CANTERBURY DISTRICT EMPLOYMENT LAND REVIEW 2011-2031

March 2013

Appendices

Evidence base study prepared by
Canterbury City Council

CANTERBURY CITY COUNCIL

Contents

Appendices

Appendix 1: Gross weekly earnings in Canterbury district/other areas, 2011

	Resident	Workplace*
Canterbury	£419.60	£360.90
Kent	£423.80	£382.10
South East	£444.80	£422.00
UK	£406.40	£405.70

*Source: ASHE (2011), KCC (2012) *Workplace earnings refer to all employees in the local economy (part time and full time)*

Appendix 2: Gross median weekly (full-time) workplace-based earnings, 2011

Median weekly pay - gross	Total Males & Females		
Area	All workers	Full Time Workers	Part Time Workers
Ashford	£359.50	£470.30	£137.60
Canterbury	£360.90	£512.40	£159.10
Dartford	£433.30	£563.00	£152.90
Dover	£428.00	£495.80	£137.40
Gravesham	£444.30	£604.70	£130.50
Maidstone	£369.80	£461.90	£121.40
Sevenoaks	£361.90	£510.20	£152.30
Shepway	£392.70	£461.90	£139.10
Swale	£360.90	£454.90	£151.30
Thanet	£300.60	£392.10	£160.30
Tonbridge and Malling	£404.20	£493.20	£161.10
Tunbridge Wells	£411.00	£486.00	£164.60
Kent	**£382.10**	**£489.20**	**£148.70**
Medway	£378.90	£503.90	£138.50
South East	£422.00	£528.10	£156.00
Great Britain	**£405.70**	**£502.60**	**£154.10**

Source: Office for National Statistcs (ONS) © Crown Copyright
Presented by: Research & Evaluation, Kent County Council

Appendix 3: Gross median weekly (full time) resident-based earnings, 2011

Median weekly pay - gross	Total Males & Females		
Area	All workers	Full Time Workers	Part Time Workers
Ashford	£399.90	£501.60	£148.60
Canterbury	£419.60	£560.20	£154.80
Dartford	£475.50	£593.00	£161.30
Dover	£446.80	£510.40	£146.30
Gravesham	£416.30	£552.90	£139.90
Maidstone	£423.70	£535.30	£146.30
Sevenoaks	£436.60	£651.60	£153.30
Shepway	£405.60	£490.90	£166.70
Swale	£421.50	£540.90	£168.30
Thanet	£306.70	£412.50	£170.90
Tonbridge and Malling	£465.50	£600.00	£164.20
Tunbridge Wells	£497.10	£609.80	£140.50
Kent	**£423.80**	**£546.20**	**£155.60**
Medway	£446.70	£533.50	£119.40
South East	£444.80	£554.40	£160.10
Great Britain	**£406.40**	**£503.10**	**£154.60**

Source: Office for National Statistcs (ONS) © Crown Copyright
Presented by: Research & Evaluation, Kent County Council

Appendix 4: Occupational breakdown of labour force (% of total employment)

Occupation	Canterbury	Kent	South East	UK
Managers, directors etc	8.1	11.0	11.4	10.0
Professional	22.4	18.0	21.2	19.2
Associate prof & tech	11.9	13.9	15.3	13.8
Administrative and secretarial	11.3	12.6	11.7	11.2
Skilled trades	15.4	11.4	9.9	10.9
Caring, leisure and other service	11.9	10.6	9.2	9.1
Sales and customer service	4.6	7.0	7.4	8.1
Process and machine operatives	4.8	5.1	4.6	6.4
Elementary occupations	9.6	10.2	9.3	10.9

Source: Annual Population Survey (2012), NOMIS

Appendix 5: MOSAIC profiling data for Canterbury district

Canterbury Mosaic Profile		
	% of population	
	Canterbury	KCC Area
K&M A	*9.3%*	*12.4%*
K&M B	*5.6%*	*8.4%*
K&M C	*15.1%*	*10.6%*
K&M D	*7.6%*	*8.3%*
K&M E	*8.4%*	*5.3%*
K&M F	*7.6%*	*6.1%*
K&M G	*7.7%*	*11.8%*
K&M H	*2.0%*	*2.9%*
K&M I	*14.6%*	*3.4%*
K&M J	*8.6%*	*13.4%*
K&M K	*1.6%*	*4.4%*
K&M L	*6.5%*	*7.2%*
K&M M	*3.2%*	*5.0%*
Unclassified	*2.2%*	*0.8%*
Mosaic Group Definitions		
K&M A	- Extremely affluent, well educated owner occupiers	
	-	
K&M B	- Well off families with older children, working in managerial and professional careers	
	-	
K&M C	- Retired people living comfortably in large bungalows and houses, often close to the sea	
	-	
K&M D	- Middle aged couples living in well maintained often semi detached houses that they own	
	-	
K&M E	- Cusp of retirement trades people with some health issues, mainly owning their homes	
	-	
K&M F	- Singles and divorcees approaching retirement, mostly living in privately rented flats and bungalows	
	-	
K&M G	- Younger professionals with children, some living in ethnically diverse neighbourhoods	
	-	
K&M H	- Young singles and couples in small privately rented flats and terraces on moderate incomes	
	-	
K&M I	- Transient young singles on benefits and students, renting terraces in areas	

	of higher ethnic diversity	
	-	
K&M J	- Middle aged parents receiving benefits, living in neighbourhoods of social housing with higher levels of unemployment	
	-	
K&M K	- Singles and lone parents on low incomes, renting terraces in town centres	
	-	
K&M L	- Vulnerable singles and lone parents with young children, living in higher crime areas in neighbourhoods of social housing	
	-	
K&M M	- Elderly pensioners in poor health, living in social housing on very low incomes	

Source: Experian Ltd (2011)

Appendix 6: Unemployment by Canterbury district wards (July 2012)

Canterbury

July 2012

Monthly Summary of Unemployment in Kent : Wards (Resident Based)

		Unemployed July 2012		Change Since Last Month		Change Since Last Year	
		Number	%	Number	%	Number	%
	Great Britain	1,508,910	3.8	6,553	0.4	27,752	1.9
	South East	136,521	2.5	-999	-0.7	260	0.2
	Kent County Council Area	28,746	3.2	-72	-0.2	1,437	5.3
	Canterbury District	2,376	2.4	-4	-0.2	103	4.5
29UCGC	Barham Downs	28	1.7	4	16.7	4	16.7
29UCGD	Barton	184	2.6	-3	-1.6	12	7.0
29UCGE	Blean Forest	15	0.2	-1	-6.3	-4	-21.1
29UCGF	Chartham and Stone Street	72	1.9	0	0.0	27	60.0
29UCGG	Chestfield and Swalecliffe	82	1.7	6	7.9	-16	-16.3
29UCGH	Gorrell	93	2.5	11	13.4	2	2.2
29UCGJ	Greenhill and Eddington	107	2.9	-9	-7.8	7	7.0
29UCGK	Harbledown	13	0.8	1	8.3	-1	-7.1
29UCGL	Harbour	107	2.9	3	2.9	-23	-17.7
29UCGM	Herne and Broomfield	115	2.2	18	18.6	26	29.2
29UCGN	Heron	264	5.0	-5	-1.9	4	1.5
29UCGP	Little Stour	27	1.7	4	17.4	-8	-22.9
29UCGQ	Marshside	60	2.8	-1	-1.6	14	30.4
29UCGR	North Nailbourne	14	1.0	0	0.0	-6	-30.0
29UCGS	Northgate	223	3.9	-16	-6.7	5	2.3
29UCGT	Reculver	122	2.4	2	1.7	15	14.0
29UCGU	St Stephens	129	1.4	-4	-3.0	-31	-19.4
29UCGW	Seasalter	100	2.2	-10	-9.1	8	8.7
29UCGX	Sturry North	45	2.9	-2	-4.3	6	15.4
29UCGY	Sturry South	36	2.0	-3	-7.7	5	16.1
29UCGZ	Tankerton	42	1.7	-1	-2.3	8	23.5
29UCHA	West Bay	105	2.8	-7	-6.3	-4	-3.7
29UCHB	Westgate	208	2.7	2	1.0	42	25.6
29UCHC	Wincheap	187	3.0	7	3.9	11	6.3

Source: KCC, ONS (2012)

Appendix 7: Kent Economic Indicators (Feb 2012)

Appendix 6 above presents a picture of the shape of the Canterbury district economy based on eleven economic indicators based on analysis provided by Kent County Council (2012). The analysis uses a District level model which summarises a range of indicators for the 326 District and unitary authorities in England. The spider chart as used in this report shows the “shape” of the local economy of each area, based on these indicators. The models also identify each area’s nearest economic neighbour i.e. that area with the most similar shaped economy, based on these indicators. This comparison is helpful in identifying areas with a similar ranking score on each indicator.

The methodology, indicator detail and data publication dates/survey dates are set out below followed by the data itself.

Methodology

The District-level model summarises a range of indicators for the 326 District and unitary Authorities in England, ranks the indicators and then converts the ranks to percent-ranks (a rank score out of 100). This standardises all the scores and enables direct comparison of what are very disparate indicator values.

Two indicators have been changed slightly to reflect the scale of the local economy; total employees and the stock of VAT registered businesses, rather than employee change (since 2006) and net VAT registrations as a percentage of stock, which are used at County level.

In ranking the indicators, the order in which they are ranked has been set so that the higher the score the “better” the outcome. So, for example the earnings indicators are ranked in ascending order where the highest earnings (good) have a percent rank score of 100. In the case of unemployment however, the indicators are ranked in descending order, so that the lowest unemployment rates (good) have a percent rank score of 100. In short; the nearer the outside of the spider chart, or the closer to 100 the percent rank score is, the better.

The resulting spider chart therefore literally shows the “shape” of the economy of each area, based on these indicators. The analysis also identifies each area’s nearest economic neighbour i.e. that area with the most similar shaped economy, based on these indicators. This comparison is helpful in identifying areas with a similar ranking score on each indicator.

Indicators

The 11 indicators used within the district model are:

- **Unemployment** – taken from the ONS Jobseekers Claimant Count this shows the percentage of the population aged 16-64 who are claiming unemployment benefits.
- **Out of work benefits claimants** – this is defined as those people aged 16-64 who are claiming Jobseekers Allowance, lone parents claiming Income Support, those claiming incapacity benefits and others claiming income related benefits. Using data from the Department for Work and Pensions this is a wider picture of those people who are not working often used as a proxy for worklessness.
- **Employees** – At district level this looks at the number of employees in each area. At county level this looks at the percentage change in employees since 2006. This indicator uses Annual Business Inquiry (ABI) and Business Register and Employment Survey (BRES) data.
- **Percentage employees in the knowledge economy** – using figures from the ABI and the BRES this shows the proportion of employees who are employed in the knowledge economy. The knowledge economy is defined as “*a group of specific sectors within the economy that are*

knowledge intensive in their activity, that deal extensively with information/information technology and whose business is all about the distribution or exchange of the information that they hold". The knowledge economy has been identified as a key sector to drive future economic growth.

- **Employment rate** – this shows the proportion of those aged 16-64 who are in employment. This uses data taken from the Annual Population Survey.
- **Resident based Earnings** – Using data from the Annual Survey of Hours and Earnings this looks at the average (median) weekly earnings based on where employees live.
- **Workplace based Earnings** – Using data from the Annual Survey of Hours and Earnings this looks at the average (median) weekly earnings based on where an employee works.
- **GVA** – Using Research & Evaluation's district and county estimates which are based on Office for National Statistics data this shows the GVA (the value of the goods and services produced in the economy) which is used to measure the overall economic well-being of an area.
- **Business Stock** – at district level this gives a snapshot of the number of vat registered businesses in the area. At county level this is presented as the net change in stock of businesses as a proportion of all businesses. This data comes from the ONS Business Demography dataset.
- **3 Year Survival Rates** – this shows the proportion of new businesses which remain surviving after 3 years of trading. This data comes from the ONS Business Demography dataset.
- **NVQ4+** - Using figures from the Annual Population Survey this shows the proportion of the population aged 16-64 who are qualified to NVQ level 4 or above.

Publication dates/survey dates

The 2012 spider chart shows the latest available data for each of the indicators. Some datasets lag behind others in terms of their release date compared to their actual survey date. The following table sets out the actual survey dates for each dataset that are used in each spider chart published.

