



# Local **economy** and **tourism** strategy

Canterbury district 2008 to 2012



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## Introduction

The previous –‘Canterbury District Economic Strategy’ ran from 2003 to 2008. Adopted by Canterbury4Business (C4B), the economic partnership for the Canterbury district, and Canterbury City Council (CCC), the strategy provided a framework for regeneration and economic development activity over the past five years. A detailed action plan was taken forward by the council and partners to deliver the strategy.

The development of a new Local Economy and Tourism Strategy comes at an exciting time for the district, with several major urban regeneration projects planned and significant infrastructural improvements and economic initiatives planned or underway, such as the fast train links.

To capitalise fully on these new opportunities the districts of Canterbury, Shepway, Thanet and Dover that make up east Kent, working closely with the Kent County Council, are taking leadership, collaboration and co-operation to a new level through the creation of an East Kent Local Strategic Partnership (LSP) in 2008.

One of the strongest influences on the strategy has been the Canterbury Futures Study ([www.canterburyfuture.co.uk](http://www.canterburyfuture.co.uk)). Carried out by CCC and its partners, it has helped to shape the future direction of the district, and identifies the economy as key to Canterbury’s prosperity, acknowledging that the lead elements in Canterbury’s future must come from the knowledge, experience and green economies.

The strategy’s development is also timely due to a number of developments in national, regional and local policy. These include:

- The recently published HM Treasury review of economic development and regeneration. This proposes the creation of a focused statutory economic duty on upper-tier local authorities to assess the economic circumstances and challenges of their local economy, and greater devolution to local authorities around economic development and regeneration;
- The Sub National Review proposes a single, integrated regional strategy. This will combine the Regional Spatial Strategy (that is, the South East Plan) and Regional Economic Strategy. The Regional Development Agency (RDA) will oversee its development. The South East Plan and the South East of England Regional Economic Strategy (RES) together provide the context for Canterbury’s future economic development and its role in the surrounding sub-region and the wider county economy;
- The ongoing Communities and Local Government (CLG) consultation on a new Planning Policy Statement (PPS 4) on Planning for Sustainable Economic Development. This seeks to change the planning system to allow local authorities to plan effectively and proactively for economic growth alongside environmental and social factors;
- New strategic partnerships across the tourism sector under the banner of Partners for England. This includes the launch of the Destination Charter, the new national framework that is attempting to define the future relationship between local authorities, regional tourist boards and national tourism organisations in England;
- Visit Kent, the Kent wide partnership for the visitor economy, has set up a Visitor Economy for Coastal Kent (VECK) group, which combines tourism groups and

coastal local authorities. As part of the county's regeneration agenda, this will seek to develop the visitor economy, ensuring that Kent's coastal areas fulfil their potential;

- A series of important local documents are also set to emerge. These include the Local Development Framework, the Corporate Plan and the Sustainable Community Strategy; and
- Kent County Council's Local Area Agreement 2 (LAA). This is a three-year agreement between central government and Kent that sets out local authority priorities. It includes 35 national performance indicators, which all local authorities need to sign up to. Each Local Strategic Partnership (LSP) in Kent decides which KA2 targets they will include in a local action plan, of which economic success is a key area;
- The key findings and strategic priorities in the strategy and the wider Canterbury district Futures Study will also feed into an East Kent Futures Study, which is being progressed by Experian/Business Strategies in late 2008.

## The District's New Local Economy and Tourism Strategy

This strategy and accompanying action plan aim to provide guidance and co-ordinate the activities of all those involved or interested in making sure the district is an excellent place to live, learn, visit, and invest. The strategy intervenes in the local economy to correct economic uncompetitiveness and imbalances. It is also prospective or proactive in that it seeks to use the area's strengths and assets, to capitalise on new economic opportunities, maximising growth potential. The strategy will:

- provide a mechanism to begin delivering the council's long-term vision for Canterbury district to 2030. The first period of economic activities is planned for 2008 to 2012;
- combine highest visitor economy and wider economic development priorities, actions and activities in a single economic plan; and
- provide a clear strategic direction about where the council and its partners should be using its resources to deliver maximum economic development.

### Developing the Local Economy and Tourism Strategy

It must be stressed that the lead elements of Canterbury's Future Study, the knowledge economy, experience economy and green economy, will not happen overnight. This strategy sets out some first steps in a longer-term process to deliver higher quality jobs in the district towards 2030.

