

KENDAL REGENERATION

ANNUAL REPORT

2008-9

Contents

- **Chairman's report** *page 3*
- **Summary** *page 4*
- **Background** *page 5*
- **Themes & Priorities** *page 6*
- **Year One Progress Report** *page 7*
- **Milestones for Year Two** *page 17*
- **Funding Profile** *page 18*
- **Forward Strategy** *page 19*
- **Appendices:** *page 20*
 - **List of Board Members**
 - **Current Priorities and Projects**
 - **Terms of Reference**

Chairman's Report

I am pleased to present the first annual report of the Kendal Futures Board which covers the period from our inauguration in late 2007. It demonstrates the very considerable work undertaken with our partners to build on the ideas and projects set out in the Kendal Regeneration Action Plan. Inevitably this first period has had to focus on gathering further information and working up these outline plans to make it possible to begin a search for funding. However, this work is already beginning to bear fruit with over £1m already promised for the delivery of the projects.

Much more work is needed especially in the two main areas of focus for the Board – ensuring that more employment land and premises are made available in and around the town to businesses wishing to invest or expand and improving access to the town centre so that we maintain and develop a thriving economy there. Unfortunately, the general economic situation will make it harder to obtain funding for our ambitions but Kendal, with its excellent communications and its proximity to the Lake District, is an attractive place for the private sector to invest. If we create the right conditions, a small public sector seed corn could produce significant private sector interest.

The Board, with both public and private sector representation, is fully committed to the success of Kendal and has worked well together to that end. I would like to thank them and our excellent programme manager, Joanne Golton, for their contributions.

Peter Hensman
Chair, Kendal Futures Board
May 2009

Summary

Kendal Futures is the regeneration partnership for Kendal. It has a Board consisting of local representatives from both the public and private sector and has been set up to help deliver key projects in the town. This annual report summarises the work of the Kendal Futures Board and the regeneration activity it has been involved in since it was established in late 2007.

Kendal Futures is tasked with delivering projects and actions from the Kendal Economic Regeneration Action Plan (published summer 2007). In summer 2008 it employed a Kendal Regeneration Programme Manager to work closely with the board members and private/public sector partners to spearhead a range of projects, from the 70-page action plan, aimed at resuscitating the economic heartbeat of the town.

Transport issues keep emerging as central to a number of regeneration initiatives and will certainly be a key factor impacting on Kendal's growth (as proposed in the Local Development Framework) A recent visitor study of Kendal presented to the Board by Cumbria Tourism highlighted a number of positive features, including the range of shops, quality of goods and places to eat and generally higher levels of visitor enjoyment than comparable towns. However, lower than average satisfaction scores were recorded for the market, public toilets, the ease and cost of parking, getting around by car and signing.

Cumbria Vision supported a £6 million outline bid for Kendal to the NWDA in their Sub Region Action Plan 2008-12. The bid was aimed at delivering some of the key projects in the Action Plan. The NWDA has responded that the Kendal Action Plan is not a priority, but they are willing to consider proposals on a project-by-project basis. The NWDA does however operate a number of programmes that support key settlements such as provision of sites and premises and public realm improvements. The Programme Manager is working up funding bids that align with NWDA priorities and seeking alternative funding sources for other initiatives in the Action Plan.

The Kendal Futures Board is now fully established and although progress was initially slower than ideal, schemes are starting to be developed and delivered with the support of a variety of funding packages.

Background

The Kendal Futures Board was established to take forward the recommendations of the 2007 Kendal Economic Regeneration Action Plan (KERAP). Implementing the Regeneration Plan will help to deliver across Kendal the themes of:

- increased employment and economic activity,
- optimising investment and business growth,
- improving economic infrastructure and
- enhancing the economy through the contribution of culture and creativity

A dedicated regeneration officer was considered to be essential and one of the early actions was to employ a KERAP Programme Manager.

The Kendal Futures Board (KFB) was established as an un-constituted informal partnership in December 2007 and contains a mixture of public and private sector representatives from 11 organisations. A list of the organisations is enclosed as Appendix 1 along with details of the KFB's current priorities and terms of reference in Appendices 2 and 3. Minutes of the KFB meetings together with monthly project manager updates are posted on the Kendal Futures page of South Lakeland District Council's web site www.southlakeland.gov.uk/kendalfutures




The Kendal Futures Board is independently chaired by private sector businessman Peter Hensman and meets approximately every 6 weeks. South Lakeland District Council acts as Accountable Body and hosts the employment of the Kendal Regeneration Programme Manager who reports direct to the Board. South Lakeland Local Committee (Cumbria County Council) makes a £10,000 annual contribution to the 3-year post.