	2009	2010	2011	2012
% 16-64 claiming out of work benefits	Feb-08	Feb-09	Feb-10	Feb-11
Unemployment Rate	2008	2009	2010	2011
Median Gross Weekly Workplace Earnings	2008	2009	2010	2011
Median Gross Weekly Resident Earnings	2008	2009	2010	2011
Employment Rate	2007	2008	2009	2010
Total Employees	2007	2008	2009	2010
Stock of businesses	2007	2008	2009	2010
3-year Business Survival Rate	2007	2008	2009	2010
GVA per Head	2006	2007	2008	2009
% Employees in the Knowledge Economy	2007	2008	2009	2010
% NVQ4+	2007	2008	2009	2010

Indicator data

Canterbury

Indicator scores for the selected area - based on ranked index within all UAs/Local Authorities in England

Canterbury, Kent	2009	2010	2011	2012
% 16-64 claiming out of work benefits	61	62	65	63
Unemployment Rate	50	53	51	49
Median Gross Weekly Workplace Earnings	37	46	41	74
Median Gross Weekly Resident Earnings	55	59	59	76
Employment Rate	62	61	61	60
Total Employees	65	65	65	65
Stock of businesses	50	50	50	52
3-year Business Survival Rate	67	21	25	15
GVA per Head	53	54	55	56
% Employees in the Knowledge Economy	78	67	80	83
% NVQ4+	72	73	70	57

It is important to remember that these scores are based on the ranking position of the selected area relative to all other Unitary Authorities and Local Authority Districts in England.

Data values - actual indicator values for the selected area

Canterbury, Kent	2009	2010	2011	2012
% 16-64 claiming out of work benefits	8.0	9.2	9.0	8.7
Unemployment Rate (%)	1.4	2.4	2.2	2.3
Median Gross Weekly Workplace Earnings (£)	431.2	455.8	459.2	512.4
Median Gross Weekly Resident Earnings (£)	483.8	498.4	510.9	560.2
Employment Rate (%)	75.9	72.8	71.2	67.7
Total Employees	59,800	61,000	58,900	59,600
Stock of businesses	5,045	5,045	5,030	5,005
3-year Business Survival Rate (%)	68.3	62.2	64.1	59.5
GVA per Head (£)	16,906	17,634	18,223	17,705
% Employees in the Knowledge Economy	20.2	17.8	20.6	21.4
% NVQ4+	35.1	35.6	34.5	26.6

Source: KCC analysis (2012)

Appendix 8: Changing journey to work patterns, 2001-2010

2001 Census

	Resident workers	Working in/ Living in	%
Thanet	49,194	36,812	74.8
Canterbury	57,055	41,574	72.9
Dover	45,037	32,551	72.3
Shepway	41,825	29,182	69.8
Ashford	48,898	33,753	69.0
Swale	55,639	36,196	65.1
Tunbridge Wells	50,818	30,914	60.8
Maidstone	69,530	42,009	60.4
Medway	119,367	70,740	59.3
Tonbridge & Malling	53,075	25,521	48.1
Gravesham	43,955	20,470	46.6
Sevenoaks	52,041	23,450	45.1
Dartford	42,230	19,026	45.1

Source: Office for National Statistics

2010 Matrix Model 1 output (rounded)

	Resident workers	Working in/ Living in	%
Thanet	50,870	38,165	75.0
Canterbury	65,035	47,170	72.5
Shepway	42,745	29,410	68.8
Dover	46,740	32,100	68.7
Ashford	56,930	38,505	67.6
Swale	58,275	37,065	63.6
Maidstone	71,755	43,485	60.6
Medway	121,145	70,405	58.1
Tunbridge Wells	50,885	29,495	58.0
Tonbridge & Malling	56,335	27,700	49.2
Dartford	48,485	21,705	44.8
Gravesham	45,440	20,195	44.4
Sevenoaks	52,945	23,010	43.5

Source: Research & Evaluation, Kent County Council

Appendix 9: Index of Multiple Deprivation (IMD), 2010

The IMD is created from 38 indicators. These indicators have been taken from a range of different sources and have been chosen to reflect different types of deprivation. Within the IMD these different types of deprivation are referred to as 'domains'. There are seven domains within the IMD 2010:

- Employment Deprivation Domain;
- Income Deprivation Domain (which is further split into two sub-domains – Income Deprivation Affecting Older People Index (IDAOPI) and Income Deprivation Affecting Children Index (IDACI);
- Health Deprivation and Disability Domain;
- Education Skills and Training Domain;
- Barriers to Housing and Services Domain;
- Crime Domain; and
- The Living Environment Deprivation Domain.

Each of the seven domains contributes a different amount to the overall IMD. The weight of each of the domains is as follows: Income (22.5%), Employment (22.5%), Health (13.5%), Education (13.5%), Housing (9.3%), Crime (9.3%) and Living Environment (9.3%). These are the same weights that were used in ID 2007.

LSOA scores and ranks/relative position of Canterbury district wards

The following sets out:

- The LSOA data for each ward in the district;
- IMD map for wards in the district; and
- Income domain deprivation map for wards in the district.

Average of LSOA Overall IMD2010 Scores for Wards in Canterbury

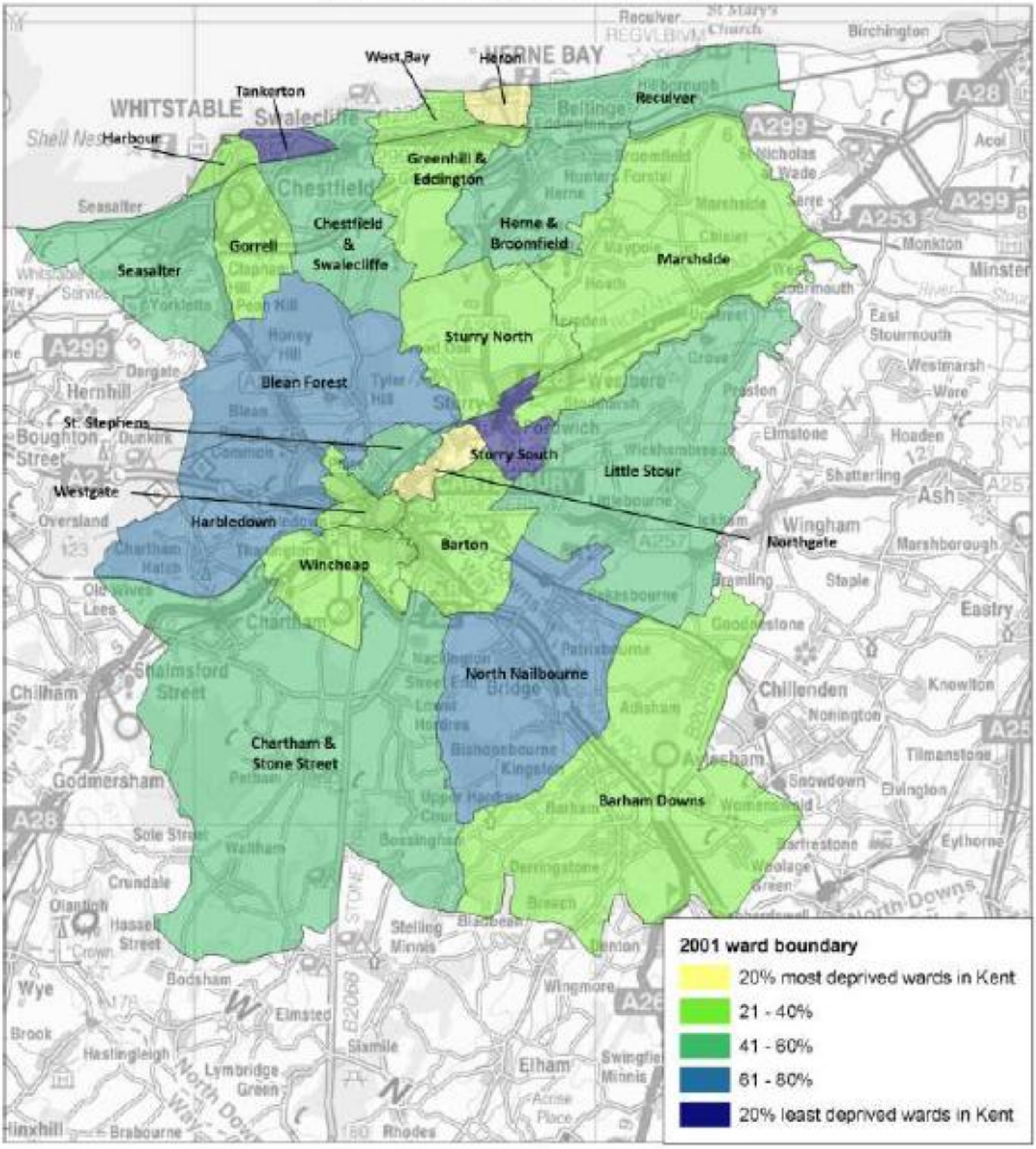
Based on the Indices of Deprivation 2010, CLG: calculated by Research & Evaluation, Kent County Council

Table ranked by Average LSOA score.

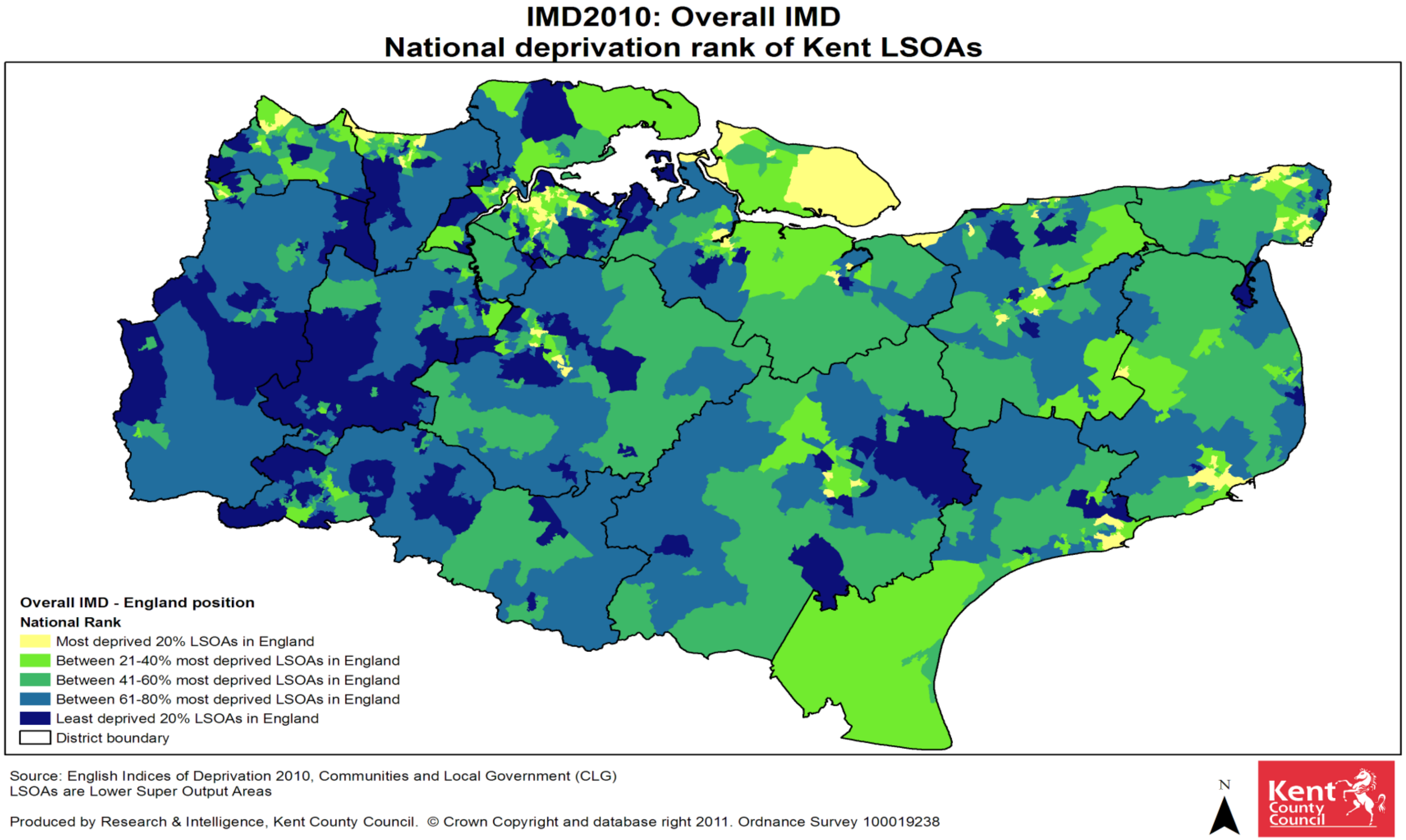
The higher the score the more deprived. A rank of 1 represents the most deprived

Ward Name	Average IMD Score	Rank of average score within Canterbury (out of 24)	Rank of average score within Kent (out of 283)	
Northgate	31.73	1	21	within 20% MOST deprived wards in Kent
Heron	28.42	2	35	
Sturry North	21.20	3	74	
Gorrell	20.79	4	76	
Marshside	20.74	5	77	
West Bay	20.54	6	80	
Greenhill & Eddington	20.05	7	85	
Wincheap	19.38	8	92	
Barham Downs	19.31	9	94	
Barton	19.21	10	95	
Harbour	18.77	11	98	
Westgate	17.19	12	111	
Seasalter	15.04	13	126	
Chartham & Stone Street	14.37	14	136	
Little Stour	13.40	15	152	
Chestfield & Swalecliffe	13.37	16	153	
St Stephens	13.25	17	154	
Reculver	12.98	18	156	
Herne & Broomfield	12.84	19	158	
Harbledown	11.22	20	191	
Blean Forest	9.85	21	217	
North Nailbourne	9.84	22	218	
Sturry South	8.67	23	241	within 20% LEAST deprived wards in Kent
Tankerton	7.92	24	249	

