



ASHFORD'S FUTURE
PRIORITIES FOR GROWTH

Final Report
June 2005

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INTRODUCTION

Executive Summary

'Priorities for Growth' has been produced by the economic sub-group of the Ashford Future Board and describes the range of economic activities and investments that are necessary to deliver sustainable communities in Ashford, including 31,000 new homes and 28,000 new jobs by 2031.

The subgroup includes representation from a range of public, community and private sector partners who are committed to delivering Ashford's economic vision through the development, implementation and monitoring of transformational and enabling economic projects.

The partners have sought to ensure these actions complement and actively promote the draft Greater Ashford Development Framework (GADF) and consider the full economic implications. Project development has also been more widely informed by market intelligence, outside of the GADF process, including the 2004 Locate in Kent Sector Development Study.

In seeking to support economic growth to underpin the Government's Sustainable Communities Plan for Ashford, this document is complementary to, and consistent with, the South East Regional Economic Strategy, the Channel Corridor Partnership Area Investment Framework, Ashford's Community Plan and the strategies of the other partners in Ashford's Future.

Partnership working is critical to the success of the Ashford's Future project and the economic sub-group will continue to draw together all the key agencies to drive delivery and monitor performance against the plan. The group will review activities annually against stretching targets and objectives, and will seek to ensure that the plan remains a relevant and effective tool for promoting sustainable economic growth, responsive to the changing environment of Ashford.

Cllr Paul Clokie
Leader, Ashford Borough Council
Chairman, Ashford's Future Board

Robyn Pyle
Chairman, Ashford's Future Board Economic
Sub Group

Structure of the Plan

This document starts by articulating the vision for Ashford and the supporting strategic objectives and quickly moves into a description of actions arranged into four sections each making a distinct contribution to delivery of the Regional Economic Strategy and local investment plans: (1) enabling leadership; (2) place making; (3) developing communities; and (4) creating competitive businesses.

A fully costed implementation plan will form as capital projects are developed and partners formalise investment commitments. As many of these projects are fundamental to delivering the economic vision they have included as a discreet section (see Appendix A: Significant Capital Projects) and separate steering groups will be formed to drive these through to delivery. The spatial dimension of the plan is captured and for each capital project there is an indication of whether a general location or specific site has been allocated. Other projects contained within the plan are enabling projects, targeted to encourage a step change in the economic performance of the town.

All projects have been numbered and assigned a timetable for action whilst criticality of the projects is also included to give a priority emphasis. For each project within each section a lead partner and supporting partners have been identified. These responsibilities have been summarised by lead partner to produce a Charter for Action (see appendix B). Due to the crosscutting nature of many of the projects there are strong linkages between sections and the plan needs to be considered in its totality.

Performance Framework

A framework of primary and secondary performance indicators will provide ambition and focus to the range of activities being undertaken. These measures will provide an essential guide to the success or failure of the economic work and will particularly focus on:

- Job generation rates;
- Number of homes built year on year;
- Investment into the town;
- Business formation rates year on year;
- Productivity levels; and
- Skills development.

Robust and rigorous measures, supported by an effective monitoring system, will mean that results will be measured against critical items. The economic sub-group will monitor performance reporting progress or blockages to the Ashford's Future Board. The review process will focus on delivery, particularly of critical projects, within a strategic context to ensure maximum impact from the activities whilst addressing the implications. A series of regular updates will also be given to the Executive Delivery Managers' Meetings.

A version of this document is available on the Ashford's Future website at <http://www.ashfordsfuture.org>

Vision For Ashford

Ashford will become ...

“A Strong, self-sustaining and growing town, recognised as a world-class exemplar location combining an environment rich in resources with a technologically enabled, knowledge based learning economy.

Recognised for the excellence of its physical, cultural, economic and digital connectivity with its surrounding region, the UK, Europe and the wider world.

The preferred location in the South East where, given the quality of the built environment and the quality of life, people of all ages aspire to work, study, live, relax and visit, and can fulfil their potential.”