The district is not immune from changing economic situations, particularly the 'credit crunch'. In response to this, the council's Local Economy team and partners are already engaged in relevant economic development activities. These include encouraging increased consumer expenditure (for example, through events), providing appropriate business advice, business support and guidance and directly managing the impact of business contractions or closures.

A more extended economic downturn would be discussed in the 'practitioner' action plan. In such a case, the council would work with partners to address or mitigate the local effects of this, providing additional support to the district's services and construction sectors and manufacturing base, as well as exploring any potential for new economic and business opportunities.

The Local Economy and Tourism Strategy is an extension of both the council's Corporate Plan and the district's Sustainable Community Strategy and does not duplicate them. Whereas transport is clearly a major priority locally and has clear connections with the district economy this is already dealt with in the Corporate Plan and Canterbury District Transport Action Plan (entitled 'Unlocking the Gridlock'). There is little value in replicating these actions again in the Local Economy and Tourism Strategy. Similarly, some issues have emerged that relate to other policy areas, such as transport and culture. Where appropriate these have been referred to the relevant teams to incorporate within their emerging council plans.

An action plan will be developed giving that detailed activities of organisations that will be tackling the priorities. A detailed action plan will directly inform the work of the Local Economy and Tourism teams over the next four years and will be published on the council's business website [www.business.canterbury.gov.uk](http://www.business.canterbury.gov.uk). It will form a work guide or plan for practitioners and partners.

The council is central to the formulation of the strategy but it will require its key partners to help deliver the action plan. The Southeast England Development Agency (SEEDA), Kent County Council, Canterbury4Business (C4B), local universities and colleges, Business Link

and many others will be involved in this process.

### **Consulting on the Local Economy and Tourism Strategy**

Local Economy and Tourism Strategy consultation work and events were carried out during the Futures Study process. Officers have also held meetings with economic stakeholders, such as local universities and colleges.

A number of meetings have taken place with the district's local economic partnership, Canterbury4Business (C4B) and the Kent Invicta Chamber of Commerce, to invite their comments and views on the draft documents. Major organisations that provide public services in the district have also been involved in the process through the Canterbury Partnership (formerly Canterbury District Local Strategic Partnership).

The wider business community and local residents were given the opportunity to comment on the draft strategy on the council's business website in June and early July 2008 at **[www.business.canterbury.gov.uk](http://www.business.canterbury.gov.uk)**

This consultation was promoted in the council's website, newsletters for businesses and residents, respectively, – Business Life and District Life.

# The Local Economy

## Context

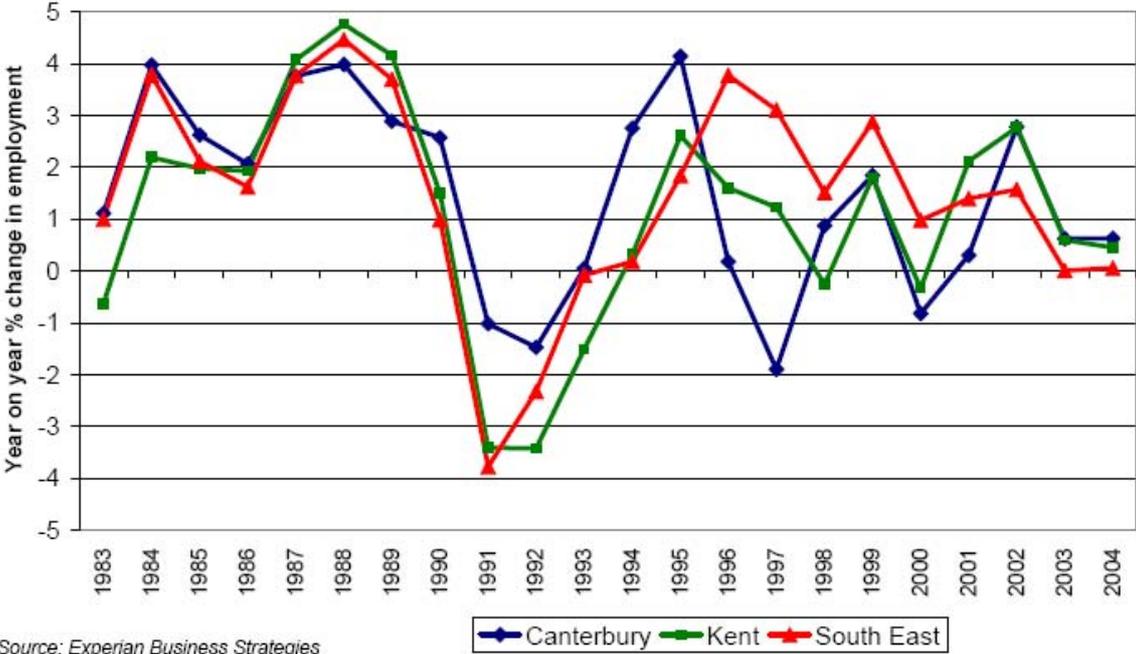
In an ever-changing and increasingly inter-connected global economy local economies cannot stand still. Failing to address negative characteristics of the local economy will only cause them to worsen, while new economic opportunities that need to be pursued and capitalised upon will be seized elsewhere. In the Canterbury district, there are some key economic issues that fall into both these categories. In this way, the local economy economic strategy seeks to be corrective and preventative, as well as prospective.

