  A sustainable digital festival in GEEK, drawing people into Thanet nationally and internationally.  Innovative solutions to healthcare issues being faced by the district
P.4.11	Deliver the Dalby Square Townscape Heritage Initiative Scheme	Thanet District Council <a href="#">Heritage Lottery Fund</a>	<ul style="list-style-type: none"> <li>1. Improve 30 buildings through the grant programme</li> <li>2. Deliver public realm improvements</li> <li>3. Bring three empty properties back into use</li> <li>4. Support two 'Conservation Enterprises' to be created</li> <li>5. Develop a community education and involvement programme</li> </ul>	Short to Medium term	Thanet District Council officer time Heritage Lottery and Thanet District Council funding	Improved quality of life for the residents of Dalby Square
P.4.12	Review what opportunities are available to the district through funding from the Heritage Lottery Fund	Thanet District Council <a href="#">Heritage Lottery</a> , Community Groups, 'Friends Of' organisations	<ul style="list-style-type: none"> <li>1. Identify the opportunities to deliver further Townscape Heritage Initiative schemes in the district. Review the possible schemes, development of the application would require 5% of the costs to be met by the Council (c£2,500) and an application for one scheme could be submitted by 31 August, 2013 (submissions accepted annually at the end of August). If successful, identify budget for match funding for the scheme - up to £1m is 5% match funding, over £1m is 10% match funding</li> <li>2. Review the possible projects that could access Heritage Grants for their regeneration. The funding programme is a two round process and takes rolling applications. The programme provides grants from £100,000 to over £10m and requires an element of match funding (project dependent)</li> <li>3. Identify the opportunity to access Parks for People funding. The funding programme is a two round process with first round applications due by February and August annually. The grants provide from £100,000 to £5m with 5% match funding required for up to £1m and 10% for over £1m.</li> <li>4. Review the potential to access Places of Worship funding. The funding programme is a two round process and takes rolling applications. The programme provides grants from £100,000 to £250,000 and requires an element of match funding (negotiable)</li> <li>5. Review the below projects for the potential to access Heritage Enterprise funding (once the criteria is announced). The programme is two round processes and details are expected at the end of April 2013. The programme provides grants from £100,000 to £5m.</li> <li>6. Understand the opportunities that will arise from the Skills for the Future funding programme, which has yet to be announced. The programme provides grants from £100,000 to £1m, match funding a minimum of 5%.</li> <li>7. The Catalyst Heritage programme is a single round process with a deadline of August 2013. It provides grants of up to £10,000 from HLF (or Arts Council) to increase fundraising capacity and does not require match funding.</li> </ul>	Short to Medium term	Thanet District Council officer time.  Match funding to be sought for all levels of project	Heritage funding bought into the area.  Supported and improved heritage assets across the district.  Engagement with organisations interested in heritage assets in Thanet

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P.4.13	Support the creation of a training facility/ academy for the digital economy and creative sector	East Kent College <b>Thanet District Council, Private Sector</b>	1. Access £3.3m funding for a creative arts centre to include a theatre, digital media suite and music performance spaces to open 2. Develop a quality scheme to fit within the campus 3. Identify a relevant programme of delivery to enhance the digital and creative economy and support its sustainability within the Thanet economy through training opportunities	Short to Medium term	Government Grant Private Sector funding East Kent College and Thanet District Council officer time	Quality, joined up creative and digital training in the district
P.4.14	Create a Risk Register of Heritage assets	Thanet District Council <b>Community and third sector organisations</b>	1. Mobilise the Conservation Area Action Groups and Civic Societies to assess the condition of the historic building stock of the district 2. Provide a database which would identify the most efficient use of resources in sustaining these assets	Short to Medium term	Funding resources required to enable the third sector to deliver	Sustainability of the heritage assets in Thanet
P.4.15	Support the development of enterprise skills in the third sector to enable them to take advantage of existing assets and funding opportunities	Thanet District Council <b>Friends of Margate, Museum, Friends of Tudor House, Dickens Fellowship, Margate Conservation and Heritage Federation, Crate, Limbo, Resort Artist Group</b>	1. Support organisations to develop capacity to operate key heritage sites to improve the visitor offer 2. Work with heritage groups to strengthen the cultural impact of Thanet's assets 3. Facilitate delivery of training and skill development of volunteers in heritage assets 4. Facilitate the development of credible networks between the different sectors to enhance mutual exchange of skills and services to enhance the local economy - Provide learning and mentoring opportunities between local organisations to share experiences in capital development, management of space and models to achieve sustainability: Create Limbo share knowledge - Networking opportunities developed and regularly held between creative and non-creative sectors to encourage bartering/trading and the flow of ideas and knowledge between sectors: museums as host centres	Short to Medium term	Thanet District Council officer time Friends of Margate Museum, Dickens Fellowship, MACH, Heritage Lottery Fund	Improved heritage and cultural offering. Increased usage/visits Improved sustainability of third sector organisations Funds raised for restoration of buildings and art collection Sustainable future for the museums. Heritage trails operating in Margate and Broadstairs
P.4.16	Use events to support the regeneration of the area	Thanet District Council <b>Visit Kent, Broadstairs and Ramsgate Town Council's, Margate Charter Trustees</b>	1. Review 300 land hires, identify viable events and support to grow 2. Identify economic impact of the Council's events funding. Provide a model/template for organisations to complete, with training, to complete and identify the impact of their events 3. Promote the area as a destination for large scale, national events to take advantage of the areas assets, including land and venues. Diversify the kinds of activities that take place in Thanet Develop a plan to identify sponsorship opportunities	Short to Medium term	Thanet District Council officer time	Events bring visitors into the area. A quality programme of events across the year. Proven economic impact of event funding.