To support the direction given by the vision eleven strategic objectives have been identified from the baseline data collated by Ernst and Young. A full copy of the baseline report, which has helped identify the Priorities for Growth, is also available on the Ashford Borough Council website at <http://www.ashford.gov.uk>

In summary the strategic objectives are:

- 1 To have in place strong political, community and business leadership to create an environment conducive to realising Ashford’s vision;
- 2 To develop a unique identity and powerful economic brand that can be used to promote Ashford;
- 3 To grow Ashford’s economy in a way that considers the views of the existing community and is complementary to those of the surrounding towns and coastal areas, bringing benefits to the sub-region and region more broadly;
- 4 To ensure that Ashford’s infrastructure of road, rail and other physical as well as digital infrastructure is exemplary in order to support and drive forward growth;
- 5 To improve the ability of property markets: industrial, commercial, office and residential to support Ashford’s future needs;
- 6 To revitalise the town centre as a venue for living, retail, leisure, business and related activities;
- 7 To improve significantly the provision, uptake and completion of education, learning and skills programmes within Ashford;
- 8 To retain a larger share of Ashford’s 15-34 year old age group to live, work, study and pursue their careers within Ashford, and to attract members of that age group from outside by provision of education, leisure and employment opportunities;
- 9 To identify and support initiatives to enhance the quality of life for residents and visitors in Ashford;

- 10** To grow Ashford as a community with active participation in creating the future, enabling all to take advantage of the opportunities offered by growth, ensuring that local transformations benefit all segments of the population, particularly those in greatest need of economic inclusion; and
- 11** To build on the strong base of small business, attracting more businesses to locate in Ashford, facilitating new firm creation through the provision of enabling infrastructure, and encouraging the development of Ashford's reputation as the best place to do business.

SECTION 1

ENABLING LEADERSHIP:

Ensuring strategic direction, effective management and strong communications

There are three thematic objectives within this section of the plan:

1.1 Leadership

Ashford faces radical change: This means making fundamental decisions that will often require speedy responses. Strong leadership with clear strategic direction is required to ensure that issues are addressed head on, decisions taken, and action monitored into delivery and beyond into evaluation. It is therefore important that there is strong political, community and business leadership supported with effective management in order to create an environment conducive to realising Ashford's Future.

1.2 Identity and Communication

Without a clear and well-defined identity Ashford will not be able to signal to its inhabitants and prospective markets what it is and what it stands for – both economically and socially. Ashford's identity should be made up of and reflect Ashford's past, its present and importantly its future aspirations. Identity will define and differentiate Ashford from its surrounding area. It is therefore vital that a unique identity is defined that can be used to promote and secure investment into the town.

1.3 Sub-regional Integration

It is important that Ashford maximises the outcomes and impact from existing economic development initiatives and partnerships to ensure there is not wasteful duplication, nor unnecessary competition, for investors or limited resources. It is vital that Ashford's economy grows in a way that considers the views of the existing community and is complementary to those of the surrounding towns and coastal areas, bringing benefit to the sub-region and region more broadly.

Actions

LEADERSHIP (Strategic Objective 1)					
Project No.	Name	Description	Time-frame	Priority	Lead
E1	Economic Leadership	Leadership in Ashford through an effective sub-group reporting into the Ashford's Future Board, meeting on a regular basis to ensure focus and drive the agenda.	Achieved	Critical	AFB
E2	Economic Champions	Identify a high profile private sector champion to chair the economic sub-group and economic development issues of the AF Board. Increase the breadth of the sub-group to include private sector representatives.	Achieved	High	SEEDA
E3	Identify Project Champions	Identify and establish champions to take forward specific projects within the action plan.	05	Critical	ESG
E4	Leadership Capacity Building	Develop a programme to support leaders and champions to build support among stakeholders and the community for the vision and strategy, drawing on experience of other growth areas.	05/06	Medium	ESG
E5	Action Plan Launch	Have a dedicated launch of the action plan to ensure broad understanding awareness and sign-up to the economic vision, strategy and action plan.	05	Medium	ESG