The position of Programme Manager was advertised in November 2007 and interviews were held in January 2008. There was a delay in appointment until June 2008.

The work of the KFB to date has concentrated on gaining a detailed understanding of some of the key employment, transport and spatial planning issues and other initiatives proposed for Kendal including Brewery Creative Campus, Canal Head, Kirkland improvement, Car Parking, Town Centre public realm etc.

Themes & Priorities

Using the KERAP consultation process, four themes were identified to drive, shape and strengthen Kendal as a key service centre and help move Kendal to the 2017 vision.

<i>Theme</i>	<i>Priority Projects</i>
Adding value to businesses 	<ol style="list-style-type: none"> 1. Sector Based Support (Tourism, Food & Drink) 2. University of Cumbria 3. Design Gateway - Creative Industries @ The Brewery 4. Invest in Kendal website
Investing in Town Centre 	<ol style="list-style-type: none"> 1. Kirkland Regeneration (including new K-Village to town centre link) 2. Town centre public realm investment 3. Business Improvement District (BID) 4. Kendal signage and connectivity improvements
Boosting Enterprise 	<ol style="list-style-type: none"> 1. One Stop Business Shop 2. Business Advisor 3. Managed Enterprise Centre 4. Retail Training
Promoting Economic Infrastructure 	<ol style="list-style-type: none"> 1. Car Parking Improvements 2. Employment Sites 3. Sports Village 4. Kendal Northern Relief Road 5. Canal Head Project 6. New Road Project 7. Kendal Park and Ride

Year One Progress Report

Theme 1: Adding value to businesses

Tourism

KFB have backed a 'Fit for Future Tourism Action Plan', which aims to help Kendal build on its position as a 'Quality Gateway to the Lakes' and change the way it is perceived from market town to tourist town. Measures to achieve this include improving opening hours (including Sundays), customer service training; better connectivity with transport interchanges; improved signage; upgrading quality in Kendal's accommodation and attractions; better public facilities; transferable ticketing and delivering a new marketing campaign for the town.

Kendal Futures has a tourism sub-group consisting of South Lakeland Tourism Action Group, Cumbria Tourism, Kendal Tourism Group and South Lakeland District Council. Funding has been secured from Kendal Town Council to deliver Welcome Host training for retailers and other customer facing tourism businesses. Kendal will shortly launch a community toilet scheme, which will much improve the current situation with the provision of more clean and tidy public toilets; local businesses that participate in the scheme will also benefit. KFB in association with Cumbria Tourism hosted a Kendal Accommodation Providers Event in late April. This event focused on increasing accreditation levels, IT qualifications, business support, marketing grants and Welcome Host training.

New 'live and direct Kendal' leaflets have been designed and published. 30,000 have been distributed across the region giving information on events, attractions and why Kendal makes a great day out. New information posters on visiting Kendal have also been put up around South Lakeland in cabinets at stations, lay-bys and in public buildings. 20,000 new visitor counter pad and information maps have also been produced for the tourist information centres and work on the new civic pride and Kendal Ambassadors Project is ongoing.

Food and Drink

KFB are working with local producers, businesses and other promoters on an event to showcase the food and drink made and sold within 5km of the Kendal area. The weeklong event will take place in October and will help promote Kendal as a quality food destination. This will be linked with the new Country Fest food event and will also be supported by Made in Cumbria. KFB also recently worked with Made in Cumbria to establish an extra monthly speciality craft and local food market as part of the Kendal Farmers Market programme.

University Town

The Brewery Arts Centre, in partnership with Kendal College, undertook a feasibility study into a major potential development of the current Brewery site and adjacent premises to create a Creative Arts & Industries Campus that would also form part of the provision of the new University of Cumbria. Funding allocations have meant that University facilities in South Lakeland will not be developed immediately. However, KFB are committed to supporting Kendal College with its expansion plans and the Brewery with its drive for a creative industries centre. KFB continue to lobby via Cumbria Vision, NWDA and the Eden and South Lakeland Delivery Board for University of Cumbria presence in Kendal.