The following section provides a brief overview of the district's economy, specifically its employment structure and profile. There is a wealth of economic data about the district available, such as how its local economy has performed, its current status and profile and how it might look in the future. For more information go to [www.canterburyfutures.co.uk](http://www.canterburyfutures.co.uk) or contact the council's Local Economy team.

## Employment

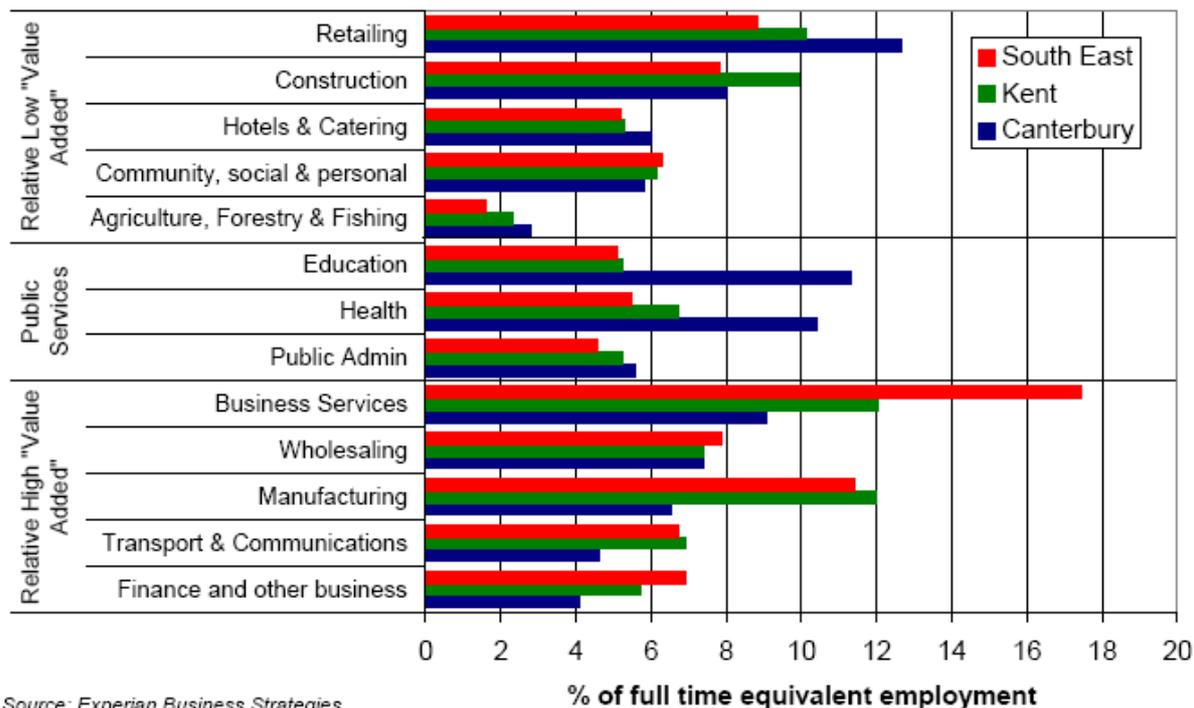
Over the past 25 years, employment in the district has been less volatile than in Kent and the south east of England on average. In the 1980s and early 1990s the district's employment growth was less affected by the recession, but over the past decade it has grown at a much slower rate than the rest of the UK, as Figure 1 below demonstrates. In general, the district tends to perform reasonably well in difficult economic times but reasonably poor in strong economic times.

Figure 1: Change in employment, 1983 to 2004



There has been a continued displacement of jobs from production, especially in manufacturing, to the service sector. Manufacturing employment fell by 31 per cent in the district between 1998 and 2003, while the distribution, hotels and restaurants employment increased by 29 per cent.