Overall IMD 2010 for electoral wards in Canterbury
(based on average of LSOA scores)



Appendix 10: Index of Multiple Deprivation (IMD) – map of Kent, 2010



Source: English Indices of Deprivation 2010, Communities and Local Government (CLG)
LSOAs are Lower Super Output Areas

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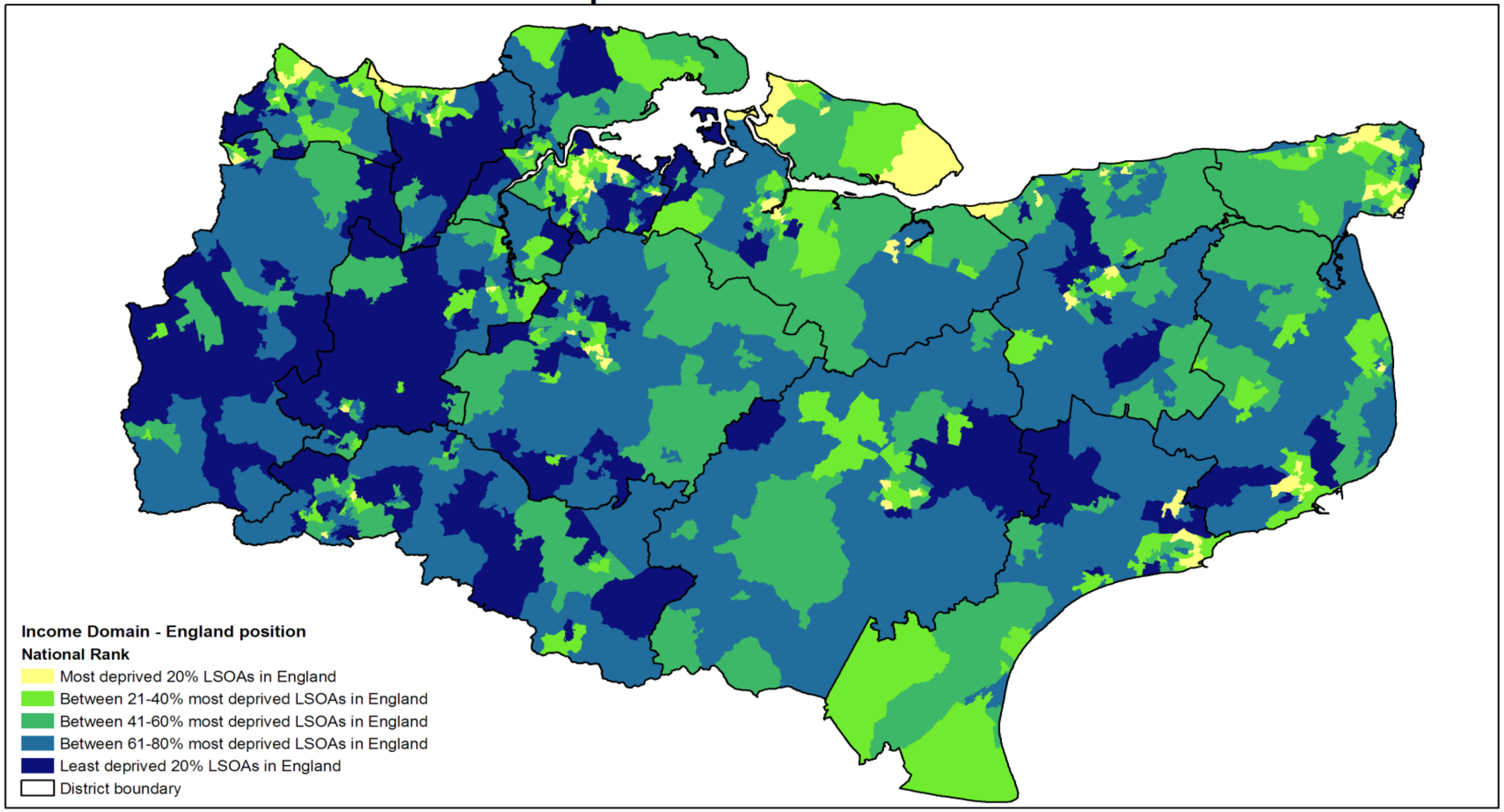
Appendix 11: Income Deprivation (IMD) – map of Kent, 2010

IMD2010: Income Domain
National deprivation rank of Kent LSOAs



Source: English Indices of Deprivation 2010, Communities and Local Government (CLG)
LSOAs are Lower Super Output Areas

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Kent County Council

Appendix 12: Existing Business Sites – Market Typology

Type	Typical Characteristics	Existing Employment Areas/Sites
Key Business Sites	Sites with an influence over the whole of the study area primarily geared to serving the needs of indigenous industry but may serve to attract some inward investors. They are likely to have a reasonably strong branding/ profile, to be of a size to create a prominent presence and able to accommodate a range of employment uses, notably B1, B2 and B8 activity. These sites may also accommodate a cluster of similar business activity. These sites may also be well established, mature business locations or at an earlier stage but engaged in active, site-specific marketing.	**Whitstable** Joseph Wilson Business Park John Wilson Business Park St Augustine's Business Park Estuary View/Chaucer Business Park **Herne Bay** Altira Business Park **Rural** Lakesview Business Park Canterbury Business Park
General Industrial /Business Sites	Sites that offer employment opportunities within specific local areas. In most instances their role will be to meet the expansion needs of indigenous companies and/or to accommodate local start-ups. They tend to focus on use classes B1c, B2 and B8 but more likely to comprise mixed commercial uses (e.g. A1 retail) than 'key' business sites.	**Canterbury** Marshwood / City Business Park Barton Business Park Wincheap Industrial Estate Roper Close, Roper Road **Whitstable** Tyler Way Industrial Estate Whitstable Harbour **Herne Bay** Eddington Lane Business Park Herne Bay Trade Park Hillborough Business Park Sea Street Nursery Estate Eddington Links/Nursery Business Park **Rural** Canterbury Industrial Park Wealden Forest Park Goose Farm Industrial Estate
Rural Business Sites	Sites that offer employment opportunities within rural areas. In most instances their role will primarily be to meet the expansion needs of rural businesses or to accommodate rural start-ups.	**Rural** Barham Business Park Broadlands Industrial Estate John Roberts Business Park Denne Hill Business Centre Woolton Farm Chislet Business Park Ropersole Farm

Source: ODPM (2004), CCC (2012)

Appendix 13: Canterbury District Employment Land Supply summary (m^2), 2010/2011

CANTERBURY DISTRICT

CIA Monitoring Statistics 2010/11

Land Supply			Estimated [3] Area (ha)	A2 m2	B1a m2	B1b m2	B1c m2	B1 Unable to Split	B2 m2	B8 m2	B1-B8 unable to Split	Total A2/B1-8 m2	Source
Local Plan Allocations	Proposed Gains		42.07	0	28,152	0	0	104,700	0	14,400	0	147,252	
	Proposed Losses			0	0	0	0	0	0	0	0	0	
	Net Allocated		42.07	0	28,152	0	0	104,700	0	14,400	0	147,252	KCC Allocations Table
Planning Permissions	Completed	Completed 2001-2010 (net)		-624	11,131	0	2,753	13,020	-18,941	19,637	0	26,976	C/F from 2009/10 Summary
		Completed 2010-2011 (Gains)		90	2,278	0	1,007	0	2,011	1,755	0	7,141	KCC Bottom Line Figures
		Completed 2010-2011 (Losses)		-4,142	-4,157	0	-2,596	0	-9,296	-3,102	0	-23,293	KCC Bottom Line Figures
		Completed 2010-2011 (Net)		-4,052	-1,879	0	-1,589	0	-7,285	-1,347	0	-16,152	
		Net Completed 2001-2011		-4,676	9,252	0	1,164	13,020	-26,226	18,290	0	10,824	
	Committed	Not Started	28.68	116	9,073	676	16,793	500	16,697	33,221	23,287	100,363	KCC Bottom Line Figures
		Under Construction	1.13	0	2,237	0	1,350	0	93	279	0	3,959	KCC Bottom Line Figures
		Pending losses	-2.26	-151	-603	0	-1,708	0	-4,125	-1,294	-44	-7,925	KCC Bottom Line Figures
	Net committed		27.54	-35	10,707	676	16,435	500	12,665	32,206	23,243	96,397	
Total Land Supply	**Net Allocated + Net Committed**		**69.61**	**-35**	**38,859**	**676**	**16,435**	**105,200**	**12,665**	**46,606**	**23,243**	**243,649**	

Note 1: Net completions from 2001 -2008 were not split into A2/B1a/B1b/B1c so the amount previously under A2/B1 has been entered as B1 unable to split

Note 2: Completed losses include sites which are under construction ie. the site is lost.

Note 3: Site areas are estimated and should be treated with caution. Allocated and committed site area are estimated using a ratio of 3,500m^2/ha.
It is not possible to split the areas by land use classes. Individual site areas can be obtained by contacting the local authority.

Note 4: Land supply is no longer compared to Structure Plan guidelines as the plan was replaced by the South East Plan, which has no targets for employment land

Appendix 14: Office space transactions, Canterbury district (2010-2012)

Address	Sub type	Size(sq ft)	Rent per sq ft	Start date
Ground (part), 18-19 Watling Street, Canterbury, Kent, CT1 2UA	Office (B1a)	1,170	£11.54	15/03/2012
Suite A, The Clocktower, St Georges Street, Canterbury, Kent, CT1 2LE	Office (B1a)	1,115	£12.56	15/12/2011
1st Floor - Suite 2, Orchard House, Orchard Street, Canterbury, Kent, CT2 8AR	Office (B1a)	4,414	£10.50	27/09/2011
Ground Floor - Suite 1c, Orchard House, Orchard Street, Canterbury, Kent, CT2 8AR	Office (B1a)	1,508	£11.12	14/09/2011
Unit 1, Court Lodge, Godmersham Park, Godmersham, Canterbury, Kent, CT4 7DT	Office (B1a)	1,340		12/08/2011
Unit 7, Denne Hill Business Centre, Dennehill, Womenswold, Canterbury, Kent, CT4 6HD	Business Parks (B1b)	619		28/07/2011
Unit 4a, Denne Hill Business Centre, Dennehill, Womenswold, Canterbury, Kent, CT4 6HD	Business Parks (B1b)	942		27/07/2011
29-30 Watling Street, Canterbury, Kent, CT1 2UD	Office (B1a)	1,163		13/06/2011
1st Floor, St Andrews House, Station Road East, Canterbury, Kent, CT1 2W	Office (B1a)	1,161		01/06/2011
49-50 Castle Street, Canterbury, Kent, CT1 2PY	Office (B1a)	1,483		Undisclosed
Lakesview International Business Park, Lakesview International Business Park, Thomas Way, Hersden, Canterbury, Kent, CT3 4JZ	Business Parks (B1b)	1,753	£6.27	01/05/2011
26a Castle Street, Canterbury, Kent, CT1 2PU	Office (B1a)	1,232	£10.55	21/10/2010
4 St. Margarets Street, Canterbury, Kent, CT1 2TP	Office (B1a)	1,254	£11.96	07/10/2010
1st Floor, 18a Ivy Lane, Canterbury, Kent, CT1 1TU	Office (B1a)	1,252		20/09/2010
10 Station Road West, Canterbury, Kent, CT2 8BP	Office (B1a)	1,534	£11.08	10/09/2010

Source: EGI (August, 2012)

Appendix 15: Schedule of vacant floorspace in study area (August 2012)

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
Old Pear Store, Builders Square, Court Hill, Littlebourne, Kent, England	Rural/other	CT3 1UX	8.66	Industrial	£550.00 pcm	
Unit 32, Chislet Business Centre, Chislet, Canterbury, Kent	Rural/other	CT3 4BY	18.39	Offices	£3,000 pa	
Unit 33, Chislet Business Centre, Chislet, Canterbury, Kent	Rural/other	CT3 4BY	18.39	Offices	£1,750 pa	
Lock up Unit, High Street, Whitstable	Whitstable	CT5 1AP	27.78	Warehouse / Storage / Workshop	£500.00 pcm	
Unit 5 Barton Business Park, New Dover Road, Canterbury, Kent	Canterbury	CT1 3AA	29.73	Industrial	£5,000 pa	
Unit 7c, Builders Square, Littlebourne, Kent	Rural/other	CT3 1XU	30.24	Industrial	£30,000 .	
Welcome Centre, St John's Coach Park, Canterbury	Canterbury	CT1 1BE	31.68	Offices		
Unit 3, Denne Hill Buisness Centre, Womenswold, Canterbury, Kent	Rural/other	CT4 6HD	61.5	Offices	£6,200 pa	
Unit I Goose Farm, Shalloak Road, Broad Oak, Canterbury, Kent	Canterbury	CT2 0PR	63	Warehouse / Storage / Workshop	£2,400 pa	
Exchange House - Ground Floor, Lakesview International Business Park, Thomas Way, Hersden, Canterbury, Kent	Rural/other	CT3 4NH	63.45	Offices	£7,000 pa	