IDENTITY AND COMMUNICATION (Strategic Objective 2)					
Project No.	Name	Description	Time-frame	Priority	Lead
E6	Communications Strategy	Develop a Communications Strategy and materials to sell the vision and priorities for growth to developers, businesses, and relevant parts of the public sector, placing economic development in context of the GADF, ensuring community awareness and engagement.	05	Medium	AFCDT LIK
E7	Ashford Branding	Establish a client group of partners and commission "place marketing" experts to develop a set of clear messages aimed at potential investors. Translate marketing messages into a promotional campaign.	04/05	Critical	AFCDT LIK
E8	Economic Development Service	Establish a one stop economic development service with joint information on services and opportunities in Ashford.	05/06	Critical	AFCDT

SUB – REGIONAL INTEGRATION (Strategic Objective 3)					
Project No.	Name	Description	Time-frame	Priority	Lead
E9	Sub-Regional Economic Development	Explore the complementarity of economic development strategies in East Kent and in the Channel Corridor to identify synergies and develop an approach to the sub-regional economy.	05	Medium	AFCDT KCC CCP EKP SEEDA
E10	Sub-regional Conference	Explore the significance of Ashford Growth in a wider context, defining the most appropriate means to ensure that the investment in Ashford creates new opportunities in the wider Kent area and discuss issues of wider engagement.	05	High	KMEB KCC CCP SEEDA
E11	European Linkages	Explore and maximise European funding streams, partnership and best practice in order to bring about economic, social and environmental renewal as part of the Lisbon agenda.	05/06	Medium	KCC AFCDT KCC CCP SEEDA
E12	Tourism Framework	Development and delivery of a tourism framework for Ashford in support of the GADF, sub- regional and RES priorities.	05/06	High	ABC KCC TSE KTA

SECTION 2

PLACE MAKING:

Delivering high quality design in physical development and effective infrastructure

There are three thematic objectives within this section of the plan:

2.1 Physical and Digital Infrastructure

Job creation and property development (industrial, commercial, office and residential) are dependent on the existence of a supportive infrastructure, the quality of which will differentiate Ashford.

At present there are significant physical infrastructure constraints impacting upon development which must be unblocked to realise Ashford's economic potential: Ashford is well positioned to develop as an exemplary regional transport node linking road (M20, M2), rail (CTRL international and domestic) and air (Kent International Airport, London Ashford Airport). There are also digital constraints but Ashford is well positioned to develop as an e-enabled town, with exemplary fibre and wireless technologies incorporated within its developments.

2.2 Property Markets

Ashford needs to offer a range of high quality, sustainable sites, premises and dwellings that meet a range of market requirements in terms of type, availability, flexibility and price in order to be attractive to various market sectors. Removing factors constraining the supply of space, boosting confidence within the market and promoting sustainable solutions are vital ingredients to ensure that the industrial, commercial, office and residential property offer is of the highest quality and supports Ashford's need to attract quality private sector investment.

2.3 Vibrant Town Centre

A broad ranging approach is needed to revitalise the town centre into a pole of attraction for residents, investors, domestic and international visitors. Revitalising the town centre through improved accessibility, making best use of existing assets and developing the retail offer and evening economy will mean higher rents; improved yields for investment; attraction of prosperous residents and visitors; the retention of young people; and improved local employment. Revitalising the town centre as a venue for living, retail, business and related activities is critical to the success of Ashford as a vibrant community.

Actions

PHYSICAL AND DIGITAL INFRASTRUTURE (Strategic Objective 4)					
Project No.	Name	Description	Time-frame	Priority	Lead
P1	Business Plan for Ashford's Future	Develop a Business Plan detailing infrastructure delivery, a strategic tariff for developer contributions and mechanisms of delivery	05/06	Critical	AFCDT All AF Partners
P2	Domestic Use CTRL	Earliest domestic use of CTRL secured	06/07	Critical	ABC KCC
P3	Ring Road Remodelling	Remodel the Ring Road to remove physical and psychological barriers to allow the town centre to expand and to improve public realm.	07/08	Critical	KCC ABC
P4	Digital and Wireless Technology	Prepare a digital and wireless technology strategy for Ashford to deliver high speed bandwidth cabling to the building.	05/06	Critical	ABC KCC SEEDA