**Figure 2: Sectoral breakdown of employment in the district**



Employment in public services is comparatively high in the district, and these jobs tend to be better protected in times of recession. However, the high-value sectors such as financial and business services, which have driven employment growth in the south east over the past decade, are under-represented in the district, as shown in the graph above. A large proportion of the district's jobs are in retail and tourism, which are generally low-income jobs but reflect the importance of these sectors to the district's economy.

Canterbury's key employment sectors are in the low-waged, low-skilled sectors related to tourism and retail. This is good for the district economy as it demonstrates strong retail and tourism sectors. However, Canterbury does not have any strength in other traditionally high value sectors, such as in financial and business services.

Public sector employment (mainly in education and health) remains strong in the district. Canterbury has been somewhat shielded from past recessions by its sizeable public sector employment and the absence of any large manufacturing base, but its employment growth in this sector over recent years has been slightly slower.

The public sector provides traditionally secure jobs for comparatively highly qualified people, but does not disguise the fact that there is a lack of higher-waged, higher-skilled jobs in the private sector available in Canterbury. The district is some way behind both county and regional averages in its levels of private sector knowledge-based employment, which are those parts of the private sector generally populated by highly skilled workers.

Using Kent County Council's population estimates, Experian Business Strategies has made several forecasts for the district's economy:

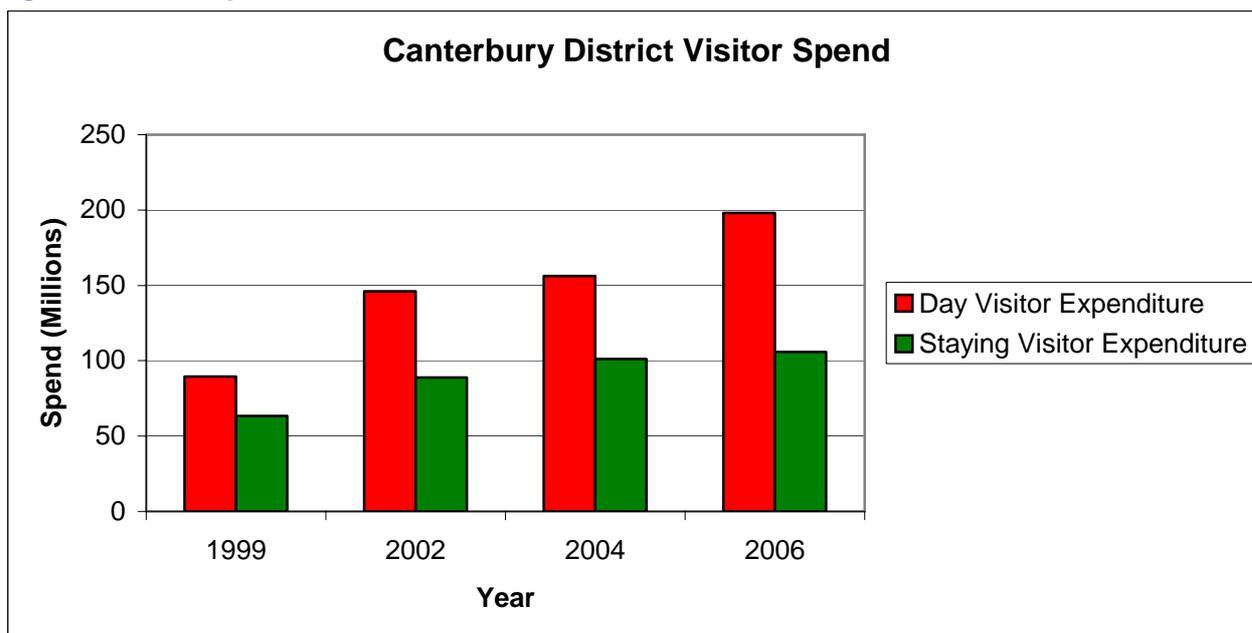
- There is likely to be a significant change in the district's demographic structure, which will see an ageing population with a decline in the number of people of working age.
- There is likely to be little change in the district's employment sector/occupation mix and a declining rate of employment growth.

- There will be major economic changes and challenges outside the Canterbury district, notably in Ashford and the Thames Gateway.

### The Local Visitor Economy

Visitor spend in the district has continued to increase and now directly contributes £304,760,229 to the local economy (Cambridge Economic Impact Model 2006). This figure represents 12% of the total visitor spend across the County. However visitor spend originating from overnight stays has not increased by the same rate as day visitor expenditure and this reflects the continuing challenge of generating additional overnight trips.

