

Appendix G: Appraisal of Employment and the Local Economy options

Significant Positive Effect	+ +	Likely to have a significant positive effects
Minor Positive Effect	+	Likely to have a positive effects
Neutral	0	Neutral
Minor Negative Effect	-	Likely to have negative effects
Significant Negative Effect	- -	Likely to have significant negative effects
Uncertain	?	Uncertain
No Relationship	NA	Not applicable/No relationship

NB: where more than one symbol/colour is presented in a box it indicates that the appraisal has identified both positive and negative effects. Where a box is coloured but also contains a '?', this indicates uncertainty over whether the effect could be a minor or significant effect although a professional judgement is expressed in the colour used. A conclusion of uncertainty arises where there is insufficient evidence for expert judgement to conclude an effect.

Issue EMP1 - How should we ensure that enough business space is provided in the right locations to support growth?

Issue EMP1 - How should we ensure that enough business space is provided in the right locations to support growth?														
SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option														
EMP 1A	-	-	NA	NA	?	NA	NA	-	NA	NA	+/-	+	+	+
EMP 1B	-	-	NA	NA	?	NA	NA	-	NA	NA	+/-	+/-/?	-/?	-/?
EMP 1C	+/-/?	+/-/?	?	?	?	?	?	-	?	?	+/-/?	++/?	++/?	++/?

Commentary:

The Economic Development and Tourism Study (EDTS) (2020) identified a need to plan for some 136,700sqm (or 29.7ha) of new business space over the period of the new Local Plan to 2040. This is below the level of floorspace contained in the existing Local Plan but would enable a greater focus on the deliverable sites in the district.

Continuing with the current strategy (Option EMP1A) or amending the approach through removing uncertain sites (EMP1B) is likely to maintain air quality and greenhouse gas emission issues, leaving their achievement dependent upon other interventions, such as technological improvements in transport. Option EMP1B, by removing sites with deliverability risks could damage the local economy (SA Objective 12), remove opportunities for sustainable transport interventions (SA Objective 13) and deprive local communities of job opportunities (SA Objective 14) particularly Herne Bay where two sites are highlighted as having deliverability issues in the EDTS (2020). However, this would enable a focus on deliverable sites, which would provide benefits to the overall economy. By contrast, active intervention through the promotion of mixed use and better adapted existing sites (EMP 1C – Preferred Option) is likely to result in more positive outcomes, albeit dependent upon their location, scale and timing.

Significant (although uncertain) effects have been identified in respect of the likely effect of the preferred option in respect of promoting a more sustainable economy (SA Objective 12, transport systems (SA Objective 13) and communities (SA Objective 14). This reflects the opportunities to direct future developments to locations which better meet aspirations of a more diverse economy, reducing the need to travel and meeting the employment needs of local communities which can support health and wellbeing.

Mitigation

- None identified.

Assumptions

- None identified.

Uncertainties

- How, in practice, a changed strategy might affect the achievement of all sustainability objectives.
- The timing and speed of change associated with directing growth to more sustainable locations.
- Balancing the needs and demands of the market with aspirations for sustainable development.

Issue EMP2 - How can we provide opportunities for the right mix of jobs, including higher paid jobs, to be created?

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SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
EMP 2A	-	-	?	?	?	NA	NA	NA	NA	NA	NA	+/-	?	+
EMP 2B	-	-	NA	NA	NA	NA	NA	NA	NA	NA	NA	++	?	?
EMP 2C	-	-	?	?	?	NA	NA	NA	NA	NA	NA	++/?	?	++/?

Commentary:
Likely significant effects
 The options focus on seeking to secure a better mix of, and higher valued added, employment in the District. All of the options are likely to result in negative effects on air quality and greenhouse gas emissions (SA Objective 1 and 2), largely reflecting the continuation of existing arrangements for the provision of employment sites. Changes in these measures are likely to come about through the implementation of new policies in the local plan, technological advances such as electric vehicles, and broader transition to net zero. There are uncertainties associated with realising aspirations for more sustainable transport.

There are likely to be significant positive effects associated with realising economic opportunity (SA Objective 12) for options EMP2B and EMP2C (Preferred Option), reflecting the opportunities for businesses to respond to market signals. Equally, intervention in the market (EMP2C) is likely to benefit communities through the provision of higher value employment opportunities. A more prescriptive approach (Option MP2A) has the potential for positive and negative effects on the economy as it may dissuade investment

Mitigation

- None identified.

Assumptions

- None.

Uncertainties

- These centre on the potential effects of interventions which may compromise biodiversity and landscape interests, as well as how more sustainable transport might be achieved.

Issue EMP3 - How can we best support the delivery of allocated employment sites?