P.4.17	Deliver a regeneration programme of Margate's heritage leisure buildings	Thanet District Council <b>Kent County Council, Your Leisure, Dreamland Trust</b>	1. Identify future potential of the Winter Gardens - Recruit consultants to develop a first stage report into the future options for the Winter Gardens, and the Dreamland Cinema - Updated reporting and monitoring process in place - With Your Leisure to identify viable funding sources to repair the building fabric and upgrade facilities 2. Identify future potential of the Theatre Royal - Recruit consultants to develop future options for the Theatre Royal - Management Agreement in place for a minimum of three years period - Ten year business plan developed for the theatre 3. Deliver the Dreamland Park project – A Park of thrilling heritage rides - Following the successful Compulsory Purchasing decision of the Dreamland site achieve vestment of the land to enable works to start - Work with Hemingway Design to engage with local communities to - Opening during 2014, depending on legal matters 4. Identify the future potential of the Dreamland Cinema Complex and Ballroom (using consultancy work completed alongside the Winter Gardens)	Medium to long term	Thanet District Council officer time Funding sources to be identified	Improved cultural offering; increased usage/visits. Sustainable future for the assets. Refurbishment of key sites in Margate. Deliver aspirations of residents and visitors
P.4.18	Deliver a regeneration programme of Ramsgate's waterfront	Thanet District Council	Identify projects and proposals to bring back the use of the number of buildings that are prominent sites in Ramsgate, including: 1. The Royal Victoria Pavilion: Actively promote the transfer of the current long term lease to an investment partner who is able to bring the site back in use, reflecting a balance of primarily commercial development, but linked to community uses. 2. Ramsgate Tunnels: Continuing to support the Ramsgate Tunnels Heritage Group and Ramsgate Town Council to achieve external funding to open parts of the tunnel complex as a visitor and heritage attraction, drawing on their historical usage during the war. 3. Royal Sands: Enabling the completion of the current mixed hotel, commercial and residential development by early 2015, or move to an alternative development proposal if this proves necessary. 4. Motor Museum: Continuing to support Project MotorHouse to achieve external funding to reopen the building as a community facility focussed on young people developing skills by helping run a mixed use venue incorporating an indoor/outdoor theatre, cinema, gallery, shop, offices, function room and restaurant. 5. Amusement Arcade: through the council regeneration efforts, support the development of this privately owned site on the waterfront in Ramsgate	Medium to long term	Thanet District Council officer time Funding sources to be identified	Improved cultural offering; increased usage/visits. Sustainable future for the assets. Refurbishment of key sites in Ramsgate Deliver aspirations of residents and visitors

## Priority five: Skills for employment and growth

No	Action	Lead and partners (subject to discussion with partners)	Milestones	Timescale	Resources	Outcome
P.5.1	Deliver Community Learning Hub's across the district, where need is identified	Work and Skills Group <a href="#">East Kent College</a> , Thanet District Council, Jobcentre Plus, CXK Ltd, Kent County Council, NHS	1. Create a task and finish group to identify the opportunities for 'Learning Hub's' across Thanet 2. Provide resources to deliver a review of need and demand to develop a robust proposal for Learning Hub's 3. Identify potential funding sources to deliver the required Hub's 4. Review potential sites 5. Deliver relevant and viable Learning Hub	Short term	Thanet District Council officer time to develop the proposal	Local skills engagement Community led economic development. Reduced barriers to skills delivery
P.5.2	Deliver a Thanet wide, employer endorsed 'Employability Programme'	<a href="#">East Kent College</a> , CXK Ltd Jobcentre Plus, Kent County Council, Schools, Private Sector	1. Identify a group of private sector organisations (Thanet Business Forum members) to feed into, support development and endorse the programme 2. Develop a list of requirements and training to ensure that young people are ready for employment, through the private sector working group 3. Launch the programme 4. Promote the Employability Programme to ensure young people are ready for work 5. Test and monitor the young people going through the programme to ensure employers agree with the training and that it is working	Short term	East Kent College, Private Sector	Young people able to develop key skills to make them ready to work.  Guaranteed work experience