**Figure 3: Visitor Spend in the District**



### Implications

As highlighted earlier, the district economy has a relatively low-value, low-skilled, low-income industrial structure, focused on retail, tourism, personal services and the public sector. This profile is to some extent the result of the district's success as a visitor destination, which creates jobs in the service-sector.

However, Canterbury's economy remains largely low-value. This has resulted in levels of employee wages among the lowest in the southeast region and a local occupational structure predominated by low and intermediate-skilled occupations of customer services and skilled trades occupations. Employment within high skill managerial and professional occupations is low compared to Kent and south east levels. This dependence on a few industries brings difficulties in labour productivity (measured as GVA per job). A recent ONS study of labour productivity in the UK showed that the hotels and restaurants sector occupied the bottom ranking of all UK industries.

Overall earnings, labour productivity and skills levels could be improved by increasing the number of jobs and job opportunities in high-value employment sectors. This would bring increased diversity and value to the district's economy.

A varied economy can be less vulnerable to changes in the national economy, is more robust in the face of increasing global economic uncertainty and is more receptive and adaptable to new technologies, innovations and ideas. It is therefore likely to perform better over the longer-term.

## The Futures Study – ‘A vision for 2030’

In 2007 the Canterbury district Local Strategic Partnership (LSP) and Canterbury City Council commissioned Experian, working with the Future Foundation and GVA Grimley, to assess what types of issues need to be considered to plan effectively for the next 25 years.

This work looked at a range of economic, social and environmental issues that will affect the district. It has helped focus on the direction the district is likely to take in the future and helped make reasoned choices on how to develop a vision for the future.

The study includes social, economic and cultural aspirations as well as considering the future use of available land. The idea is to understand what might happen in the future in order to make better decisions today.

### What are the key conclusions of this work?

The Futures Study makes the following conclusions:

- There is a real consensus that making better use of further and higher education links is fundamental to the district's future economic aspirations. We are aware of the important role these links have in economic development (particularly in higher-skilled, knowledge-intensive, creative economies) and local universities remain a key asset, with largely unfulfilled potential. Establishing the further education institutions (FEIs), higher education institutions (HEIs) and the students themselves as partners in the future of the district will be an important first step.
- To retain and attract highly skilled people, higher-spending visitors and higher-value businesses, the district's offer needs to be unique, or outstanding at least, offering many or all of the benefits to be found in larger urban centres, but with an added quality of life and work/life balance.
- The district's existing economic strengths – the experience or service economy – must be built on, raising skills in the sector and viewing it as a key component in raising the overall value of our social, cultural and leisure offer.
- The district has many unique assets – a combination of heritage, coastline, countryside, universities, international profile and sites with world heritage status. To achieve its economic aspirations as set out in the vision for 2030, we need to stop under-selling these assets and take the greatest possible benefits from them.
- The local population must be included in the achievement of the district's economic aspirations. Efforts must be put into raising skills, and ensuring the social, cultural and leisure offer is suitable for all.
- The local community should take advantage of business opportunities as the district develops and attracts a greater number of higher-spending visitors, residents and companies.
- It is important to continue to view the district in its wider geographic context, particularly in the context of the east Kent sub-region. Canterbury city can provide the greatest pull-factor for students, visitors and businesses. The rest of the sub-region can contribute to growth in wider sectors (such as transport, logistics, communications and tourism), residential centres and all the benefits associated with this (including increased demand for services, culture/leisure and retail).

- Finally, there are many challenges involved in achieving the knowledge economy outcome and the district's economic aspirations generally.

### **What are the outcomes of the Futures Study?**

The Futures Study has created a broad view of a desirable set of future outcomes for the Canterbury district, being the Knowledge, Experience and Green economies. These are also being used in the development of our Corporate Plan, Sustainable Community Strategy, Local Development Framework and now the Local Economy and Tourism Strategy.

### **The Knowledge economy**

The Futures Study showed that there should be greater and more sustained efforts to make the district 'the place to work'. Its focus is to encourage the creation of a higher-value local economy in the district, with higher-skilled and better-paid jobs.

These could be created through a growing number of small high growth businesses, the growth of existing innovative firms and new inward investments from major corporate companies.

This means the development of new enterprises, producing high value-added output based on the specialist knowledge of their owners and employees. It will also require us to exploit educational strengths and cultural and heritage assets in order to develop, attract and retain knowledge-intensive people and businesses.