Issue EMP3 - How can we best support the delivery of allocated employment sites?														
SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
EMP 3A	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	0	NA	NA
EMP 3B	NA	NA	NA	NA	NA	NA	NA	NA	NA	-/?	NA	+/?	NA	NA
EMP 3C	NA	NA	NA	NA	NA	NA	NA	NA	NA	-/?	NA	++/?	NA	NA

Commentary:
Likely significant effects
 The EDTS (2020) identifies that the delivery of new employment space has been affected by a number of factors including market, locational and viability issues. The primary relationship between the three options and the SA Objectives relates to securing a sustainable economy (SA Objective 12), where there is likely to be either a neutral clear effect (EMP3A) or a positive effect in the case EMP3B and EMP3C (Preferred Option) reflecting the use of a bespoke delivery strategy, although the delivery mechanism is unproven. There may be effects on housing delivery (SA Objective 10) on the strategic sites, if serviced employment land was expected to be delivered, although there is uncertainty about whether additional requirements would reduce viability of housing development.

There is a potentially significant positive relationship between EMP3C (Preferred Option) and the sustainable economic SA objective, reflecting the opportunities to specify, and ensure delivery of, serviced employment land, or the use of enabling development, although a degree of uncertainty is attached reflecting the untried nature of the intervention.

Mitigation

- None identified.

Assumptions

- None.

Uncertainties

- The effects on sustainability of an untried policy approach.

Issue EMP4: How can we improve the accessibility and connectivity of employment areas?

Issue EMP4: How can we improve the accessibility and connectivity of employment areas?														
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SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option														
EMP 4A	+	+	NA	NA	NA	NA	NA	NA	NA	NA	NA	+	+	+
EMP 4B	++	++	NA	NA	NA	NA	NA	NA	NA	NA	NA	++/?	++	+
EMP 4C	++	++	NA	NA	NA	NA	NA	NA	NA	?	NA	++/-/?	++	++

Commentary:

Likely significant effects

These options, to a greater or lesser degree, provide the opportunity to secure a step-change in the way in which new employment developments are specified to include measures which contribute to sustainable development. Their sustainability effects are progressively more beneficial, although there is uncertainty in respect of economic development (SA Objective 12), specifically whether the mixed-use requirement of Option EMP4C (Preferred Option) would act as a disincentive to investment, which may impact on viability. Equally, there could be greater benefits for community cohesion (SA Objective 14) through the provision of live-work space and starter units for new businesses under Option EMP 4C.

Significant positive effects are most likely to be seen in relation to EMP4B and EMP4C where requirements for sustainable transport provision will contribute to air quality enhancement and reductions in greenhouse gas emissions (SA Objective 1, 2 13). Economic enhancement is also likely as part of the creation of more sustainable infrastructure as part of new employment development and, in the case of EMP4C, the establishment of a closer link between communities and employment areas through co-location and mixed-use developments.

Additionally, requiring strategic sites (over 300 homes) to include some commercial development (Option EMP 4C) may affect viability and impact on housing development although there is uncertainty about this.

Mitigation

- None identified.

Assumptions

- None.

Uncertainties

- In respect of how a requirement under EMP4C for mixed use development could act as a disincentive to investment.

Issue EMP5: How can we improve the energy performance and carbon emissions of new commercial developments in the district?

Issue EMP5: How can we improve the energy performance and carbon emissions of new commercial developments in the district?														
SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
EMP 5A	NA	+	NA	NA	NA	NA	NA	+	NA	NA	NA	+	NA	NA
EMP 5B	NA	+	NA	NA	NA	NA	NA	+	NA	NA	NA	+	NA	NA
EMP 5C	NA	+	NA	NA	NA	NA	NA	+	NA	NA	NA	+/?	NA	NA
EMP 5D	NA	++	NA	NA	NA	NA	NA	+	NA	NA	NA	+/-/?	NA	NA

Commentary:
Likely significant effects
 Positive sustainability effects are likely in respect of greenhouse gas emissions and the economy for all options, reflecting the opportunities for the enhancement of energy efficiency through the imposition of more or less stringent requirements. However, as these requirements are increasingly demanding (notably in respect of securing net zero carbon in new developments under EMP5D), there could be economic impacts resulting from a perception of a less attractive development environment. Therefore, for the Preferred Option a mix of positive and negative effects are assessed. However, there is some uncertainty for this dependent on how the commercial building sector could adapt to such requirements and ensure ongoing viability.

All options require additional building standards that would be expected to also support a reduced water usage therefore minor positive effects are assessed against SA Objective 8.

Significant positive effects are identified in respect of Option EMP5D for climate change SA Objective 2, which would have an immediate significant positive effect in relation to greenhouse gas emissions.

Mitigation

- None identified.

Assumptions

- None.

Uncertainties

- There is some uncertainty about development viability dependent on how the commercial sector could adapt to new requirements.

Issue EMP6 - How should we support the development of our universities?