P.5.3	Deliver an East Kent Skills Plan	East Kent Regeneration Board, Kent County and Thanet District Council's, Education and Skills providers	1. Consult with partners and develop an East Kent Skills Plan 2. Identify a programme of actions to be take forward by partners 3. Identify funding sources to take forward actions	Short to Medium term	Skills Funding Agency	Strategic direction for education and training providers to link with
P.5.4	Identify barriers to Thanet businesses delivering apprenticeships	East Kent College <a href="#">Thanet and East Kent Chamber of Commerce</a> , private sector, apprenticeship providers Kent County Council	1. Report commissioned via the Thanet and East Kent Chamber of Commerce, to highlight the barriers identified by small and medium enterprises for taking on apprentices 2. Create a local model for the delivery and support of quality apprenticeships, to include the 'on and off' the job training, wages and wrap around support 3. Develop a Thanet Apprenticeship charter as part of an East Kent Apprenticeship Academy, to promote quality apprenticeships and therefore encouraging young people into this route to employment and creating jobs that are sustainable	Short to Medium term	East Kent College and private sector	Increased awareness and understanding of quality apprenticeships.  Private sector engaged in supporting young people into work
P.5.5	Align skills development with current and new industries in Thanet. Deliver the right practical skills required for 'the job' and high level skills to 'lead the industry'	Thanet Regeneration Board <a href="#">Thanet District and Kent County Council's</a> , East Kent College, Canterbury Christ Church University, schools and Private Sector	1. Identify the need for work groups to be developed as part of the Regeneration Board on the below: - Tourism and the hospitality sector - Technologies with a focus on green industries - Creative and digital sector - Life sciences associated with Discovery Park 2. Carry out detailed audits of each priority sector to understand the training programmes currently on offer and the potential job opportunities 3. Create and promote case studies for the priority sectors that clearly outlines the opportunities and future career prospects to local people	Short to Medium term	Thanet District and Kent County Council's officer time  Funding resources to be identified	Sector specific training and skills development.  Growth in specific sectors in Thanet.  Engagement with the private sector
P.5.6	Identify the provision of STEM (Science, Technology, Engineering, Maths) training	Kent County Council <a href="#">All education providers in East Kent</a>	1. To carry out a detailed audit of STEM provision (in East Kent) to understand the training programmes currently on offer and the resulting gaps 2. Feed into the East Kent Skills plan to ensure that the right skills are being delivered, to take advantage of opportunities across East Kent	Short to Medium term	Kent County Council and education providers	Quality delivery of key STEM courses
P.5.7	Review how the partners can engage with the CITB	Thanet Regeneration Board <a href="#">CITB Construction skills</a>	1. Identify how each of the partners can use construction projects to support skills development and apprenticeships in Thanet 2. Assess the opportunity to use local policies and procedures to promote the activities of CITB	Medium Term	Officer time	Young people able to develop key skills in construction
P.5.8	Establish a strategic education and skills group in Thanet	Schools, further and higher education providers	1. Identify the potential attendees, from school, further and higher education and private sector training organisations 2. Recruit an independent chair, with an understanding of education, not linked to any one organisation 3. Set the agenda and the strategic context, presenting opportunities to feed into the regional/national context	Long term	To be identified	Strategic engagement and direction setting across all levels
P.5.9	Create the right learning environment for young people	Schools, further and higher education providers	1. Review how learning should be structured in a way to engage young people, with meaningful training for employment from the age of 14. 2. Identify the opportunity to develop a first class training facility that provides a clear pathway through secondary education, further training and into employment.	Long term	To be identified	Improved attainment at Key Stage four.  Reduce NEETs