The knowledge-based element of the district's economy in this area is weak and so far we have failed to fully convert strong knowledge economy inputs (R and D expenditure, proportion of public sector knowledge workers) into knowledge economy outputs (patent registrations, improved productivity, higher average earnings, private sector knowledge based jobs). This aspiration remains the most challenging for our policy makers, and higher education and business communities.

### **The Experience economy**

The Canterbury experience is about the district as 'the place to visit'. Its focus is to build on our tourism, leisure, heritage and cultural strengths such as Canterbury Cathedral and the city's other UNESCO world heritage sites, as well as our role as a primary retail centre for much of east Kent.

The district needs to make the most of recent and planned investments in its cultural offer in order to create a reputation as a location for a wide range of high quality consumer and leisure activities. This would include retail and eateries, enhanced leisure options and attractive premises for businesses. By doing this the district would increase prosperity by attracting more higher spending visitors and by increasing the time and amount that each visitor spends. The coastal towns of Whitstable and Herne Bay will be key in achieving this.

In addition, the district's rural areas will play an increasingly important role in the visitor economy and experience through improved attractions, accommodation provision, recreational and leisure activities.

## The Green economy

Green Economy is about the district as 'the place to live'. It works to support the other two outcomes with green and sustainable principles to protect the district's environment.

The objective within this economy would be to establish a higher degree of local self-sufficiency, strong connections between the city and rural surroundings, and introduce measures to rediscover the distinct characters of the coastal towns. This outcome would be based on developing specific offers such as green-tourism with farmers' markets and charming eateries, a range of community-based activities and rural and semi-rural outdoor activities such as guided bird watching, cycling and sailing.

While the knowledge and experience economies drive the aspiration for economic prosperity, the Green economy provides an important quality of life and environment foundation for achieving these. In this way, the strengths of the local environment are used to attract higher-skilled people, higher-value jobs and higher-spending visitors. There are also significant opportunities for the development of eco-enterprise, the low carbon economy concept and environmental technologies.

## What is the vision for the Canterbury district?

Through focussed, well-planned and environmentally sustainable growth, by 2030 the Canterbury district will be defined by a dynamic strong economy and distinctive cultural and visitor experience from which our communities will prosper.

We will harness the unique range of assets the district has – three distinctive urban areas, a strong international brand, thriving universities, a diverse natural environment and a European gateway – making the district the beating heart of east Kent. Our district's diversity is our strength and by 2030 we envisage that:

- **Canterbury will be a cosmopolitan world heritage city for all ages** with a strong knowledge economy, a diverse retail sector and national cultural reputation;
- **Herne Bay will be a beautiful seaside town** that our community is proud of and happy to share with others, offering good quality jobs, housing and transport links and a strong leisure and entertainment sector;
- **Whitstable will be a thriving coastal town** – proud of its unique character, heritage and active coastline; and
- Our rural areas will be characterised by the distinctiveness of village life, **where there are well-designed homes and jobs for local people within our outstanding natural environment, supporting a diverse agricultural sector and its produce.**

We will do this by:

- **promoting and providing progressive, sensible environmental leadership** – by setting a sustainable Canterbury Standard;
- **strengthening and diversifying our economy** – supporting the growth of the Knowledge economy encouraging innovation, enterprise and creativity, nurturing and attracting a skilled workforce;
- **enhancing Canterbury's reputation as an international tourism destination** – improving the visitor experience through the quality and range of visitor attractions, festivals and events and accommodation;

- **improving our cultural offer** – providing opportunities for existing and new audiences to participate in culture and sport, becoming recognised as a nationally significant cultural centre;
- **understanding and responding to the needs of our communities** – addressing the challenges of demographic changes, issues of accessibility and inclusion, fostering community and democratic engagement and enhancing life chances for disadvantaged people; and
- **regenerating our city and towns** – through the improvement of infrastructure, particularly transport and the quality of the experience of those who live, work and visit.

As a council we will provide leadership for our community and shape our district through working in partnership to deliver our vision. We are ambitious and will do the best for our people, and will be prepared to make difficult decisions. We will support the growth needed to deliver our ambition of having a strong dynamic economy and a skilled well-paid workforce supported by the quality of life and housing of the appropriate scale and quality.

## Local Economy and Tourism Strategy: themes and priorities

Following on from our vision for Canterbury, the Local Economy and Tourism Strategy will seek to deliver eight strategic themes with supporting priorities. These are the most important things that we feel need to be tackled to help us achieve the vision and the knowledge, experience and green economy outcomes from the Futures Study.