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
Unit 24, Woolton Farm, Bekesbourne Lane,, Littlebourne, Canterbury, Kent	Rural/other	CT4 5EA	66.33	Warehouse / Storage / Workshop	£2,400 pa	
Unit 6 The Stour Centre, 22-24 Stour Street, Canterbury, Kent	Canterbury	CT1 2NZ	69	Offices		
Unit 1 Chislet Park , Chislet, Canterbury, Kent	Rural/other	CT3 4BY	78.87	Warehouse / Storage / Workshop	£2,700 pa	
Unit 7, , Chislet Mushroom Farm, Chislet, Canterbury, Kent	Rural/other	CT3 4BY	78.87	Warehouse / Storage / Workshop	£2,700 pa	
Unit 14B Barton Business Park, New Dover Road, Canterbury, Kent	Canterbury	CT1 3AA	78.97	Industrial	£5,000 pa	
Westbrook Industrial Park, 227 Sea Street, Herne Bay	Herne Bay	CT5 8JZ	79.4	Industrial	£175.00 Per Week	
Unit 26 Chislet Close, Lakesview International Business Park, Hersden, Nr Canterbury, Kent	Rural/other	CT3 4LB	82.78	Industrial		£110,000 .
167A, John Wilson Business Park, Chesterfield, Whitstable, Kent	Whitstable	CT5 3RA	83.61	Offices	£600.00 pcm	
Unit 1 - Denne Hill Business Centre, Womenswold, Canterbury, Kent	Rural/other	CT4 6HD	85.28	Offices		
Unit 5 Kensington Road, Vauxhall Road Ind Estate, Canterbury	CANTERBURY	CT1 1QZ	89	Industrial	£6,250 pa	

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
First Floor, 65-67 High Street, Whitstable, Kent	Whitstable	CT5 1AP	93	Offices		
Old Brewery Business Centre, 75 Stour Street , Canterbury, Kent	Canterbury	CT1 2NR	95	Offices		
Unit 21 Woolton Farm, Bekesbourne Lane, Littlebourne, Canterbury, Kent	Rural/other	CT4 5EA	97.92	Warehouse / Storage / Workshop	£4,500 pa	
St Andrews House, Ground Floor, Station Road East, Canterbury, Kent	Canterbury	CT1 2RB	106	Offices	£16,000	
St Andrews House, Ground Floor, Station Road East, Canterbury, Kent	Canterbury	CT1 2RB	106	Offices	£16,000	
Second Floor Suite C St James House, Castle Street, Canterbury, Kent	Canterbury	CT1 2QD	112.04	Offices		
Unit 6 , City Business Park, Marshwood Close, Canterbury	Canterbury	CT1 1DX	116	Industrial	£160.00 Per Week	
Unit A2 Goose Farm, Shalloak Road, Broad Oak, Canterbury, Kent	Canterbury	CT2 0QE	116.84	Industrial	£4,000 pa	
103 Thomas Way, Hersden, Hersden, Kent	Rural/other	CT3 4NH	119.75	Industrial	£7,900	
3H Sparrows Way, Hersden, Kent	Rural/other	CT3 4JZ	122.82	Industrial		£89,000

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
Unit 102 Thomas Way , Lakesview International Business Park, Hersden, Canterbury, Kent	Rural/other	CT3 4NH	132.57	Industrial	£10,800 pa	
Unit 4 , Estuary House, St Augustines Business Park, Whitstable, Kent	Whitstable	CT5 2QJ	134.71	Offices	£15,000 pa	
Unit 23, CHISLET BUSINESS CENTRE, Chislet, Canterbury, Kent	Rural/other	CT3 4BY	137	Warehouse / Storage / Workshop	£5,000 pa	
Unit 28, CHISLET BUSINESS CENTRE, Chislet, Canterbury, Kent	Rural/other	CT3 4BY	137	Warehouse / Storage / Workshop	£5,000 pa	
Unit 32 Chislet Business Centre, Chislet, Canterbury, Kent	Rural/other	CT3 4BY	137	Warehouse / Storage / Workshop	£3,000 pa	
Ground Floor Front Office Lombard House, 12 - 17 Upper Bridge Street, Canterbury, Kent	Canterbury	CT1 2NF	137.78	Offices	£17,500	
37, Joseph Wilson Industrial Estate, Millstrood Road, Whitstable, Kent	Whitstable	CT5 3PS	141.12	Offices	£12,500	
Unit 12, Barham Business Park, Barham, Kent	Rural/other	CT4 6LN	142	Warehousing	£6,000 p.a	
40, St Georges Place, Canterbury, Kent	Canterbury	CT1 1UT	142	Offices		
8A High Street, Canterbury	Canterbury	CT1 2JH	150.97	Offices	£15,000	

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
66 John Wilson Business Park, Whitstable, Whitstable	Whitstable	CT5 3QT	151.62	Industrial		
Lakesview International Business Park, 86 Thomas Way, Hersden, Hersden, Kent	Rural/other	CT3 4NH	158.96	Industrial	£115,000	
Unit 25 Chislet Close, Lakesview Int. Business Park, Hersden	Rural/other	CT3 4LB	159.14	Industrial	£7,900 pa	
Unit 3 , The Hoath Farm, Bekesbourne Lane, Canterbury, Kent	Rural/other	CT3 4AB	164.72	Warehouse / Storage / Workshop	£7,750 pa	
Unit 47, John Wilson Business Park, Whitstable, Kent	Whitstable	CT5 3QT	166.48	Industrial		£100,000 .
Lakesview International Business Park, 94 Thomas Way, Hersden, Kent	Rural/other	CT3 4NH	168.25	Industrial	£6,500	
First Floor, 29/30 Watling Street, Canterbury, Canterbury, Kent	Canterbury	CT1 2UD	169.46	Offices	£17,500	
Unit D, 254 Broad Oak Road, Canterbury, Kent, England	Canterbury	CT2 7QH	175.9	Offices	£9,000 pa	
Unit F, 254 Broad Oak Road, Canterbury	Canterbury	CT2 7QH	176.14	Industrial	£13,000	
Evans Easyspace, Sparrow Way, Hersden, Canterbury, Kent	Rural/other	CT3 4AL	178	Industrial		

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
Unit 112, John Wilson Business Park, Whitstable, Kent	Whitstable	CT5 3QT	185.87	Warehouse / Storage / Workshop	£12,000 pa	
Unit 175 John Wilson Business Park, Whitstable, Kent	Whitstable	CT5 3RA	185.87	Offices	£12,000 pa	
Evans Easyspace, Sparrow Way, Hersden, Canterbury, Kent	Rural/other	CT3 4AL	186	Industrial		
Rear Suite, First Floor St James House, Castle Street, Canterbury	Canterbury	CT1 2QD	191.01	Offices	£22,000	
Unit 92 Thomas Way, Lakesview International Busine, Hersden, Canterbury, Kent	Rural/other	CT3 4NH	197.42	Industrial	£16,000 pa	
Suites 8, 9a & 9b Wilson House, John Wilson Business Park, Whitstable, Kent	Whitstable	CT5 3QY	207.36	Offices	£17,500 pa	
Unit 33 Joseph Wilson Industrial Estate, Millstrood Road, Whitstable, Kent	Whitstable	CT5 3PS	219.72	Industrial	£12,000 pa	£150,000
Unit 33, Joseph Wilson Business Park, Whitstable	Whitstable	CT5 3PS	219.72	Industrial		
118 John Wilson Business Park, Chestfield, Whitstable, Kent	Whitstable	CT5 3QT	227.71	Offices	£18,000 pcm	£200,000
Unit 124, John Wilson Business Park, Reeves Way, Thanet Way, Whitstable, Kent	Whitstable	CT5 3QY	235.97	Industrial	£10,500 pa	£145,000

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
Unit 36 , John Wilson Business Park, Whitstable	Whitstable	CT5 3QT	269.51	Warehouse / Storage / Workshop		
Unit 42, John Wilson Business Park, Whitstable, Kent	Whitstable	CT5 3QT	279.55	Industrial		
Unit 17A Barton Business Park, New Dover Road, Canterbury, Kent	Canterbury	CT1 3AA	292.64	Industrial	£5,000 pa	
Unit 26 , Joseph Wilson Industrial Estate, Whitstable, Kent	Whitstable	CT5 3PS	316.06	Industrial	£18,000 pa	
Nevill House, 90-91 Northgate, Canterbury, Kent	Canterbury	CT1 1BA	334.82	Offices		
The Links, Herne Bay, Kent	Herne Bay	CT6 7GQ	377	Offices		
Warehouse with Offices and Yard, Gordon Road, 127 2310 1304 75, Canterbury, Kent	Canterbury	CT1 3PP	397	Warehouse / Storage / Workshop	£20,000 pa	
Towergate House, Chaucer Business Park, Whitstable, Kent	Whitstable	CTS 3FE	399.11	Offices	£60,000 pa	
The Old Oast, Hollow Lane, Canterbury, Kent	Canterbury	CT1 3SA	425.96	Industrial	£11,500	
Suite 3, Orchard Street, Orchard Street, Canterbury, Kent	Canterbury	CT2 8AR	434.23	Offices	£27,000	

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
1A, Broad Oak Trading Estate, Broad Oak Road, Canterbury, Kent	Canterbury	CT2 7PX	438.5	Industrial		
Unit 1a, Broad Oak Trading Estate, Canterbury	Canterbury	CT2 7PX	438.75	Industrial	£37,760 pa	
Unit 5A, Estuary View, Boorman Way, Whitstable, Kent	Whitstable	CT5 3SE	536.7	Offices	£14.00 Per Sq Ft	
Milton Manor Farm, Atcost Barn, Ashford Road, Canterbury, Kent	Rural/other	CT4 7PP	629.79	Warehouse / Storage / Workshop	£27,500 pa	
Whitstable Delivery Office, 134 Cromwell Road,, Whitstable	Whitstable	CT5 2AA	641.03	Industrial		£650,000 .
Marshwood Business Park, Marshwood Close, Canterbury, Kent	Canterbury	CT1 1DX	651	Industrial		
Warehouse with Offices, Broad Oak Road, Canterbury, Kent	Canterbury	CT2 7PX	739.69	Warehouse / Storage / Workshop	£29,500	
Unit 7 & 8, Joseph Wilson Industrial Estate, Millstrood Road, Whitstable, Kent	Whitstable	CT5 3PS	743.22	Warehouse / Storage / Workshop		
Unit 4, Cotton Road, Wincheap, Canterbury, KENT	Canterbury	CT1 3RB	816	Warehouse / Storage / Workshop	£65,000 pa	
Unit 1, Cotton Road, Wincheap, Canterbury, Kent	Canterbury	CT1 3RB	876.91	Industrial	£67,000 pa	

Address One Line	Town	Postcode	Total Size (sqm)	Unit Type	Leasehold	Freehold
Newspaper House, Simmonds Road, Wincheap Industrial Estate, Canterbury, Kent	Canterbury	CT1 3YR	910.45	Offices		
Unit 41 & 42 , Joseph Wilson Industrial Estate, Millstrood Road, Whitstable, Kent	Whitstable	CT5 3PS	975.48	Warehouse / Storage / Workshop	£48,000 pa	
23 Maynard Road, Canterbury, KENT	Canterbury	CT1 3RA	979.01	Industrial	£525,000 pa	
1a, Canterbury Industrial Park, Island Road, Hersden, Canterbury, Kent	Rural/other	CT13 4HQ	1137.69	Warehouse / Storage / Workshop		
Unit 1, Wincheap Industrial Estate, Maynard Road, Canterbury	Canterbury	CT1 3RR	1228.18	Industrial	£98,000	
1A Chelsea Road, Vauxhall Industrial Estate, Canterbury, Kent	Canterbury	CT1 1QY	1382.58	Industrial		
6 Marshwood Close, Sturry Road, Canterbury, Kent	Canterbury	CT1 1DX	2396.9	Warehouse / Storage / Workshop	£130,000 - £390,000	
Rochester House, St Georges Place, Canterbury, Kent	Canterbury	CT1 1UT	2564.03	Offices		
Former Blighline Distribution Centre, Sparrow Way, Lakesview International Business Park, Hersden, Kent	Rural/other	CT3 4JZ	11124.4	Industrial		

Source: CCC (2012)