PROPERTY MARKETS (Strategic Objective 5)					
Project No.	Name	Description	Time-frame	Priority	Lead
P5	Provision of Quality Workspace	Bring forward refurbishment of 2,000 sq m of redundant town centre office space at International House to provide quality workspace.	06/07	High	SEEDA
P6	Public Realm Investment Programme	Recycling of asset revenue to pump prime investment in quality public realm/civic programme over and above planned public realm investment.	06/07	Medium	ABC KCC
P7	Provision of Incubator Units	Explore bringing forward a new edge-of-town development of small industrial units (approx 4,000 m ²) and incubators (2,500 m ²) as a market exemplar of sustainable urban design, construction and management and to stimulate economic activity.	07/08	High	SEEDA
P8	Eureka Business Park	Support the development of a flagship business park for the sub-region reinforcing strong physical infrastructure links with hi-tech communications networks, links to Learning Campus, sector development and business support networks.	05/06	Critical	ABC Private Sector
P9	Town Centre Property Renaissance Strategy	Develop a strategy for securing strategic Town Centre properties back into active use and catalyse private sector investment in areas of opportunity.	05/06	Medium	EP ABC SEEDA
P10	Expansion of Town Centre Residential Offer	Promote mixed use residential in town centre sites currently being assembled i.e. Dover Place/Tannery Lane in support of vibrant town centre economy and broad residential offer.	06/07	Medium	SEEDA EP ABC

P11	Promote Development of Affordable Housing	Ensure availability of range of accessible affordable housing (in range of tenures) targeted at young professionals.	07/08	High	ABC EP Housing Corp.
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VIBRANT TOWN CENTRE (Strategic Objective 6)					
Project No.	Name	Description	Time-frame	Priority	Lead
P12	Town Centre Development Partner	Progress procurement process for appointment of private sector partner/partners to bring forward development of key town centre sites.	05/06	High	ABC EP SEEDA KC
P13	Car Park Strategy	Develop and deliver a Car Parking Strategy to ensure that sufficient accessible short stay car parking is available to complement improving public transport, the growing retail / leisure offer and release potential redevelopment sites.	05/06	High	ABC EP SEEDA
P14	County Square Extension	Ensure early delivery of this major extension to the town centre retail offer.	04/05	High	ABC KCC Catalyst Capital ING
P15	Physical Integration of Town Centre/ International Station Developments	Progress land assembly to bring forward comprehensive mixed-use redevelopment schemes at gateway sites linking the existing town centre and the domestic and international stations.	05/06	Critical	SEEDA
P16	Domestic Station Development	In conjunction with Network Rail and the private sector create an exemplary development of the domestic station and forecourt as an appropriate Gateway for Ashford business, retail and tourism.	06/07	Critical	SEEDA Network Rail
P17	Markets	Develop street trading to increase the size and range of market offer to include regular speciality markets. Work with master planning to identify best location for market stalls.	06/07	Medium	ABC Town Centre Part'ship
P18	Town Centre Arts Centre	Explore acquiring a small town centre property for a dedicated Arts Centre with view to build local capacity and develop cultural linkages to Town Centre.	06/07	Medium	SEEDA Arts Council SE, CCP
P19	Business Improvement District	Prepare a Business Strategy for the Town Centre Partnership to manage the effect of growth on the retail and leisure environment and deliver a BID by 2007 to coincide with opening of County Square Extension.	06/07	Low	Town Centre Partners hip ICC

SECTION 3

DEVELOPING COMMUNITIES:

Building vibrant, skilled and successful communities

There are four thematic objectives within this section of the plan:

3.1 Learning and Skills Development

The level of skills and training needs to be increased to provide Ashford's existing and growing population with the necessary tools to survive in an increasingly competitive and knowledge intensive economy. This will serve as a magnet for retaining Ashford's missing generation of 15-34 year olds, and attracting young people from other parts of the region, the rest of the UK and abroad. Widespread access and take-up of lifelong learning for all the community as part of the knowledge economy concept will be critical to the renewed vibrancy of the town. The overriding objective is to improve significantly the provision, uptake and completion of education, learning, and skills development programmes within Ashford, which in turn directly support workforce, business and entrepreneurship development activities contained in section 4.