Creative Industries

The Brewery Creative Industries Hub is a new project aimed at attracting a variety of new business into the town. Space could be provided to enable up to 40 new creative industry businesses to move to the area including designers, music businesses, digital and creative media. The development would provide a higher regional and national profile for the South Lakes & Cumbria and attract external public and private investment, creating employment and regenerating prominent buildings in the Highgate area of Kendal. Key to job creation in Kendal would be provision of office space and incubator units for Creative Industries. This projects links to the proposed Enterprise Centre for Kendal supported by Cumbria Chamber, SLDC, Business Link and CREA. A good example of a similar enterprise exists in Caernarfon in North Wales and a visit took place to the Galeri Creative Industries Centre in Spring 2009. KFB are working with The Brewery, University of Cumbria, Cumbria Vision, NWDA and other partners to find resources for the project to enable it to move forward.

Invest in Kendal Website

A new website called www.investinkendal.com will be launched in Summer 2009. This links to several priority actions in the Kendal Regeneration Action Plan and through partnership working with Invest in Cumbria, CREA, Chamber of Commerce, Business Link, SLDC and others encourages inward investment in Kendal. This site will include detailed information on land/ premises available, business rates, grant information, training events, business support and advice, demographics, transport connections, networking events, LDF and planning information, types of businesses operating and links to partner organisations. Although a lot of this information is already available, it is not easily accessible. Cumbria Chamber and the KFB manager will maintain the site. This will cost approximately £5000 and will be co-financed by the KTC and SLDC.

Theme 2: Investing in Town Centre

Connectivity

The core objective of the Kendal Quality Public Realm scheme will be to support business growth within the town through a series of quality physical enhancement projects. The scheme will encourage connectivity between the main transport hubs (i.e. Kendal Railway Station and Bus Station), the new K-Village development (1m+ visitors per year) and Kendal town centre thereby increasing footfall in areas of the town where the number of vacant properties is increasing. These improvements will help reverse commercial decline in Kendal, encouraging new and existing business growth and supporting Kendal's position as a quality gateway to the Lake District.

Public Realm Improvements

This KFB led project will encompass a range of public realm improvements in and around Kendal town centre. A start has already been made with the launch of the Shopfront Improvement Scheme and the new Kendal Signage Project. Other measures will include tourism signage, widening walkways, promotion of historic yards, artwork, introduction of tourist trails and open space improvements. Public sector funding, supported by private sector match, will enable a greatly enhanced streetscape scheme across Kendal and will include an urban design framework for the future, ensuring that any new developments will use the same quality materials. Liaison with local partners and groups on public realm issues

and potential projects are ongoing. Quality visitor facilities including street furniture, a community toilet scheme, shop frontages, improved markets etc will all help increase and sustain footfall in the town centre. Major enhancement projects are expected at Finkle Street, Market Place and in Kirkland. A new Wainwright Trail and Statue project supported by KFB will be launched in partnership with the Wainwright Society, Town Council, Wainwright Family Estate and SLDC at the end of 2009.

Meetings have taken place with Kendal organisations to determine possible public realm projects. These have been fed into SLDC's overview and scrutiny group on public realm. Also, NWDA have invited Kendal to apply for funding for a public realm scheme to promote Kendal as a Quality Gateway to the Lakes. To date £200k has been secured from SLDC for public realm improvements in Kendal supported by £400k from County Council and £200k from private sector. Kendal Town Council has committed £30k per year for 3 years towards enhancement of Parks and Open Spaces. Using this money, KFB secured an early win for the enhancement of the riverside through the removal of the Aynam Road railings.

Funding of £40k has also been approved for the new Kendal Signage Project (Kendal Town Council £5k, South Lakeland Local Committee £5k, SLDC £30k) and an extra £10k has been secured towards additional railway station signage links from Lakes Line Community Rail Partnership (funded by Department of Transport). The Kendal Signage Project will see the design, manufacture and installation of 18 bespoke town centre visitor orientation units. Linked into the scheme are Kendal Railway Station and Bus Station and it is envisaged that this project will help improve visitor knowledge, pedestrian flow and increase awareness of what Kendal has to offer. The £50k project will be finished in August 2009.