Appendix 16: Employee structure by district and industry, 2010

	Primary Industries	Manufacturing	Construction	Wholesale and retail trade	Transportation and storage	Accommodation and food service activities	Information and communication	Financial and insurance activities	Real estate activities	Professional, scientific and technical activities	Administrative and support service activities	Public administration and defence	Education	Human health and social work activities	Arts, entertainment and recreation	Other service activities
Ashford	4.3	9.0	6.7	19.6	7.0	6.1	2.3	1.6	1.2	5.3	6.8	3.1	8.0	14.9	2.0	2.2
Canterbury	3.9	3.6	3.4	17.9	1.9	7.1	1.9	1.8	1.1	4.9	4.2	5.0	**21.3**	17.7	1.9	2.3
Dartford	1.4	7.7	7.7	**27.9**	6.3	5.9	1.8	1.8	1.2	5.1	7.7	1.8	8.3	13.3	1.2	1.0
Dover	3.7	7.8	4.3	13.3	**10.1**	7.2	0.9	1.2	0.9	**9.5**	4.3	6.6	11.8	14.4	2.6	1.4
Gravesham	2.4	7.5	6.7	17.8	6.3	**7.9**	1.2	1.6	1.2	3.6	7.9	8.3	14.2	9.5	2.4	1.6
Maidstone	4.0	5.3	6.4	15.9	3.6	6.4	2.6	2.9	1.4	5.3	7.4	**12.7**	7.9	14.9	1.9	1.6
Sevenoaks	2.6	7.0	**8.9**	17.0	2.3	6.5	3.3	2.1	**2.3**	**9.6**	**13.8**	1.4	9.3	8.4	**3.3**	2.3
Shepway	4.7	4.7	4.5	14.1	5.8	6.8	1.0	**5.8**	1.0	4.5	11.8	8.9	9.2	13.9	2.4	1.0
Swale	**7.4**	**13.7**	5.9	14.6	7.8	5.2	1.3	1.3	1.1	4.6	8.3	4.8	9.8	10.2	2.4	1.5
Thanet	3.0	8.3	5.3	18.3	3.8	7.8	1.0	2.3	1.3	3.3	4.0	2.8	15.3	**19.8**	2.3	2.0
Tonbridge & Malling	4.9	6.9	6.8	19.2	8.6	4.7	3.5	4.7	1.3	5.1	7.7	5.3	9.5	8.2	2.2	1.5
Tunbridge Wells	3.6	5.9	4.2	20.9	2.1	5.7	**4.0**	6.5	1.7	7.4	5.1	2.1	10.8	15.0	1.7	**3.4**
KCC Area	**4.0**	**7.1**	**5.9**	**18.2**	**5.2**	**6.3**	**2.2**	**2.8**	**1.3**	**5.6**	**7.3**	**5.4**	**11.2**	**13.5**	**2.1**	**1.8**
Medway	**2.4**	**9.7**	**6.2**	**17.3**	**4.6**	**6.0**	**1.5**	**2.7**	**1.5**	**3.2**	**6.2**	**5.7**	**12.4**	**15.9**	**2.9**	**1.8**
South East	**2.1**	**7.2**	**4.8**	**17.3**	**4.2**	**6.7**	**5.3**	**3.3**	**1.5**	**7.8**	**7.5**	**4.4**	**10.5**	**12.6**	**2.5**	**2.2**
Great Britain	**2.0**	**8.8**	**4.4**	**16.2**	**4.6**	**6.7**	**3.7**	**3.9**	**1.4**	**6.9**	**8.0**	**5.8**	**9.6**	**13.3**	**2.5**	**2.1**

(Source: Kent County Council, 2012)

Appendix 17: Apportionment of Experian Sectors to B-Class Land Uses

The method used for re-categorising employment forecasts by sector into B-Class uses is summarised below.

Experian Sector	Proportion of Jobs by Use-Class		
	B1 offices	B2 industrial	B8 warehousing
Agriculture, forestry & fishing	Non B-Class		
Oil & gas extraction	Non B-Class		
Mining	Non B-Class		
Food, drink & tobacco	0%	100%	0%
Textiles, footwear & clothing	0%	100%	0%
Wood & wood products	0%	100%	0%
Paper, printing & publishing	9%	9%	0%
Fuel processing	0%	100%	0%
Chemicals & manmade fibres	0%	100%	0%
Rubber & plastics	0%	100%	0%
Mineral products	0%	100%	0%
Metals	0%	100%	0%
Mechanical engineering	0%	100%	0%
Motor vehicles & transport equipmt	0%	100%	0%
Other manufacturing	0%	100%	0%
Electricity, gas & water	Non B-Class		
Construction	0%	32%	0%
Wholesaling	0%	10%	72%
Retailing	Non B-Class		
Hotels & catering	Non B-Class		
Transport	0%	0%	43%
Communications	0%	0%	84%
Banking & insurance	100%	0%	0%
Business services	100%	0%	0%
Other F&B (real estate, R&D etc)	100%	0%	0%
Public administration & defence	10%	0%	0%
Health	Non B-Class		
Education	Non B-Class		
Other public	0%	5%	0%

Source: Experian / NLP analysis

Appendix 18: Planning use classes and business activities

Existing Employment Use Class	Summary Description	Potential Employment Use Class	Summary Description
B1a	Offices	A	Shops, cafes, finance & professional services, etc
B1b	Research & development	C1	Hotels
B1c	Light industry	C2	Hospitals, nursing homes, Colleges, etc
B2	General industry	D1	Clinics and health centres, museums, libraries, etc
B8	Storage or distribution	D2	Cinema, concert hall, sports complex, etc
		Sui generis	Theatres, trade counters, motor sales, petrol filling stations, etc

Source: GVA Grimley (2009), CCC (2012)

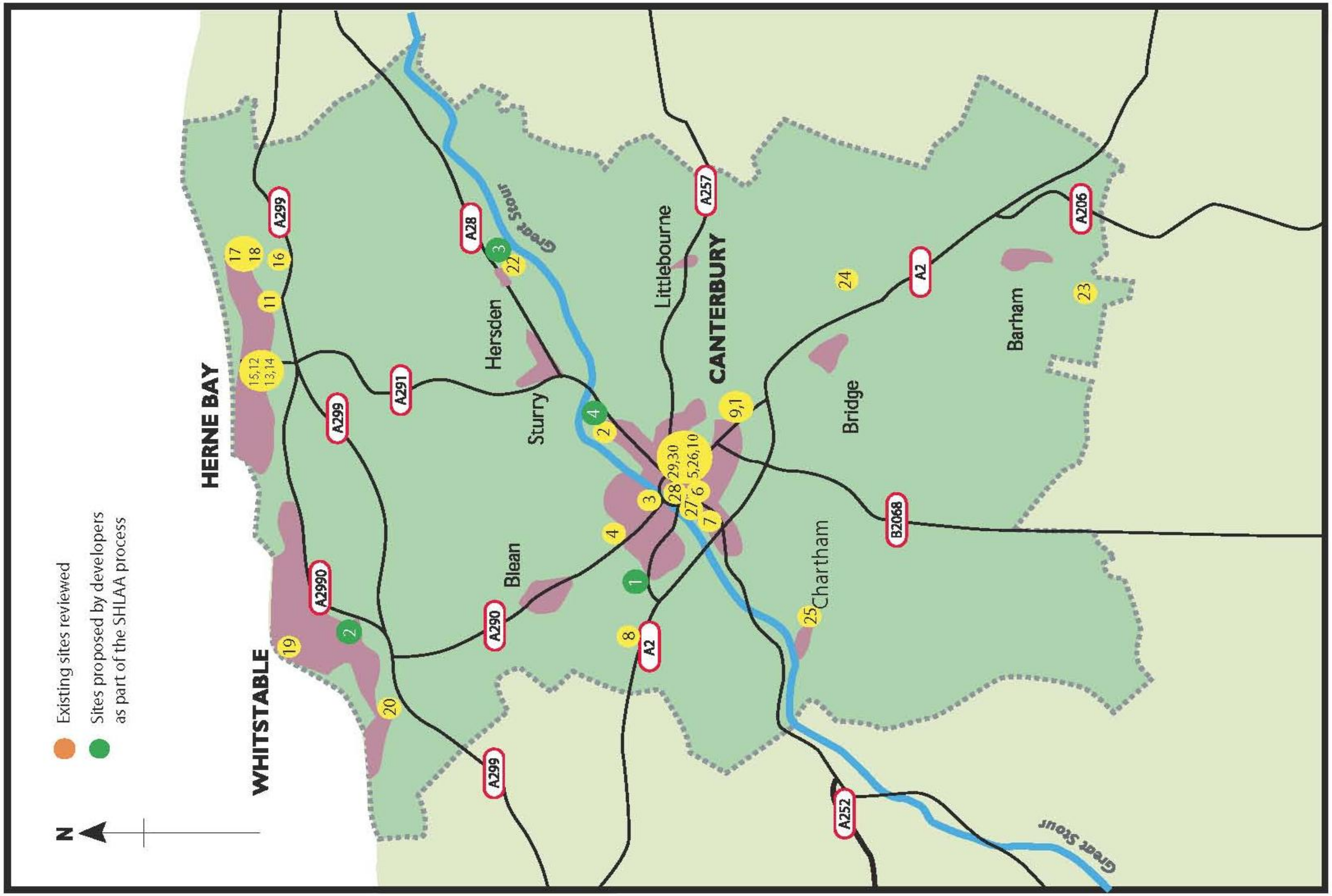
Appendix 19: Typical market dynamics in key private and public sectors

Sector	Key Dynamics	Assessment Type/s
Private (Retail; Hotels and Catering and Motor Sales; trade counters; leisure; private education)	Reasonably dynamic until current economic conditions. Investment now more cautious. Continuing expansion of supermarkets and to some extent larger retail parks. Continuing investment in tourism sector by some national chains. Smaller groups consolidating or putting planned investments on hold. Investment plans of private colleges /training institutions are individualistic.	Retail need/capacity studies. Sector commentary and analyses. Employment forecasting. Demand profiling/targeting and sector discussions. Local intelligence gathering. Kent Hotel sector studies and visitor surveys.
Quasi Private (Recreational, cultural and sport; Film, Radio and TV, etc)	Under increasing financial pressure with little investment in physical space currently. Contraction in industry expected over short-term, with focus on productivity and consolidation in sector.	Demand profiling and sector discussions. Employment forecasting. Local intelligence gathering.
Quasi Public (Health & Social Work; Library, museums and cultural activities)	Broadly static, although central government investment continues in certain areas which may still be feeding through. Long planning and investment period, with London 2012 Olympics a major contributor for sport.	Demand profiling and sector discussions. Local intelligence gathering. Employment forecasting.
Public (Education)	Some investment still feeding through in Primary/Secondary sector. The Tertiary sector differs between further education, where there have been major expansion plans, and higher education where investment plans are more individualistic.	Local intelligence gathering. Demand profiling and sector discussions. Employment forecasting. Sector commentary and analyses. Local economic impact analyses.

Source: GVA Grimley (2009), CCC analysis (2012)

Appendix 20: List of sites with a map of the district

	Site Name	Sub-Market Area	Gross Area (ha)
	Existing		
EL 1	Little Barton Farm, New Dover Rd	Canterbury	20
EL 2	Southwestern corner of Vauxhall Road	Canterbury	1.4
EL 3	Car Park, Adjacent to Canterbury West Station,	Canterbury	0.43
EL 4	University of Kent Technology Park	Canterbury	7
EL 5	Former Kent Messenger Site, Lower Bridge Street	Canterbury	0.17
EL 6	Land adjacent to Canterbury East Station	Canterbury	0.43
EL 7	Wincheap Industrial Estate, Wincheap	Canterbury	8.6
EL 8	Canterbury Office Park, Harbledown	Canterbury	1.2
EL 9	Barton Business Park, New Dover Road	Canterbury	3.8
EL 10	Beckett House, New Dover Road	Canterbury	1.1
EL 11	Altira Business Park	Herne Bay	15
EL 12	Eddington Lane (North), Eddington Lane	Herne Bay	2
EL 13	Eddington Lane (Southwest), Eddington Lane	Herne Bay	2.86
EL 14	Eddington Lane (South), Eddington Lane	Herne Bay	2
EL 15	Eddington Coal Yard, Eddington Lane	Herne Bay	1.06
EL 16	Former FDS site, Hawthorn Corner	Herne Bay	2.14
EL 17	Former Metric Site, Sweechbridge Road	Herne Bay	0.2
EL 18	Hillborough Business Park, Sweechbridge Road	Herne Bay	2.3
EL 19	Whitstable Harbour (South Quay)	Whitstable	0.75
EL 20	Land Between A229 and A2990, Wraik Hill	Whitstable	8
EL 22	Lakesview Business Park & Canterbury Industrial Pk	Rural	29.32
EL 23	Barham Business Park, Breach Farm, Elham Valley Rd	Rural	2.3
EL 24	Canterbury Business Park, Highland Court	Rural	12
EL 25	Land at former St Augustine’s Hospital	Rural	11.3
EL 26	Rochester House, St Georges Place	Canterbury	1.4
EL 27	Block A, Office Connection site, St Andrew’s Close	Canterbury	0.15
EL 28	Former KCC Building, Beer Cart Lane	Canterbury	0.12
EL 29	Newingate House, 16-17 Lower Bridge St	Canterbury	0.1
EL 30	HM Revenue & Customs, Sun Alliance House	Canterbury	0.2
	Developer proposed sites		
SR 1	Land adjacent to Hall Place, Canterbury	Canterbury	1.3
SR 2	Land opposite the former Huyck site	Whitstable	2
SR 3	Land adjacent to Lakesview, Lakesview, Hersden	Rural	24
SR 6	Land north west of Sturry Road, Canterbury	Canterbury	2.2