3.2 Youth Retention

Socio-economic analysis of existing residents in Ashford shows there is clearly a need to retain a larger number share of Ashford's 15 – 34 year old age group. The overriding strategic objective is to encourage a higher proportion of Ashford's 15 – 34 year-old age group to live, work, study and pursue their careers within Ashford and to attract members of that age group from outside the area by provision of education, leisure and employment opportunities.

3.3 Quality of Life

Ashford is well connected and has a generous endowment of natural assets and resources that can form the basis of further development of the tourism and leisure industry. This includes open space, attractive countryside, existing infrastructure of hotel and tourist accommodation, cultural attractions, sports and leisure facilities. Development of these assets will also contribute to the creation of the identity that Ashford aspires to, while supporting several other of the elements underpinning the vision.

It is vital that initiatives to enhance the quality of life for residents and visitors are encouraged, maximising opportunities arising from the cultural heritage and physical location of the town.

3.4 Community Engagement and Participation

Many economic development initiatives are currently underway. It is important that Ashford maximises the outcome of existing initiatives and partnership structures to ensure that there is not wasteful duplication or unnecessary competition for clients or resources. Consideration needs to be given to the aspirations of the Local Strategic Partnership (LSP) which is delivering its three year action plan against a vision of "... a safe, healthy and thriving environment that offers an excellent quality of life to all who live, work and visit

the area....". Equally important is consideration of the totality of offer beyond Ashford to adjacent areas in the sub-region considered by the Channel Corridor Partnership and the East Kent Partnership.

A critical element of work will be to grow Ashford as a community with active participation in creating the future, enabling all to take advantage of the opportunities offered by growth, ensuring local transformation benefits all segments of the population, particularly those in need of economic inclusion.

Actions

LEARNING AND SKILLS DEVELOPMENT (Strategic Objective 7)					
Project No.	Name	Description	Time-frame	Priority	Lead
C1	Learning Vision	Establish a vision for Ashford as a Learning Community as a leading element of the GADF, promoting learning - led regeneration and sustainable development.	06/07	High	AFCDT LSC KCC HEKAM SEEDA
C2	Sectoral Skills Audit	Define existing and future skills priorities for Ashford, in context of the sectoral, occupational, sub-regional and international requirements.	05/06	Medium	LSC CCP
C3	Learning Campus Feasibility Study	Carry out a feasibility study for the creation of an integrate education facility that creates a high quality environment to significantly enhance Ashford's Town Centre.	Achieved	Critical	LSC SEEDA
C4	Learning Campus	Develop an integrated Learning Campus in Ashford.	05/06	Critical	LSC South Kent College HEFC
C5	Integrated Careers Advice Programme	Develop a toolkit for careers advisors to ensure that the full range of career and education opportunities available locally, are promoted to young people.	07/08	High	Connexions KCC SKEBP LSC
C6	Maximise Knowledge Investment	Maximise opportunities arising from existing investment and knowledge strengths in close proximity to Ashford including all HE stakeholders, linking to the economic development service.	05/06	Medium	AFCDT LEA HEKAM HEI providers
C7	International Business School	Work with private sector partners to facilitate the development of an international Business School, integrated into the Learning Campus.	06/07	Medium	ABC LSC Private Sector

YOUTH RETENTION (Strategic Objective 8)					
Project No.	Name	Description	Time-frame	Priority	Lead
C8	Creation of extended Schools	Redefine the role of places of learning in the community by extending the range of services available on education sites building on 'Schools for Future' model	06/07	Low	KCC Schools
C9	Enterprise Learning	Promote partnership between business and education through high quality work-based learning for young people	05/06	Medium	SKEBP
C10	14 – 16 Vocational Provision	Develop a range of high quality vocational provision linked to schools and the learning campus	07/08	High	KCC LSC SKC