The strategy provides eight themes alongside a number of priorities. The themes and priorities below have been shaped using local practitioner knowledge together with important consultation feedback from residents, businesses and education providers as well as other partners. We have also accessed a wide range of studies, other research documents and economic intelligence, which are listed on our reference documents page.

Recognising that the local economy does not operate independently, other important reference documents have provided the wider context for economic development and regeneration at national (such as Sub National Review), regional (such as Regional Economic Strategy) and county (such as Kent Prospects) level.

### Theme 1: Continue to strengthen the district's links with further and higher education to promote the Knowledge economy

Priority 1.1	Work in partnership with further and higher education institutes on key areas of knowledge economy development
Priority 1.2	Increasingly harness the research facilities, skills, and support services of HEIs to enhance the local private sector's ability to innovate
Priority 1.3	Maintain effective dialogue with all FEIs and HEIs regarding their future plans and priorities
Priority 1.4	Achieve a positive approach and attitude to managing student relationships with the wider local community
Priority 1.5	Facilitate networks and encourage entrepreneurship

### Theme 2: Deliver quality business sites and accommodation in the district

Priority 2.1	Provide and safeguard a range of quality, deliverable sites that meet the specific needs of the knowledge economy
Priority 2.2	Provide and safeguard a range of quality, deliverable sites that are responsive to wider business needs
Priority 2.3	Ensure delivery of geographically inclusive and modern telecommunications infrastructure
Priority 2.4	Where practical and appropriate, seek to use sites in public sector ownership to meet economic objectives
Priority 2.5	Ensure local economic objectives are reflected as strongly as possible in the district's 'regeneration zones'

**Theme 3: Ensure that local people have the necessary skills to support future economic prosperity**

Priority 3.1	Raise the overall level of basic skills in the district ensuring that opportunities for education and training are available at all ages and levels
Priority 3.2	Raise educational attainment and progression to enable people to develop the skills necessary to capitalise on new employment opportunities
Priority 3.3	Raise the aspirations of the district's young people towards training and employment
Priority 3.4	Promote and develop vocational education and training (such as apprenticeships) across local industry
Priority 3.5	Secure strong collaborative links between employers and the education sector in relation to skills, training and research

**Theme 4: Support a simplified, coordinated and effective support infrastructure for local enterprise**

Priority 4.1	Simplify the range of support and advice available to business in line with the business support simplification programme
Priority 4.2	Make available highly visible and coordinated business support services to all forms of local enterprise across the district
Priority 4.3	Encourage enterprise and entrepreneurship in the knowledge-based and cultural and creative industries
Priority 4.4	Promoting the importance of innovation in enhancing modern business competitiveness

**Theme 5: Ensure Canterbury has a strong reputation, profile and branding in the UK, Europe and internationally**

Priority 5.1	Enhance the regional, national and international reputation of the district as a centre of excellence for culture and heritage
Priority 5.2	Raise the profile of Canterbury district's aspirations and successes, in particular harnessing the success of employer engagement
Priority 5.3	Build a strong profile and reputation for newly established assets and strengths as these emerge and develop through the Local Economy Strategy (such as environmental leadership, the Knowledge economy and a visitor destination)
Priority 5.4	Promote potential opportunities in business that emerge from the district's strong and high value brand

Priority 5.5	Identify and capitalise on opportunities to extend the Canterbury brand into new and emerging markets
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**Theme 6: Deliver a high quality destination with a diverse and strong offer of consumer and leisure activities**

Priority 6.1	Ensure continued improvement in relevant skills and training that support jobs in the experience economy
Priority 6.2	Improve the overall experience for those that live, work and visit the district through the quality and range of attractions, festivals and events and accommodation
Priority 6.3	Develop Canterbury's reputation as a UK and European conference venue
Priority 6.4	Capitalise on the visitor economy to help regenerate and renew Canterbury, Herne Bay and Whitstable

**Theme 7: Enhance environmental awareness and promote the economic opportunities of incorporating sustainable practices**

Priority 7.1	Promote to local businesses, organisations and partnerships, the competitive advantages in adopting sustainable and green practices
Priority 7.2	Encourage green and sustainable principles to new commercial development in the district
Priority 7.3	Recognise and promote new business opportunities in emerging environmental technologies

**Theme 8: Continue to support and develop the district's local economic partnership (Canterbury4Business) and other business partnerships**