Existing sites reviewed
Sites proposed by developers as part of the SHLAA process
N
HERNE BAY
WHITSTABLE
Hersden
Sturry
Blean
Littlebourne
CANTERBURY
Bridge
Chartham
Barham
Great Stour
A299
A28
A257
A206
A2
A291
A2990
A290
A252
B2068

Appendix 21: Assessment sheet sample

Site Assessment form (Non-residential)

SITE DETAILS		Score
Site Reference Number		NA
Site Name/Address		NA
Map Location (Grid Ref)		NA
Current Use/Use Class:		NA
Potential/Proposed Use (s)		NA
Brown/Greenfield/Mixed **Agricultural land grade**		SP1
Site Area **Land/plots left available**	Ha	NA
Total Floor Area **Floor area left vacant** **Potential floor area**	m^2	NA
Plan of site **Aerial shots (if available)** **Photos of site**		

SITE ASSESSMENT AND PLANNING		
Description of Site: Including age/state/type of any buildings/external areas, topography, site shape, amenity/parking, trees/hedges, water bodies etc, tenancy/vacancy/type of businesses.		NA
Condition of buildings and external areas		SP17
Surrounding Uses: What - Compatible or sensitive, residential, commercial, competition.		SP18
Planning allocations and designations: Affecting or adjacent to site, length of any employment allocation. Length of any employment allocation		SP2
Planning status Pre-planning, Development Principles etc, Allocation, Outline Planning, Full Planning Permission for employment.		SP3
Other Planning History: e.g. Employment Allocation or Planning Permission? Development Brief. Previous site proposal at LPI accepted and rejected 1998 plans		NA
Regeneration Area or Area of high deprivation? (i.e. in a ward having an LSOA in 20% most deprived in England)		NA
Has the site been considered by the Employment Land Review or Retail and Leisure study? Outcome		NA

SUSTAINABILITY/PHYSICAL ASSESSMENT		
Does the site have any of the following physical or infrastructure constraints?		
Proximity to Town or well serviced Village (services and workforce).		SP5
Access *(external/internal/HGV's/parking)*		SP6
Highway capacity		SP7
Proximity to significant transport routes *(Major A roads such as A299, A2)*		SP8
Proximity to public transport *(800m to bus stop 2 or more services/hr)*		SP9
Infrastructure: – ○ Water Supply ○ Sewerage/Drainage ○ Electricity supply ○ Gas Supply		SP10
Renewable energy capacity		NA
Topography (e.g. shape and size)		SP14
Are any re mediation works required? – • Electricity Pylons • Contamination/Pollution • Adverse Ground Conditions • Hazardous Risk • Building/material demolition or removal • other		SP15
Flood Zone		SP16
Would development have a detrimental impact on the environment, either within or adjacent to the site or in its vicinity?		
Perceived local amenity • Townscape • Noise pollution • Light pollution • Residential Areas		SP11

Environment • Landscape (AHLV/SLA/ANOB) -within 1km • Trees/TPO – on site • Sites of Nature Conservation Interest – on site or adjacent • Protected Species/biodiversity – on site or adjacent • Water courses/bodies (within 25m)		SP12
Historic Environment (e.g. on site or adjacent) • Conservation Areas • Historic Parks and Gardens • Listed Buildings • Scheduled Ancient Monuments/AAI • Potential for Archaeology		SP13
Any likely design constraints (e.g. massing, height, location)		SP4
How and when could any constraints be overcome and effects mitigated?		NA
Average Score (weighted at %)		

DELIVERABILITY AND MARKETABILITY		
Key delivery/suitability constraints • Viability issues, access, site preparation costs. • On-site and off-site planning and infrastructure requirements. • Viability, requirement for reinvestment, letting problems, occupation non-employment uses etc		DM1
Site Assembly Is site in public, single ownership or management or in multiple-ownership? Is it likely to result in protracted site assembly, or part of the site being unavailable for development or a ransom strip situation?		DM2
Achievability • Willingness of owner or owners to sell or develop the site. • Is the site owner by developer or agency known to undertake employment development? Size/capacity of developer. • Are landowner aspirations realistic and or in line with employment use? • Is public or other funding available? • Is private sector funding in place to allow delivery?		DM3
Market Demand • Market Perception (*likely to be high or low demand)*. • Competition *(from similar sites in market area)* • Market requirements *(like to meet a need)* • Attractiveness of locality		DM4 DM5
Marketability • Visibility/attractiveness of location. • Activity on site *(any development in the last 5 years).* • Site being actively marketed?		DM6 DM7 DM8
Developers' phasing Is there a clear plan for development phasing (delivery plan)?		

Is new employment development likely to take place • During the next 1-3 years • During years 3-5 years • During years 5-10 years • Beyond 10 years and within the plan period • Beyond the plan period, if known.		DM9
Tenancy If built is the site full tenanted or has it been vacant for any period of time?		DM10
Average Score (weighted at %)		
Information on the timing of overcoming physical, infrastructure, and legal constraints, identified, will be taken into account, together when determining the time of development.		

FINAL ASSESSMENT	
Can development of the site be achieved during the plan period having taken into account the previously accounted for constraints, market and delivery factors?	
Is employment the only acceptable form of built development on this site? (Due to constraints such as contamination, adjoining uses, sustainable development etc).	
Any there any other material policy considerations?	
Is the site suitable for retention / allocation / protection for employment? Would extra measures be required?	
If yes - What are the appropriate use classes? Which Market sector? Office, industry, warehouse, mixed employment, mixed use	
If No – should site be released What alternative uses could be considered? (i.e. retain current use or other)	
Final Averaged score	

Appendix 22: Outline table with scoring criteria

This table shows the sustainability, deliverability and marketability assessment criteria, scoring system rand rationale.

nr	Criteria	Additional info	Very poor/ strong negative factor	Poor/weak negative factor	Neutral/ average factor	Good/weak positive factor	Excellent/ strong positive factor	Description / Rationale
			1	2	3	4	5	
	Sustainability							
SP1	**Type of site**		Greenfield		Mixed		Brownfield	*Assesses the efficient use of land, giving higher scores to previously developed sites*
SP2	**Allocations affecting or adjacent to site**		Other allocation or sensitive uses				Supportive allocation i.e. employment	*Looks at the existing situation allowing an assessment of the restrictions/ support a site is likely to receive in planning terms.*
SP3	**Planning status**		No allocation or planning permission	Employment allocation or brief	Current planning permission	Works started on site	Built out	*Looks at the existing situation, which also provides an indication as to whether the site is more likely to come forward.*
SP4	**Planning constraints**	Allocations or other restrictions i.e. design, footprint, massing	Very high level of constraint		Moderate level of constraints		Non planning constraints	*Likely conditions/restriction put on developments to mitigate foreseeable impacts.*
SP5	**Location**	Proximity to town	+5km	Within 30mins bus ride	Urban edge	Within urban area	In city/town centre	*Provides the proximity to work force and sustainability of the location of the site.*
SP6	**Quality of access on/off Site**	Safety and quality, HGV turning access, pedestrian, type of access roads (width, type of road)	poor (difficult/ narrow access, congestion via residential areas, difficult junction,				Very good local access (free moving, wide, roads good junctions and routes)	*B uses often involve HGV's and/or worker traffic. Conflicts can arise with other highways users on route. Mitigating or providing for traffic impacts can be often difficult and expensive.*
SP7	**Highways assessment**	Kent County Council assessment	No ability to take additional traffic		Assessment and improvements required		No improvements required and capacity is	*Based on advice provided by KCC Highways Dept.*

nr	Criteria	Additional info	Very poor/ strong negative factor	Poor/weak negative factor	Neutral/ average factor	Good/weak positive factor	Excellent/ strong positive factor	Description / Rationale
			1	2	3	4	5	
							available.	
SP8	**Proximity to strategic road or rail access (offices)**	Primary route proximity (A2/A299/rail stn)	+5km	3-5km	1-3km	>1km	Immediately adjacent	*Physical access to transport infrastructure impact on the sustainability and viability of a site.*
SP9	**Public transport access**	Proximity to railway/bus station		Not within 800m		Within 800m		*Accessibility for workforce/clients therefore also sustainability of site. High low scores omitted as lack of public transport can often be remedied and for some uses HGV access is more relevant.*
SP10	**Infrastructure provision**	Utilities, internal roads etc	None		Some		All	*Impacts on suitability and cost of developing the site.*
SP11	**Environmental effects**	Amenity, noise, light spill, natural environment	Significant perceived impact				Unlikely to be impacts	*Ensuring a high standard of amenity for all existing uses*
SP12	**Environmental effects**	Impacts on natural environment	High impact – in a designation: protected species, TPO, etc	Adjacent to SSSI, or other sensitive site	Moderate impact	Low impact no specific features or species on site	No likely impact, enhancement likely, fully developed site	*Conserving and enhancing the natural environment, ensuring that allocations are directed toward land with less environmental value.*
SP13	**Environmental effects**	Heritage (e.g. archaeology)	Significant, non-mitigatable impact	Within or contains designated features	Designated features adjacent, conservation area or archaeology likely.	Evaluation required	No impacts or features	*Conservation of heritage assets*
SP14	**Physical constraints**	Size, topography, profile	Poor				Very good	*Unchangeable physical factors that impact on the type, scale, layout of development.*
SP15	**Remediation works required**	Contamination, demolition, archaeology removal, etc		High level of remediation	Moderate level	Little or no remediation		*High/low scores omitted due to remediation not necessarily preventing development, also viability/costs are assessed in DM1.*
SP16	**Flood risk**			Yes		No		*Flood risk has less of an impact on*

nr	Criteria	Additional info	Very poor/ strong negative factor	Poor/weak negative factor	Neutral/ average factor	Good/weak positive factor	Excellent/ strong positive factor	Description / Rationale
			1	2	3	4	5	
								employment uses and is more easily mitigated than for uses such as residential
SP17	**Condition of premises/external areas**	Not assessed on empty sites		Poor	Average	Good		*High and low score omitted due to easy fix for most building maintenance/ external realm issues therefore criteria has less of an impact. Looks at wider employment area.*
SP18	**Adjacent land uses**	Potential to conflict with adjacent onsite uses	Residential or sensitive uses – high conflict				In employment area/ no incompatible uses	*Compatibility of adjacent land uses will impact on viability of scheme and type of uses allowed, plus mitigation required*
Deliverability								
DM1	**Constraints/obstacles to deliverability or continued suitability for employment use**	known obstacles i.e. viability, access, infrastructure input, reinvestment in use by non-B uses	Major constraints; very difficult to resolve, proposed for non B uses or prohibitive	Major constraints; difficult, time-consuming and expensive to resolve	Minor obstacles; expensive, difficult and time-consuming to resolve	Minor obstacles; easy/cheap to resolve	No identified constraints or obstacles	*Assesses the physical constraints from a viability/financial perspective (where known)*
DM2	**Site assembly**	Ownerships / user constraints (where known)	Multiple owners (no management arrangement) or landlocked		Multiple ownership (with management arrangement)		Single ownership (no known legal or ownership constraints)	*Ownership and legal issues can hold up the development process.*
DM3	**Achievability**	Land owner aspirations in line with B-uses, private or public funding available,	Low				High	*Aspirations and funding available can impact on the likely of the site coming forward for employment development.*
DM4	**Market demand**	Assumes that the site will become available	Low (low demand, difficult to attract				High (attractive to agents/occupiers	*Assesses extent to which businesses are likely to be interested in the site.* *It takes into account met and expressed*

nr	Criteria	Additional info	Very poor/ strong negative factor	Poor/weak negative factor	Neutral/ average factor	Good/weak positive factor	Excellent/ strong positive factor	Description / Rationale
			1	2	3	4	5	
			occupiers, needs heavy marketing)				, recent activity, strong demand, few units available	*demand as well as likely demand based on experience elsewhere in the local market.*
DM5	**Competition**		Very high		Moderate		Very low	*Considers potential Impacts from other sites in market catchment area.*
DM6	**Location visibility and attractiveness**		Very poor, remote site				Excellent	*Assesses locational Impacts on marketability.*
DM7	**Recent employment development activity**	In last 5 years *New and fully developed sites not assessed*	No				Yes	*Indicates extent of progress in terms of site delivery. A 'Yes' denotes recent delivery and therefore availability which is very positive in the context of the ELR. Middle scores therefore omitted.*
DM8	**Actively marketed as employment use**	*Fully occupied sites not assessed*	No marketing		Some marketing		Whole site widely marketed	*Indicates ongoing owner commitment to supporting site marketing. Includes a range of methods from web presence /literature to more generic promotion.*
DM9	**UNBUILT Estimated availability (years)**	Looks at existing availability	Beyond plan period if at all	10+	5-10	3-5	1-3	*Relevant to unbuilt area of site/vacant plots only – assesses the likely timeframe for delivery of site for employment development.*
DM10	**BUILT Reflects tenant demand**	Vacancy levels where site is built. *Empty sites not assessed*	Wholly vacant or unoccupied	Mostly vacant	A number of vacant buildings	To full occupation	Fully tenanted or occupied	*Relevant to fully developed sites only - provides an indication as to whether the site appears to be fit for purpose (i.e. meeting tenant/occupier need).*

Appendix 23: The assessment table with the scoring for both existing and new sites.