QUALITY OF LIFE (Strategic Objective 9)					
Project No.	Name	Description	Time-frame	Priority	Lead
C11	Festivals	Develop a program of annual festivals to support the cultural offer in Ashford.	06/07	Medium	ABC Town Centre Part'ship Arts Council
C12	Green Corridors Project	Improve the urban environment and connectivity across Ashford through linked cycle and walkways including Willesborough Dykes & Victoria Park	06/07	Medium	ABC KCC Environm ent Agency
C13	Country Park	Ensure a Green Lung to balance high-density development to South and South East of Town. Acquire agricultural land and progress development as wetlands and wildlife habitat.	05/06	Medium	ABC Environm ent Agency
C14	Regional Centre of Sporting Excellence	Develop a plan to support the development of a Regional Centre of Sporting Excellence based around the Julie Rose Stadium.	06/07	Medium	ABC Sports Council Private Sector
C15	Multi-purpose Arena	Investigate potential for a major multi-purpose conference/ convention/exhibition centre. Potential for this to be linked to quality business hotel and associated leisure uses.	05/06	Critical	ABC KCC

COMMUNITY ENGAGEMENT AND PARTICIPATION (Strategic Objective 10)					
Project No.	Name	Description	Time-frame	Priority	Lead
C16	Discovery Centre	Bring forward delivery of this combined education and community facility	05/06	Critical	KCC ABC
C17	Local Strategic Partnership	Support LSP as vehicle to coordinate and communicate views of community, business, and voluntary groups.	05/06	High	ABC
C18	Community Forums and Parish Councils	Ensure communication with and participation of the Community Fora and Parish Councils.	04/05	High	ABC
C19	Local Employment Initiative	Develop a bespoke local employment initiative building on best practice in North Kent to provide job/skills brokerage between major investors and local labour.	06/07	High	ABC CCP Jobcentre Developers

SECTION 4

CREATING COMPETITIVE BUSINESS:

Making Ashford an exemplary place to start and grow business

There are three thematic objectives within this section of the plan:

In order to prevent Ashford developing as a dormitory town and to provide employment opportunities to meet the envisaged jobs growth target as set out in the Sustainable Communities Plan, inward investment must increase, the business formation rate must increase and existing businesses must update their activities so that they become increasingly competitive.

4.1 Stimulating Business Formation

Ashford needs to build on its existing base of small businesses by facilitating new firm creation through the provision of enabling infrastructure, high quality tailored advice and support networks that enhance the development of Ashford's reputation as the best place to start and develop a business. This enabling should be complemented by measures to actively stimulate and nurture interest in entrepreneurship at all levels of society.

4.2 Development of Indigenous Firms

To be considered as the best place to do business Ashford must provide an exemplary business support infrastructure in order to support the growth and development amongst indigenous firms. Building on the strengths of existing businesses, encouraging them to grow, facilitating additional clustering, and enhanced aftercare treatment are all vital elements. A vibrant and active business community is a powerful magnetic force. Continuous workforce up-skilling programmes are necessary to ensure that Ashford leads, not just responds, to changing technology and work place processes.

4.3 Inward Investment

Ashford must attract a greater share of inward investment by promoting and positioning Ashford's 'offer', taking advantage of opportunities in key growth sectors. The availability of high quality and well-designed commercial space, with effective linkages to transport infrastructure will support achievements of this objective. Developing and sustaining a workforce skills base that meets the technology and workplace process needs of potential inward investing businesses must be part of the Ashford "Offer".

Actions

STIMULATING BUSINESS FORMATION (Strategic Objective 11)					
Project No.	Name	Description	Time-frame	Priority	Lead
B1	Enhanced Business Support Awareness Programme	Proactive marketing programme to raise awareness of BLK and other partner support services	05/06	High	BLK ICC ACCI FSB, SEEDA IOD, CBI
B2	Business Support for Start-ups	Deliver a targeted programme of support to stimulate greater uptake of start-up services.	2005	High	BLK LIK

DEVELOPMENT OF INDIGENOUS FIRMS (Strategic Objective 11)					
Project No.	Name	Description	Time-frame	Priority	Lead
B3	Knowledge/ Media Industries Workspace	Study to assess demand and resources needed to provide high quality town centre managed workspaces containing mix of hot-desk, hatchery and incubation space.	Achieved	High	BLK SEEDA CCP
B4	Sector Development	Apply BLK sectors model to develop key sector networks and clusters.	Ongoing	High	BLK
B5	Virtual Business Community	Establish a programme to stimulate the uptake of digital and wireless technologies demonstrating the business case and opportunities for business growth.	05/06	High	BLK ABC
B6	Local public procurement	Examine scope for local procurement of public sector requirements, encouraging local firms to maximise opportunities arising from local needs.	06/07	Medium	ABC BLK