Priority 8.1	Listen and respond to the needs of local business
Priority 8.2	Encourage a culture of enterprise, start-up and long-term business survival
Priority 8.3	Promote, facilitate and support interaction between schools, and FE and HE providers and the business world
Priority 8.4	Promote new business opportunities provided by the London 2012 Olympic and Paralympic Games
Priority 8.5	Identify and lobby the organisations locally, countywide and nationally that can help resolve those issues, which restrict the long-term sustainability/growth of the district's economy
Priority 8.6	Improve business access to guidance on environmental issues, illustrating the commercial advantages to being environmentally responsible

## **The Action Plan**

The council is preparing a comprehensive action plan that will shape the work of our Local Economy and Tourism teams, alongside key economic partners such as Canterbury4Business.

This plan closely follows the themes and priorities of the strategy and provides more detail on individual actions, indicators, targets and timescales, delivery organisations and partners. However, the council cannot deliver the Local Economy and Tourism Strategy alone. The council has often been called the facilitator and conductor of the band but where it cannot deliver everything itself it is ideally placed to facilitate partnership working. Therefore, the council's external partners will also have essential roles in meeting the priorities and fulfilling the action plan.

## Glossary

<b>Title</b>	<b>Name</b>	<b>Description</b>
<b>CLG</b>	Communities and Local Government	Communities and Local Government sets policy on local government, housing, urban regeneration, planning and fire and rescue.
<b>CTRL</b>	Channel Tunnel Rail Link	An improved service, which will allow fast trains to run from Canterbury West to reach St Pancras in an hour.
<b>DBERR</b>	Department of Business Enterprise and Regulatory Reform	This department is the voice for business across Government focusing on entrepreneurialism, nuclear decommissioning, trade promotion and energy supply.
<b>FEI</b>	Further Education Institutions	Providers of education or training after the age of 16 such as Canterbury College that leads to a range of qualifications including degrees validated by a university.
<b>GVA</b>	Gross Value Added	Gross value added is the difference between the value of goods and services produced and the cost of raw materials and other inputs, which are used up in production.
<b>HEI</b>	Higher Education Institutions	Providers of post-sixth form education, usually carried out at a university or college, and involving study for a degree, diploma, or similar advanced qualification.
<b>LDF</b>	Local Development Framework	A statutory 'folder' of local development documents that collectively will deliver local development plans replacing the Local Plan.
<b>LSP</b>	Local Strategic Partnership	LSPs bring together at a local authority level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another so that they can work together more effectively.
<b>ONS</b>	Office of National Statistics	Produces a picture of society and the economy through focused, influential, timely and accessible analysis.
<b>SEEDA</b>	South East England Development Agency	This is the regional development agency for the southeast region.
<b>SEERA</b>	South East England Regional Assembly	This is the regional assembly for the southeast region.
	Knowledge-based economy	Refers to economic activity that relies upon academic, technical or commercial knowledge of a high order. These activities typically require skilled and qualified workers, provide above average earnings and give high added value (e.g. telecommunications, business services, research and development, and higher education) and high-tech manufacturing.

## Reference Documents

### Document title:

A Vision for 2030  
An Analysis of Graduates in Kent  
At a Crossroads: Canterbury Futures Study  
Best Value Review 'Serving the Local Economy'  
Canterbury City Council Community Development Strategy  
Canterbury City Council Corporate Plan  
Canterbury City Council Cultural Policy  
Canterbury City Council Sustainable Community Strategy  
Canterbury: city of imagination  
Canterbury District Economic Strategy 2003 to 2008  
Canterbury District Employment Land Study 2008  
Canterbury District Local Plan  
Canterbury Economic Profile 2007  
Canterbury Economic Strategy Workshop Report  
Coastal Kent  
Consultation on a new Planning Policy Statement (PPS 4)  
on Planning for Sustainable Economic Development  
East Kent Learning and Skills Plan  
Kent Property Market 2007  
Kent Prospects 2007 to 2012  
Kent Rural Delivery Framework  
Labour Productivity Measures – Annual Business Inquiry  
Productivity - at the Heart of the Economy  
Regional Economic Strategy 2006 to 2016  
RES Implementation Plan Framework  
Review of sub-national economic development and  
regeneration  
The South East Pan  
Understanding Business in Kent

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Communities and Local  
Government (CLG)  
Step Ahead Research Ltd  
Kent County Council  
Kent Partnership  
Kent Rural Board  
ONS  
ONS  
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HM Treasury, DBERR, DCLG  
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