Issue EMP6 – How should we support the development of our universities?														
SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
EMP 6A	?	?	NA	NA	?	NA	NA	NA	?	+	NA	+	?	?
EMP 6B	+/?	+/?	NA	NA	?	NA	NA	NA	?	+	NA	+	+/?	+/?

Commentary:

Likely significant effects
 Education is by far the largest sector in the district, providing over 16,000 jobs in 2019. The sector has grown rapidly over the last 10 years or so and is forecast to continue over the period of the Local Plan to 2040. The universities play a key economic role in the district and University of Kent and the Canterbury Christ Church University have developed campus masterplans. Option EMP6A recognises, and provides flexibility for, accommodating growth within this significant sector for the local economy. Through greater integration between University growth plans and the Local Plan under Option EMP6B (Preferred Option), there are opportunities for advancing the sustainability agenda within Canterbury District in respect of addressing air pollution, greenhouse gas emissions, economy, transport and communities (SA Objectives 1, 2, 12, 13, 14) building on existing close associations between university growth and the interests and priorities of the Local Plan. However, there is some uncertainty reflecting how greater interaction between the Local Plan and the growth of Universities would work in practice. Both options would help support the provision of student accommodation so minor positive effects are identified for SA Objective 10.

No likely significant effects are identified.

Mitigation

- None identified.

Assumptions

- None.

Uncertainties

- There are uncertainties across many identified interactions, reflecting both the contribution of the current relationship and how greater interaction between the Local Plan and the growth of Universities would work in practice.

Issue EMP7: How can we support the delivery of new, high quality tourist accommodation to boost overnight stays and support the local economy?

Issue EMP7: How can we support the delivery of new, high quality tourist accommodation to boost overnight stays and support the local economy?														
SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option														
EMP 7A	+	+	NA	NA	?	NA	NA	NA	NA	NA	+	+	+	NA
EMP 7B	+	+	NA	NA	?	NA	NA	NA	NA	NA	+	+	+	NA
EMP 7C	-/?	-/?	?	NA	-/?	NA	NA	NA	NA	NA	-/?	++	+/?	+

Commentary:

Likely significant effects

The introduction of greater flexibility for the location of tourist accommodation under Option EMP 7C (Preferred Option) should create greater economic opportunity resulting in significant positive effects on the economy (SA Objective 12).

There are likely to be positive effects realised from the concentration of tourist accommodation within or on the edge of city centres and towns (Options EMP7A and EMP7B), in respect of managing pollution, economic enhancement and sustainable transport measures (SA Objectives 1, 2, 12 and 13). There are likely negative effects on pollution, greenhouse gas emissions, landscape and land use (SA Objectives 1,2, 5 and 11) associated with tourist accommodation being more dispersed across the District under Option EMP7C (Preferred Option) and associated greenfield release with some uncertainty dependent on location. However, local communities could benefit from greater flexibility through the provision of more employment opportunities, particularly for young people.

Mitigation

- None identified.

Assumptions

- None.

Uncertainties

- The degree to which sustainable transport can be realised in the context of more dispersed accommodation provision.
- The extent to which development may affect biodiversity, landscape and townscape is dependent on consideration of specific projects at the application stage.

Issue EMP8: How should we support the growth and development of the rural economy?

Issue EMP8: How should we support the growth and development of the rural economy?														
New Homes														
SA Objective	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
Option	SAO1	SAO2	SAO3	SAO4	SAO5	SAO6	SAO7	SAO8	SAO9	SAO10	SAO11	SAO12	SAO13	SAO14
EMP 8A	-/?	-/?	NA	NA	NA	NA	NA	NA	NA	NA	0	+	?	+
EMP 8B	0/?	0/?	?	?	?	?	NA	NA	NA	NA	-/?	++	?	++

Commentary:

Likely significant effects
 The likely effects associated with both options are mixed. For example the greater flexibility of Option EMP8B (Preferred Option) benefitting the rural economy and community through the provision of opportunities specific to localities (Rural Service Centres and sector-specific enterprises such as viticulture), whilst potentially creating issues associated with traffic generation and the loss of farming land to development where expansion is required (SA Objective 11). The current approach adopted under EMP8A is less proactive with a different mix of sustainability effects associated with the maintenance of existing patterns of employment provision, such as traffic-related emissions. Therefore, negative effects are considered likely for air quality and climate change (SA Objectives 1 and 2).

Likely significant effects positive effects are associated with the economic (SA Objective 12) and health/community (SA Objective 14) impacts of Option EMP8B (Preferred Option) where greater flexibility may help to secure greater economic vibrancy and, in turn, community health. However, there is also more uncertain effects related to biodiversity, geology, landscapes, water and transport (SA Objectives 3, 4, 5, 6 and 13).

Mitigation

- None identified.

Assumptions

- None.

Uncertainties

- Largely associated with the likely effects of Option EMP8B and how the benefits of the approach might be realised in practice in specific localities, notably in respect of the effects on the biodiversity and landscapes if additional rural development is allowed.