Business Improvement District (BID)

Kendal Futures in conjunction with public and private sector partners would like to develop a Business Improvement District proposal for Kendal. KFB believes that a BID would enhance the commercial and economic vibrancy and competitiveness of the town. A BID is a partnership between the local authority and the local business community to develop projects and services that will benefit the trading environment within the boundary of a clearly defined commercial area. Research so far estimates that £170k each year can be raised and spent on projects put forward by the local business community. If Kendal is to

improve current levels of financial support into the area then innovative mechanisms of levering-in Private Sector funds are required and one possible solution is through a Business Improvement District.

The first phase of a BID will be the commissioning of an initial feasibility study using experienced external consultants at an estimated cost of £15,000. Funding has already been secured for this work from KTC and SLDC and work will commence in early 2010. This study will seek to gain views from a range of businesses in Kendal on whether a BID should be introduced and if so what it might cover. It is clearly impossible to seek the views of every business at this stage but a sample of businesses in the town will be contacted. Businesses will also be invited to complete an online questionnaire. KFB is of the opinion that for town centre businesses, a BID is the fairest scheme to make our town a safer, cleaner, more welcoming place, and, most importantly, promote Kendal as one of the region's key visitor and shopping destinations.

Kirkland and Highgate Regeneration

One of key projects within the KERAP is the regeneration of the Kirkland and Highgate areas in Kendal. Projects will be undertaken using funding from CCC, Private Sector, Arts Council, NWDA and SLDC to enhance the area and conserve the built heritage ensuring a more attractive entrance into the main shopping areas and safe and encouraging linkages between the new K-Village and town centre. Kirkland and Highgate are central to the programme of public realm improvement and will benefit from the Shopfront Improvement Scheme, enhanced pedestrian links, restoration of historic yards and a series of public art works in and around Abbot Hall and the Brewery.

Since summer 2008 KFB have been working with the Kirkland Partnership, made up of local community groups and businesses, to improve the area as 'a first impression of Kendal' through environmental/ public realm and traffic improvements. South Lakes Development Trust led a Pedestrian Survey of the area kindly funded by the Town Council and commissioned by KFB. This survey provides the evidence of need for projects to be taken forward. The report and its recommendations on key improvement projects for the Kirkland to town centre route were published in April 2009 and the next stage in project development is community consultation through the summer. Some of the key areas included the need for

upgraded lighting, reduced traffic dominance, improved street materials and giving the tourist attractions better street frontage. This report will result in an action plan for Kirkland for the Kirkland Partnership and KFB to deliver.

Theme 3: Boosting Enterprise

One Stop Shop and Business Advisor

KFB has established a town centre based one stop shop for business advice at 32 Market Place, Kendal. This base features support from Cumbria Chamber of Commerce, Business Link and CREA as well as a base for Kendal Futures with hot desk space and a training/meeting room.

In partnership with CREA and SLDC a dedicated business advisor has attended the 'one stop shop' providing business advice and support one day a week boosting local business growth and enterprise. Since July 2008 75 existing businesses have been advised; 68 pre-start businesses have sought advice and 79 businesses have attended marketing seminars. In addition 14 new businesses have been created with 15 new jobs being created. Advice is available to businesses on finance, grants, training and business planning.

Enterprise Centre

Ideas are also being worked up to extend the one stop shop concept into an Enterprise Centre with meeting space, training rooms, business advice, managed workspace, incubator units and office units. Kendal has an important role as an employment centre but recent evidence has shown that it is more dependent than both Cumbria and England on the visitor related retail/hotels/restaurants sector.

A managed business centre would improve start-up and survival rates. Successful models operate in other parts of Cumbria and the UK. Private developers/ operators have not yet come forward to deliver any managed workspace or incubator units despite evidence that there is a gap in the market.

Project planning is underway and the development of an enterprise centre could form part of the proposed Brewery Arts Centre Creative Industries Hub. Establishing a managed business centre that provides a range of shared business services and/or managed office, hot-desking

and workshop units will boost enterprise, start up and survival rates and provide space for smaller high value operators.

Welcome Host and Retailer Training

Retail and tourism are large sectors within the Kendal economy and KFB are committed to raising quality in these areas. Welcome Host Plus is a customer-facing specific version of the Welcome Host model which has already been successfully used to train people working in other tourism industry related sectors, such as hotels. The importance of customer service for taxi drivers, retailers and tourism information centre staff has sometimes been overlooked but this new training course will redress that. The course presents a great opportunity for businesses to review and develop their customer service skills, which in return will increase their sales potential and revenue. These training courses will be delivered during 2009 and will be co-financed by Cumbria Tourism, KTC and course fees and an investment of £5000 will see up to 60 individuals trained.