INWARD INVESTMENT (Strategic Objective 11)					
Project No.	Name	Description	Time-frame	Priority	Lead
B7	Inward Investment: Public and private sector	Agree a plan for targeted inward investment to secure private and public sector relocation, and inward investment.	05/06	Critical	LIK ABC SEEDA KCC LSC
B8	Ensuring a Skilled Workforce	Deliver on-going workforce development programmes to meet the evolving needs of indigenous employers and reduce barriers to attracting inward locating businesses.	05/06	High	LSC BLK FE &HE Private sector training providers

B9	Ashford Venture Fund	Explore the potential to develop a localised style business angel/venture capital fund to encourage key sector businesses to inward locate to Ashford.	05/06	Medium	ABC AFB Private Sector LIK ABC
B10	Partners For Growth	Provide a package of grants, loans and free expert advice to local and selected Inward location businesses with growth potential who are unable to fully fund growth themselves.	05/06	Medium	BLK

Significant Capital Projects

There are a number of significant capital projects within the plan, which are again identified below. Each project will have its own steering team to guide delivery allowing the economic sub-group to monitor overall progress.

Project Number	Project Name	Lead Partner	Location
P2	Domestic Use CTRL	ABC	Identified
P3	Ring Road Remodelling	KCC	Identified
P4	Digital and Wireless Technology	ABC	Not location specific
P5	Provision of Quality Workspace: International House	SEEDA	Identified
P6	Public Realm Investment Programme	ABC	Not location specific
P7	Provision of Incubator Units	SEEDA	Identified
P8	Eureka Business Park	ABC	Identified
P14	County Square Extension	ABC	Identified
P15	Physical Integration of Town Centre/ International Station	SEEDA	Identified
P16	Domestic Station Development	SEEDA	Identified
P18	Town Centre Arts Centre	SEEDA	To be identified
P19	Business Improvement District	Town Centre Partnership	To be identified

C4	Learning Campus	LSC	Options identified
C7	International Business School	ABC	To be identified

C10	14 – 16 Vocational Provision	KCC	To be identified
C12	Green Corridors Project	ABC	Identified
C13	Country Park	ABC	Identified
C14	Regional Centre of Sporting Excellence	ABC	Identified
C15	Multi purpose Arena	ABC	To be identified
C16	Discovery Centre	KCC	Identified

B3	Media Workspace	BLK	To be identified
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Charters For Action

This appendix details projects by lead organisation, showing clearly where responsibility lies for driving forward action, often in partnership with others playing a more supporting role.

Ashford Borough Council (ABC)

Project Number	Name	Timeframe	Priority
E12	Ashford Tourism Framework	05/06	Medium
P2	Domestic Use CTRL	06/07	Critical
P4	Digital and Wireless Technology	05/06	Critical
P6	Public Realm Investment Programme	06/07	Medium
P8	Eureka Business Park	05/06	Critical
P11	Promote Development of Affordable Housing	0708	High
P12	Town Centre Development Partner	05/06	High
P13	Car Park Strategy	05/06	High
P14	County Square Extension	04/05	High
P17	Markets	06/07	Medium
C7	International Business School	06/07	Medium
C11	Festivals	06/07	Medium
C12	Green Corridors Project	06/07	Medium
C13	Country Park	05/06	Medium
C14	Regional Centre of Sporting Excellence	06/07	Medium
C15	Multi-purpose Arena	05/06	Critical
C17	Local Strategic Partnership	05/06	High
C18	Community Forums and Parish Councils	04/05	High
C19	Local Employment Initiative	05/06	High
B6	Local public procurement	06/07	Medium
B9	Ashford Venture Fund	05/06	Medium

South East England Development Agency (SEEDA)