TABLE SHOWING SITE ASSESSMENT CRITERIA AND SCORING

Scoring (weak)1-5(strong) - 'excellent / strong positive' factor (5 points), a 'good / weak positive' factor (4 points), a 'neutral / average' factor (3 points), a 'poor / weak negative' factor (2 points) or a 'very poor / strong negative' factor (1 point), not appicable (0 points and not inlcuded in average)

	Sustainability and Physical assessment - *weighted at 40% existing, 60% new*																				Deliverability and Marketability - *weighted at 60% existing, 40% new*											
criteria	SP1	SP2	SP3	SP4	SP5	SP6	SP7	SP8	SP9	SP10	SP11	SP12	SP13		SP14	SP15	SP16	SP17	SP18		DM1	DM2	DM3	DM4	DM5	DM6	DM7	DM8	DM9	DM10		
Site Ref.	Type of site	Allocations affecting or adjacent to site	Planning status	Planning constraint	location	Quality of access on/off site	Highways assessment	Proximity to strategic road/rail access	Public transport access	Infra-structure provision	Environment Effects: amenity, light spill, noise etc	Environment Effects: Impacts on natural environment	Environment Effects: Heritage (conservation archaeology)	Environment Average	Physical constraints	Remediation works required	flood risk	Condition of premises external area	adjacent land uses	SP total ave	Constraints/ obstacles to deliverability - continued suitability	Site assembly	Achievability	Market Demand	Competition	Visibility and Attractiveness of locality	Recent Development activity	Actively marketed as employment use	UNBUILT Estimated availability (yrs)	BUILT Reflects tenant demand	DM total average	Overall weighted average
EL 1	1	4	2	4	3	4	2	4	4	1	3	3	4	3.33	4	3	4	0	4	3.16	1	3	2	3	2	4	1	1	2	0	2.11	**2.53**
EL 2	1	4	2	3	4	4	3	2	4	1	5	3	3	3.67	3	3	2	0	4	2.91	3	5	4	3	4	4	1	4	5	0	3.67	**3.36**
EL 3	5	4	2	3	4	4	3	5	4	3	3	4	3	3.33	4	4	4	4	4	3.77	2	5	3	3	4	5	1	1	3	0	3.00	**3.31**
EL 4	3	4	4	3	3	3	3	2	4	2	4	4	3	3.67	3	4	4	4	4	3.35	3	5	3	3	4	5	5	3	4	5	4.00	**3.74**
EL 5	5	5	5	0	5	5	4	3	4	5	4	5	4	4.33	0	0	4	3	5	4.41	1	0	2	4	3	4	0	1	1	0	2.29	**3.14**
EL 6	3	4	2	2	4	1	1	3	4	2	3	4	4	3.67	2	3	4	0	2	2.71	2	4	2	2	2	1	1	1	1	0	1.78	**2.15**
EL 7	5	2	5	0	4	3	3	4	4	5	4	4	4	4.00	0	0	2	3	4	3.69	2	2	0	3	3	4	0	4	0	3	3.00	**3.28**
EL 8	5	3	3	3	2	4	4	5	2	4	4	3	3	3.33	4	3	4	3	4	3.52	4	5	2	3	3	3	1	4	4	0	3.22	**3.34**
EL 9	5	4	5	0	3	3	4	4	4	5	4	4	3	3.67	0	0	4	3	4	3.97	4	0	0	5	4	3	5	4	0	4	4.14	**4.08**
EL 10	5	2	5	0	4	5	4	3	4	5	4	4	4	4.00	0	0	4	4	4	4.08	4	0	0	3	3	4	0	0	0	5	3.80	**3.91**
EL 11	3	0	4	4	4	5	5	5	4	3	4	4	3	3.67	5	3	4	4	5	4.11	4	4	2	4	4	5	5	4	4	5	4.10	**4.10**
EL 12	3	5	4	4	4	4	4	5	4	3	5	4	4	4.33	4	4	4	2	5	3.96	4	2	3	3	3	3	5	1	3	5	3.20	**3.50**
EL 13	1	5	2	4	4	4	4	5	4	2	5	4	4	4.33	5	4	4	0	5	3.82	4	5	2	4	3	4	1	1	3	0	3.00	**3.33**
EL 14	1	4	2	4	4	4	4	5	4	2	4	3	3	3.33	4	3	2	0	4	3.36	3	5	2	4	3	4	1	1	3	0	2.89	**3.08**
EL 15	3	5	3	4	4	4	4	4	4	3	5	4	4	4.33	3	4	4	2	5	3.77	4	5	3	3	3	3	1	0	5	0	3.38	**3.53**
EL 16	3	5	2	3	2	3	2	5	2	2	4	3	4	3.67	5	4	4	0	4	3.31	2	5	2	2	2	2	1	1	1	0	2.00	**2.52**
EL 17	5	4	3	4	4	4	3	4	4	3	3	5	5	4.33	4	4	4	0	3	3.82	4	5	3	3	2	3	1	3	4	0	3.11	**3.40**
EL 18	5	5	5	0	4	4	4	4	4	5	4	4	4	4.00	0	0	4	3	4	4.23	4	0	0	4	4	3	0	3	0	5	3.83	**3.99**
EL 19	5	3	5	0	5	3	3	2	4	5	4	4	4	4.00	0	0	2	4	5	3.85	3	3	0	4	4	4	0	3	0	5	3.71	**3.77**
EL 20	3	5	4	4	3	4	3	5	4	3	4	4	4	4.00	4	4	4	4	4	3.88	3	5	3	2	2	5	5	4	4	4	3.70	**3.77**
EL 22	3	4	4	3	1	5	2	1	4	5	4	2	4	3.33	5	4	4	4	4	3.52	4	4	5	4	3	3	5	5	5	3	4.10	**3.87**
EL 23	5	4	4	3	1	4	4	3	2	5	4	4	3	3.67	5	4	4	3	4	3.67	4	5	5	5	4	2	5	4	5	5	4.40	**4.11**
EL 24	3	4	4	3	1	4	4	5	4	5	4	3	3	3.33	5	4	4	3	4	3.77	4	5	5	3	3	3	5	4	4	5	4.10	**3.97**
EL 25	3	3	2	2	1	2	3	1	2	2	2	3	4	3.00	4	2	4	2	2	2.38	1	5	1	1	3	1	1	1	1	1	1.60	**1.91**
EL 26	5	4	5	0	5	5	4	3	4	5	5	5	4	4.67	0	0	4	4	5	4.44	4	0	0	4	3	4	0	0	0	5	4.00	**4.17**
EL 27	5	4	4	4	4	5	4	3	4	4	4	5	4	4.33	4	4	4	4	3	4.02	3	5	2	3	4	5	1	4	0	0	3.38	**3.63**
EL 28	5	3	5	0	5	4	4	3	4	5	4	5	2	3.67	0	3	4	2	4	3.90	3	0	3	2	2	4	1	4	5	1	2.78	**3.23**
EL 29	5	3	5	0	4	4	4	3	4	5	5	5	4	4.67	0	3	4	2	5	3.98	2	0	1	2	2	4	1	1	3	1	1.89	**2.72**
EL 30	5	4	5	0	5	5	4	3	4	5	5	5	4	4.67	0	0	4	4	5	4.44	4	0	0	4	3	4	0	0	0	4	3.80	**4.05**
SR 1	3	2	1	3	2	3	4	3	4	2	2	3	3	2.67	3	3	4	3	4	2.92	1	2	2	2	2	3	0	0	3	0	2.14	**2.61**
SR 2	1	1	1	2	4	4	4	3	4	1	1	2	4	2.33	5	4	4	0	1	2.76	1	5	4	4	3	4	0	0	4	0	3.57	**3.08**
SR 3	1	2	1	3	1	4	2	1	4	1	3	1	4	2.67	5	4	4	0	3	2.58	2	3	4	3	3	3	0	0	3	0	3.00	**2.75**
SR 6	1	1	1	2	2	4	2	1	4	1	1	2	3	2.00	4	2	2	0	4	2.20	1	4	2	2	3	3	0	0	3	0	2.57	**2.35**

Appendix 24: Measures to support delivery of sites

Background

In respect of those measures suggested/proposed in Chapter 8, the following provides some relevant context and background.

There is now a strong emphasis in Government policy, including the NPPF, to promote economic growth and create private sector jobs. However, the failure to bring forward and unlock the employment generating capacity of employment sites can clearly restrict these aspirations.

A recent survey of local authorities into the barriers constraining local growth (NLP, 2012) found no magic bullet solution to overcome all these problems and to make development happen. Weak or limited demand outside prime markets means that the challenge of bringing forward employment development remains but a combination of positive planning and targeted interventions can help enable enhanced delivery. This reinforces the importance of finding effective mechanisms to deliver employment sites which are not coming forward through normal market processes.

In the context of Canterbury district this study has assumed a series of supply scenarios in relation to the district's employment land stock of employment sites. Crucial to ensuring the requisite amount and quality of land and employment space is available to business and investors will be ability to deliver. In this context viability and by extension interventions (to aid viability) are likely to be crucial factors in enabling delivery to take place. This applies both to the committed future supply of employment land together with any new sites subsequently identified and allocated as part of the new Local Plan development process.

Delivery Strategy

In order to ensure a robust overarching approach in this regard the City Council should formulate a Delivery Strategy for both existing sites and any new allocations to emerge through the new Local Plan.

Its purpose would be to clearly show where development will happen and highlight those responsible for making it happen. It could be used to help inform the Local Plan employment proposals and to guide future development.

Also at a future Inquiry the Council may seek to use this strategy to help mitigate any outstanding concerns regarding the area's capacity to balance the generation of new employment opportunities with the building of new homes in the district.

The strategy would promote individual site allocations at the local level, setting out an appropriate mix of uses for each site, analysis of development viability (including costs for acquisition, demolition, remediation, infrastructure and building), levels of public sector intervention required and a programme of delivery including quick win sites that are deliverable in the short term, as well as those in the medium to longer term. Where appropriate this could also include scope to introduce and accommodate non B-class commercial uses. In reality therefore a combination of different approaches and resources are likely to be needed.

As part of this process the Council could undertake a study into the ongoing deliverability both in planning and economic terms using a sample of employment sites. This could include a broad assessment of costs required for improvements to access, flood mitigation measures, contamination and demolition. This would provide the local authority with a more robust evidence base when periodically monitoring the progress of individual sites identified for and committed to future employment use within the district.

Based on local experience and best practice applied by local authorities elsewhere in the country, this strategy approach could seek to incorporate a number of mechanisms which the public and private sectors can utilise to better enable both new employment development and improve existing stock.

In general the type of intervention approach discussed in Chapter 8 and possibly to be embedded in a Delivery Strategy for the district can be categorised under the two headings of **(1) 'New Employment Development'** and **(2) 'Improving Existing Stock'** as set out below:

(1) NEW EMPLOYMENT DEVELOPMENT

There are a range of reasons employment sites might fail to come forward for development. These might include high or prohibitive up-front infrastructure costs, low rents and uncertain demand or land-owner aspirations. Some of these constraints and impediments have been highlighted and discussed in this study.

One of the key issues in delivering available employment land is the cost value gap for employment development. Market values, except in the prime locations, will tend to be low and the costs of servicing this land can be extensive (particularly when creating serviced plots for smaller companies). This includes roads, services, landscaping and ground engineering / remediation.

In some cases the costs and uncertainty of land development for employment uses where take up / disposal will be a slow process makes such development uneconomic to the private sector. These barriers to employment development may also be compounded by the current economic climate which may exacerbate some of the issues regarding marginal viability and market failure.

In light of this it is unsurprising land-owner aspirations may tend to focus on the considerable differential between the value of employment and retail/residential uses. This is clearly one key factor that needs to be considered, accepted and potentially even harnessed. In this respect mixed-use conversions and redevelopments for instance could help enable the delivery of new office space in Canterbury. This needs to be closely considered in view of changing national planning policy and the growing reluctance and incapacity of local authorities to acquire sites either through negotiation or using CPO powers if necessary.