Theme 4: Promoting Economic Infrastructure

Employment Sites

An essential ingredient to the delivery of economic prosperity for the town is the bringing forward of key employment sites to meet demand from local businesses wishing to establish, expand or relocate. To help this work Kendal Futures has been able to bring in the support of public agencies where there is market failure on particular sites to try and help remove the barriers to development. Various meetings have taken place with the local planning authorities regarding potential employment sites, development issues and next steps. Later this year a series of seminars for private landowners/ developers/ planners will take place to investigate ways to bring forward employment land in the Kendal area.

New sites at south, west and north of town are currently being investigated further and KFB have commented positively on land put forward for employment via the Local Development Framework consultation process. Following this, KFB have participated on the panel of the soon to be published Kendal Transport Assessment which considers potential traffic impact on possible future employment land sites.

Sites for public sector intervention through the £10m NWDA funded Sub Regional Employment Sites Programme were identified at Shenstone and Canal Head as 2 of 5 strategic sites across Cumbria but unfortunately these were not acceptable due to the viability of the sites given their high land values. KFB continues to work closely with developers and agencies to locate other sites that can be brought forward and delivered through the NWDA scheme.

KFB are supportive of the current plans for high tech/ knowledge cluster business parks at Shenstone site and at Scroggs Wood. All available sites for employment within Kendal will be identified and promoted via the new Invest In Kendal website.

Kendal Northern Relief Road

KFB remains committed to Kendal Northern Development Road but have been advised that under current regional funding allocations this is unlikely to happen within the current KERAP 2007 – 2017 timeframe. KFB through its work with the Kendal Transport Assessment 2009 is supportive of the recommendations for road network improvements including an inner relief road and a new crossing over the River Kent to help improve traffic flow around Kendal.

Access to Town Centre

KFB are working for the upgrade of town centre car parking, better signage to car parks, improved long stay offer, reduced Sunday fees, support for transport interchanges (rail and bus), provision of quality set down points and parking for coaches to satisfy tourism demands, introduction of park and ride/ stride, reduce town centre traffic problems. A sub-group was established to look in detail at the access to the town centre. The sub group has reported back to KFB with a number of proposals and as a result the Board commissioned a £10k independent Car Parking Study in April 2009. As featured in the KERAP, this full and thorough car parking review will be published shortly. This includes consideration of park and ride, coach parking, accessibility, pricing and locations. Next steps will be to lobby for the recommendations of the Parking Study to be taken forward by SLDC and CCC where appropriate. The report will also provide link into the Tourism Action Plan (relating to coach parking and car-park signage) and New Road proposals.

New Road Area

KFB have established a sub-group to work with SLDC on the future of New Road. One of Kendal's key assets is the river. Kendal Futures is supportive of SLDC's commitment to enforce the common land statute at New Road and the removal of car parking provided that sufficient public consultation takes place and that an alternative site is found for the fair and to enable those who work in Kendal to park within walking distance of the town centre.

New Road Common Land is a high quality site – a unique part of Kendal's 'Public Realm' – complementing the network of riverside and other amenities of the town. KFB supports the creation of an attractive and distinctive riverside destination – accessible on foot, bicycle and for people of all abilities. This site will also be a key link between the town centre and any Canal Head redevelopment as well as a continuation of pleasant riverside frontage along to Abbot Hall and across the riverside to Gooseholme.

During early 2009 KFB worked with Natural England, South Cumbria Rivers Trust, Kendal Town Council and the Environment Agency on a project to promote the River Kent Corridor through a series of interpretation boards and riverside walk improvements. This work links in with the Riverside Route project (as part of Kendal Transport Plan) and through to the wider public realm principle of ensuring similar materials and designs are used throughout Kendal.

Sports Village

The Sports Village project was added as a priority project in October 2008. This project aims to benefit Kendal by providing better recreational and leisure facilities and opening up the opportunity to host major sporting events and cultural activities. Through recent lobbying by KFB the project's indoor centre will include event space, conference facilities and meeting rooms, with a view of providing essential facilities for local and regional business development.