Project Number	Name	Time-frame	Priority
E2	Economic Champion	Achieved – Jan 05	High
P5	Provision of Quality Workspace	06/07	High
P7	Provision of Incubator Units	07/08	High
P10	Expansion of Town Centre Residential Offer	06/07	Medium
P15	Physical Integration of Town Centre/ International Station	05/06	Critical
P16	Domestic Station Development	06/07	Critical
P18	Town Centre Arts Centre	06/07	Medium

Business Link Kent (BLK)

Project Number	Name	Time-frame	Priority
B1	Enhanced Business Support Awareness Programme	05/06	High
B2	New Business Support	2005	High
B3	Knowledge/ Media Industries Workspace	Achieved	High
B4	Sector Development	Ongoing	High
B5	Virtual Business Community	05/06	High
B10	Partners For Growth	05/06	Medium

Learning and Skills Council (LSC)

Project Number	Name	Time-frame	Priority
C2	Sectoral Skills Audit	05/06	Medium
C3	Learning Campus Feasibility Study	Achieved –04/05	Critical
C4	Learning Campus	05/06	Critical
C6	Maximise Knowledge Investment	05/06	Medium
B8	Ensuring a Skilled Workforce	05/06	High

Kent County Council (KCC)

Project Number	Name	Time-frame	Priority
E11	European Linkages	05/06	Medium
P3	Ring Road Remodelling	07/08	Critical
C8	Creation of Extended Schools	06/07	Low
C10	14-16 Vocational Provision	07/08	High
C16	Discovery Centre	05/06	Critical

Ashford's Future Core Delivery Team (AFCDT)

Project Number	Name	Time-frame	Priority
E6	Communications Strategy	Apr 05	Medium
E8	Economic Development Service	05/06	Critical
E9	Sub-Regional Economic Development	Oct 05	Medium
P1	Business Plan for Ashford's Future	05/06	Critical
C1	Learning Vision	06/07	High

Ashford's Future Economic Sub Group

Project Number	Name	Time-frame	Priority
E3	Identify Project Champions	Apr 05	Critical
E4	Leadership Capacity Building	05/06	Medium
E5	Action Plan Launch	Jul 05	Medium

Locate In Kent (LIK)

Project Number	Name	Time-frame	Priority
E7	Ashford Branding	04/05	Critical
B7	Inward Investment: Public and private sector	05/06	Critical

Ashford's Future Board

Project Number	Name	Time-frame	Priority
E1	Economic Leadership	Achieved - Jan 05	Critical

Connexions

Project Number	Name	Time-frame	Priority
C5	Integrated Careers Advice Programme	07/08	High

English Partnerships (EP)

Project Number	Name	Time-frame	Priority
P9	Town Centre Property Renaissance Strategy	05/06	Medium

Kent and Medway Economic Board (KMEB)

Project Number	Name	Time-frame	Priority
E10	Sub-regional Conference	05	High

South Kent Education Business Partnership (SKEBP)

Project Number	Name	Time-frame	Priority
C9	Enterprise Learning	05/06	Medium

Town Centre Partnerships

Project Number	Name	Time-frame	Priority
P19	Business Improvement District	06/07	Low

Glossary

ABC	Ashford Borough Council
AFB	Ashford's Future Board
AFCDT	Ashford Futures Core Delivery Team
BLK	Business Link Kent
CBI	Confederation of British Industry
CCP	Channel Corridor Partnership
EKP	East Kent Partnership
ESG	Economic Sub-Group
FSB	Federation of Small Businesses
GADF	Greater Ashford Development Framework
HEFC	Higher Education Funding Council
HEKAM	Higher Education Kent and Medway
ICC	Invicta Chamber of Commerce
IOD	Institute of Directors
KCC	Kent County Council
KTA	Kent Tourism Alliance
KIAD	Kent Institute of Art and Design
LIK	Locate in Kent
LSC	Learning and Skills Council (Kent and Medway)
LSP	Local Strategic Partnership
SEEDA	South East England Development Agency
SIAD	Surrey Institute of Art and Design
SKC	South Kent College
SKEBP	South Kent Education Business Partnership
TSE	Tourism South East