Alternative approaches may therefore need to be considered which seek to manage the competing pressures on employment sites within the district to ensure that there is deliverable employment land to meet a variety of needs across different locations. However even with proactive interventions it is unlikely all of the committed future supply of employment land will come forward over the Plan period to 2031. Employment development on new sites could be encouraged through both 'financial' and 'mixed-use enabling' based public sector interventions:

(A) Financial Initiatives

This would involve preparing and supporting bids to available funding programmes to help pump prime key infrastructure which can in turn open up key sites and stimulate new development. This may involve the public sector de-risking projects through gap funding and site remediation to attract new private sector investment into less viable development opportunities.

A pro-active and innovative approach to securing funding from both the public and private sectors will be needed particularly in light of the current economic conditions and the uncertainty surrounding future regeneration funding streams. These 'financial' based approaches could include:

Expansion East Kent (ExEK)

Discussed in Chapter 5 this scheme makes £35 million available to businesses and investors seeking to make an investment in east Kent between 2012 and 2017, in the form of interest free loans.

Investment proposals for new development are welcome including the purchase of land and/or property (as part of a bigger investment proposal), development works, equipment and machinery. It is hoped developers and the wider development industry ensure that clients make full use of this funding particularly where job creation is achievable and EXEK can help de-risk investments previously unachievable through other lending institutions.

Growing Places Fund

Available via Local Enterprise Partnerships (LEPs) the above scheme is a sustainable revolving fund aiming to unlock development and leverage private investment by addressing immediate infrastructure and site constraints and promoting the delivery of jobs and housing. In the South East LEP area the local infrastructure fund amounts to some £32.5 million.

The scheme may be, in part, a development enabler and the council is currently supporting one such bid from a local developer. Due to the relatively limited amount of money available competition for resource will be intensive and will require the development of robust business cases in order to secure funding. As such an innovative approach to project funding and delivery will be required. In this case the council may wish to prioritise particular sites/ projects where funding should be targeted, particularly in the short-medium term. Prioritisation could relate to speed and willingness to deliver sites could focus on areas where the Council has existing assets and/or policy support for projects.

Tax Incremental Financing (TIF)

The Coalition Government has announced that Local Authorities will be granted new powers allowing them to borrow against predicted growth in their locally raised business rates, which will provide 'up front' funding to finance key infrastructure projects. A loan for key infrastructure would be serviced and eventually paid back by the additional economic growth generated.

Such growth would include the creation of new businesses and increased output from existing businesses as a result of the infrastructure intervention. The enactment of the Localism Act which was given Royal assent in late 2011 includes legislation for TIFs. This innovative funding mechanism is likely to be well suited to deliver medium and longer term projects where there are significant infrastructure requirements.

There are few case studies available in support of the use of TIFs. Key issues impacting implementation that would need to be considered might include:

- defining the basis for tax additionality and degree of financial risk;
- determining the viability of the development type as well as the appropriate development mix and land values; and
- the arrangements for securitisation/repayment of the initial loan.

Commentators such as NLP (2012) suggest that TIFs may not work well in areas of low demand where lending may be viewed as high risk, or where a site is only likely to attract relocations of local businesses, without producing any additional business tax gains.

In addition the Government is also considering granting powers that enable local authorities to repatriate business rates allowing them to become more self-sufficient and to have a genuine stake in their local economy. This would involve local authorities clawing back some of the business rates raised within their area.

East Kent Spatial Development Company

The EKSDC was established in 2001 as a regeneration initiative, which in essence sought to deliver utility infrastructure and also to deliver finance to pump prime future projects. To date investments have been made in major electricity infrastructure to service allocated employment sites in Thanet, the Canterbury Innovation Centre, new employment and training space in Dover district as well as potential to invest in new utilities infrastructure serving the wider growth area at Whitecliffs Business Park.

Potentially this could play an increasingly important role is assisting the delivery of employment sites for instance in relation to subsequent phases of the Technology Park at the University of Kent’s campus in Canterbury.

Planning Obligations

In principle Section 106 planning obligations and contributions related to planning applications for projects (and in due course Community Infrastructure Levy) are key sources of project specific funding, in addition to direct private sector investment. However, the ability of these schemes to fund planning obligations will depend upon their viability. Therefore the City Council will need to take a flexible and positive approach in negotiations, informed by appropriate evidence from applicants.

Partnership Arrangements (e.g. Joint Ventures)

The district has a good track record in relation to creating successful public and private sector partnerships. A similar partnership approach could be pursued to help deliver key sites discussed in this study or identified through the Local Plan by providing focus, direction, commitment and coherence. In this sense a Local Authority Joint Venture arrangement could be an effective partnership structure particularly where a site has major significance to the local economy and therefore accountability and delivery are increasingly important.

(B) Mixed-Use Enabling

In certain situations the development of specific employment sites may be enabled through mixed commercial or mixed residential/employment schemes. In view of the difficulties in current economic conditions together with the district’s long-standing difficulties in delivering some sites it may be sensible for the city council to consider how positive economic outcomes can be achieved by adding more flexibility in terms of the kind of development permitted.
This could involve revisions or extensions to existing policies or even the formulation of new policies that allow more flexibility in terms of how employment sites might be used. This might consist of:

i) Introducing mixed uses, with a residential element for instance providing a cross subsidy, to help bring forward previously new or difficult to deliver employment allocations;

There are several examples in the district of sites set aside for employment that have either not come forward as part of a mixed development scheme or as individual employment sites.

In the future it will be increasingly important to assess whether a mixed-use scheme is appropriate, alongside the appropriate quantum of employment land and related phasing of development. Ideally an assessment of the viability of potential mixed use sites could in this sense establish its suitability to mixed use, the appropriate mix, the volume of each use and necessary development phasing. This approach could also for example trigger an agreement between the local authority and developer which would govern the delivery of each use.

This could be a relevant approach in the case of Little Barton Farm. The ELR recommends that it is de-allocated in its current form. A similar site could however be reallocated within a mixed use scheme with a specified split between new residential and an employment area set aside for employment , which is then specified through a legal agreement. This type of approach can help deliver balanced communities whilst providing employment space which otherwise would not be delivered. Swale Borough Council has recently approved such a planning consent at Faversham which clearly linked the residential and employment elements of the scheme.

In terms of individual employment sites allowing some higher value development can help secure funding for key infrastructure, such as service roads, which can open up the site for further development. This approach would require greater flexibility in the types of employment uses and forms of development on sites and would need to be applied carefully. There are examples in the district and elsewhere of higher value uses and access roads being completed without providing new employment development and creating pressures for non B-class commercial uses on the rest of the site.

ii) Allowing a limited amount of higher value “enabling development” to help fund and support provision of new employment premises; and

This is linked to the above measure and could be specifically directed at large and older offices in Canterbury City. On appropriate sites and where a clear need is demonstrated, obsolete office stock could be replaced with mixed-use redevelopments/conversions that deliver new homes but also new, modern office provision that is better configured and suited to modern occupier needs.

Research from NLP (2012) suggests that examples of the successful use of this approach by local authorities were focused on quite small sites. In many cases this has required, through a legal agreement, completion of some employment premises on the site before occupation of the enabling uses. This can achieve new employment space on the site and stimulate further interest in it as an employment location.

If the potential to incorporate an element of new office development is considered to be unachievable for any reason then an alternative approach could be considered. Some local planning authorities elsewhere have initiated SPDs which require a financial contribution from developers where a proposal involves the loss of an existing employment site to a higher value use such as residential or retail. The resulting secured contributions are then employed to unlock employment sites elsewhere in the planning area.

iii) Adding complementary commercial uses into an existing built/partially built employment site.

On some existing sites where employment space has been vacant for a sustained period of time or the life of buildings can be prolonged through reinvestment or redevelopment, the council may wish to take a pragmatic approach to which commercial uses are permissible.

The council may seek to broaden the range of job generating uses that can take place in existing clusters of commercial activity to perhaps include leisure, education and training and some suis generis commercial uses though not including retail. Some ‘employment’ clusters (e.g. Hillborough Business Park) already comprise a mix of different commercial uses including B-class employment uses. In addition some non-B uses may already operate from employment clusters on larger sites (e.g. Joseph Wilson/John Wilson Business Parks) though this typically represents a very small proportion of employment space overall. Other sites could also assist in providing space for a broader range of users.

This would help to meet the projected need for floorspace from non-B class uses indicated by NLP in their study as well as assisting the occupation of older business space. This has become a particular issue along the Whitstable-Herne Bay coastal corridor for which the Council has received a regular stream of enquiries over a sustained period of time.

However, by introducing a greater variety of uses on some sites could result in an overall net reduction in employment space. Care would also have to be taken that any new schemes/occupants do not constrain operations of adjoining industrial firms. To help manage the balance of uses on these sites, a threshold (e.g. maximum % of total workspace to be occupied by non B-class uses) could even be set.

In some cases a similar approach could also apply to undeveloped employment land. Here workspace can be developed for non B-use class purposes which also have an important local economic role and function. Typical uses that have been allowed for this purpose include hotels, private healthcare uses and/or ancillary leisure. These in turn could benefit the labour force by bringing positive economic benefits in their own right.

(2) IMPROVING EXISTING STOCK

Intensification, redevelopment and refurbishment are three key mechanisms that can be employed to bring deteriorating, under-utilised or vacant stock back into use.

Employment sites (both assessed and non-assessed) that may require these improvements over the Local Plan period have been identified in this study. Some of these are older industrial areas comprising former agricultural buildings or older premises which may become outdated for modern needs or in poor condition, but have some potential for renewal or intensification.

In some instances there is scope to accommodate new employment development on existing sites through infill redevelopment which has enabled more intensive development to take place. However this may sometimes be constrained sites are in fragmented ownership or premises are currently occupied and/or subject to existing leases.

Buildings may benefit from re-cladding or more extensive refurbishment. Where existing buildings may no longer be “fit for purpose” it may be possible to provide modern business premises that meet the requirements of occupiers through gradual redevelopment. Increased sub-division to provide smaller units and conversion of larger and older existing premises (which otherwise would be vacant) may also provide a positive solution, particularly where this can help address key deficiencies in the local economic market (i.e. small managed workspaces, serviced offices).

However there will be barriers to achieving this including low rents, uncertain levels of demand while many lower cost occupiers will have limited needs in terms of their premises. In some instances these enhancements may already be planned, underway or have occurred already. However additional support could be provided by the council for owners or developers through:

i) Introducing Local Development Orders for specific industrial estates and business parks;

The production of Supplementary Planning Documents could help to encourage redevelopment and intensification. For example Local Development Orders (LDO) could be adopted to allow specified types of development within defined employment areas without the need to obtain planning permission. This would aim to encourage employment development through greater speed of delivery, certainty of outcome and reduced cost.

LDOs can be prepared in partnership with tenants and land owners and could allow, for example, construction of new industrial buildings or subdivision or refurbishment of existing buildings without developers or owners going through the planning process.

While not providing any funding to deliver new space, this approach could increase certainty for developers, making it easier to raise development finance and giving them greater confidence to proceed. From examples around the country LDO can last for three years, after which they are reviewed and potentially renewed. Types of developments allowed under the LDO include some rear and side extensions, re-cladding of units, using up to 10% of the premises for offices, new and replacement windows and entrance features, and measures to reduce firms' operating costs such as installation of solar panels.

ii) Consider specific Local Plan policies encouraging such forms of renewal and upgrading of older employment premises;

In some cases policies have even sought to address any lack of incentive to reinvest through other means. Research of local authorities by NLP (2012) indicated that over half of councils have secured upgrading and modernisation of older employment premises by permitting some mixed commercial uses on existing or allocated employment sites.

iii) Explore potential sources of other financial aid/investment to enable firms to upgrade premises if the market does not deliver these improvements; and

Where older established industrial estates require an upgrading intervention ranging from the stripping and repainting of industrial units through to making environmental or other aesthetic improvements a Business Improvement District (BID) mechanism may be appropriate. A BID is already in place at Canterbury Industrial Park, Hersden, which has operated for seven years. This initiative has helped to improve the appearance of vacant buildings as well as enhancing road surfaces, site security and maintenance. Where necessary the council may seek to instigate a BID approach on appropriate sites.

Upgrading sites in the above manner can help retain existing occupiers, promote in-situ expansion and therefore discourage relocation though it is accepted that balance must be achieved between renewal and not limiting or undermining the incentive to build speculative new industrial units elsewhere. These renewal measures can be identified and actively encouraged through the new Local Plan as means of ensuring these sites positively contribute to meeting the district's future growth requirements.

These funds can cover improving premises through conversion, extension, re-cladding, security measures, access and environmental improvements and aim to create more business space or improve the quality of existing space, helping businesses to expand.

iv) Undertake local initiatives to publicise to local business population case studies of improvements to business premises, including costs, local contractors involved and rental or other benefits achieved.

This could be a gradual process of drip-feeding good news stories concerning new reinvestment into business sites. Similarly a ‘delivery strategy’ could encourage the use of rebranding or investment prospectuses to help promote an identity for the industrial area and to highlight the types of investors that would most benefit from the location.

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