The Sports Village steering committee produced a feasibility study in March 2009 and is now developing the project in conjunction with Cumbria County Council and representatives from Kendal College, SLDC, Sport England, Learning Skills Council, University of Central Lancashire, South Lakes Federation and representation from local clubs and associations. Recent developments include the opportunity through Cumbria Tourism's Adventure Capital

fund to build in to the project an indoor activity centre. CT are already working with the NWDA to look at ways of increasing the levels of tourism spend within the area and developing a indoor adventure centre will contribute to that outcome. Kendal Futures are supportive of this direction in addition to, not in place of traditional sporting activity. The project could present an inside, wet weather attraction that would be a good addition to Kendal's attractions list.

Canal Head Regeneration

The regeneration of the Canal Head area of Kendal is a major project within the KERAP. The project will deliver a knowledge-based employment area, a high quality public realm and the opportunity for a new northern terminus for the Lancaster Canal. This is a strategic project for Kendal and the south east of the county. It will create both a major employment area, together with a new visitor destination. This project is expected to deliver approx 450 jobs with an investment of approx £100+ million.

KFB programme manager and SLDC are currently bidding for funds to employ consultants to establish and test the market requirement and demand for knowledge based industry premises in the Canal Head area. There is also a need to establish the delivery plan and mechanism for the implementation of the Canal Head Area Action Plan alongside work to re locate existing users, which can then allow redevelopment of the brownfield site to proceed. KFB will work with public sector partners and private developers to identify a joint venture/private sector partner to deliver regeneration of the area. It is hoped that this work will include the reinstatement of the canal, a first step towards the restoration of the Northern Reaches route.

Milestones for Year Two

- Spring 2009
- Kendal Car Parking Study published
 - Kendal Accommodation Providers Day
 - Launch of 'Live and Direct' Kendal Leaflet
 - Kirkland Pedestrian Survey published
 - First new Kendal Futures e-newsletter to go out
 - Kendal Signage Project to commence
 - Launch of Kendal Shopfront Improvement Scheme
- Summer 2009
- Sports Village Project feasibility published
 - Launch of Invest in Kendal website
 - Action planning on Brewery Project to begin
 - Upgrade of Kendal Enterprise Hub to be completed
 - Kendal Transport Assessment to be published
 - Design briefs for public realm improvements out for tender
 - Retail and Welcome Host training package to be launched
 - Next phase of LDF employment sites programme due
 - Lobbying for car park improvements to start
 - Start of Kirkland Regeneration consultation
- Autumn 2009
- Launch of Community Toilet Scheme
 - Full mapping project of employment sites published
 - Kendal Riverside Interpretation Project complete
 - Oxenholme Station signage connections to be completed
 - New Road consultation event 6-24th September
 - Completion of Kendal Signage Project
 - Kendal tourism signage audit complete
 - Start of Kirkland improvements
 - Launch of Wainwright Trail and Statue Project
- Winter 2009
- New Road project to be launched
 - Start of Public Realm improvements
 - New event to promote Kendal's food and drink
 - Kendal Cultural Tourism marketing programme to start
 - Implementation plan underway for Canal Head preferred option
 - Business Improvement District project work begins

Funding Profile

PROJECT	POTENTIAL SOURCES	COST
Tourism Actions	CT, NWDA, SLDC, CCC, SLTAG, various	£250k+
Invest in Kendal Website	SLDC, KFB, Chamber, CREA, KTC, IC	£5k+
Brewery Creative Industries Hub	NWDA, Arts Council, Lottery, DCSF, others	£10m+
Business Enterprise Centre	NWDA, ERDF, private sector	£250k+
Business Advice and Support	SLDC, CREA, BL, Chamber, various	£90k+
Retail/ Welcome Host Training	CT, KTC, SLDC, NWDA, private sector	£75k+
Kirkland Regeneration	SLDC, CCC, Private sector, KTC	£300k+
Town Centre Signage	SLDC, DfT, CCC, KTC, various	£50k+
Business Improvement District	KTC, SLDC, Chamber, CCC, private sector	£15k
Public Realm Improvements	SLDC, NWDA, CCC, KTC, others	£1.5m+
Car Parking Improvements	SLDC, CCC, private sector	£500k+
Canal Head Area Action Plan	SLDC, CCC, NWDA, ERDF, private sector	£6m+
New Road Redevelopment	SLDC, Lottery, others	£200k+
Employment Sites Programme	SLDC, CCC, NWDA, private sector	£2m+
Kendal Northern Relief Road	CCC, DfT, others	£50m+
Sports Village Project	DCMS, SLDC, CCC, CT, KC, Lottery, private sector	£15m+

Forward Strategy

The Kendal Futures Board was recently established as a direct response to the Kendal Area Regeneration Action Plan. It is expected that after the initial three years funding support for programme delivery, the Board and its membership will have created the momentum, skills and confidence to continue the regeneration process in a collective approach. It is important that this momentum is continued and this would be difficult without a full-time Programme Manager committed to the project. Initial discussions and tentative ideas have been discussed as to the means by which the process may be extended and alternative funding and partners sourced.

In particular, it is expected that the operation of the Board will highlight to local organisations and businesses the benefits of collaboration and strong local involvement. In addition, it is expected that during the next year such partnership determination will help to significantly improve local capacity for successfully attracting and delivering a wide range of external funding support and resource.

Appendices

1. Kendal Futures Board Members
2. Current Priority projects
3. Terms of Reference

KENDAL FUTURES BOARD

NAME	REPRESENTING	CONTACT	EMAIL
Alun Lewis	Confederation of British Industry	01539 722002	alun.lewis@cropper.com
Geoff Cook	Kendal Town Council	01539 740133	geoffrey.cook@cumbriacc.gov.uk
Graham Vincent	South Lakeland District Council	01539 725402	g.vincent@southlakeland.gov.uk
Jim Bland	National Farmers Union	01539 568576	james.bland@cumbriacc.gov.uk
George Inchmore	Federation of Small Businesses	07725 420685	<i>No email</i>
Richard Pealing	Cumbria Vision	01768 861339	Richard.pealing@cumbriavision.co.uk
Mandy Dixon	South Lakeland Local Strategic Partnership	01539 732363	mdixon@kvillage.co.uk
Peter Hensman	Private Sector	01539 721626	hensman@enterprise.net
Rob Johnston	Cumbria Chamber of Commerce	07825 050299	rob@cumbriachamber.co.uk
Bill Broekhuizen	Kendal College	01539 814700	coillach@aol.com
Tom Powney*	Kendal Retail Forum	01539 741506	tom@iandmpowneyltd.demon.co.uk
Dave Clarke*	South Lakeland Local Committee (CCC)	01539 730023	david.clarke@cumbriacc.gov.uk

IN SUPPORT

Scott Burns	South Lakeland District Council	01539 717398	s.burns@southlakeland.gov.uk
David Ingham	Cumbria County Council	01228 226681	david.ingham@cumbriacc.gov.uk
Joanne Golton	Kendal Regeneration Manager	01539 717349	j.golton@southlakeland.gov.uk
Dianne Whitehead	Cumbria County Council	01539 713157	Dianne.whitehead@cumbriacc.gov.uk

* Standing down, Summer 2009

Current Priority Projects

Appendix 2

KERAP THEMES	NWDA FIT	CUMBRIA VISION FIT	ACTIONS
Adding Value Business	Sector Based Support: Tourism, Food and Drink		
	Quality of Life	Business Enterprise and Employment: Tourism	Help Kendal to change perception from market town to tourist town by improved opening hours, customer service training; quality product training; marketing campaign. Production of Tourism Action Plan for Kendal. Raise profile of local produce and supporting events
Adding Value Business	Promote 'Invest in Kendal' via website		
	People and Jobs	Business Enterprise and Employment: Business Support	A new website (linking to Invest in Cumbria) to encourage inward investment in Kendal. This will include detailed information on land/ premises available, business rates, training programmes, business support and advice; demographics; transport network connections, LDF and planning info; types of businesses operating; links to partner organizations. A lot of the information is available but not easily accessible. Cumbria Chamber and the KFB manager will maintain the site. This links to several priority actions in the Kendal Regeneration Action Plan.
Adding Value Business	University of Cumbria presence in Kendal - creative campus at The Brewery		
	People and Jobs	Education and Skills: Higher Education	University of Cumbria to have a presence in Kendal. Links to Brewery Arts Centre's aspiration for being the site for a creative campus. The university will help to diversify the economy and ensuring well-paid, high skilled, local employment opportunities for the next generation. UC to play a fundamental role by supporting innovation and growth of existing businesses and encouraging new business start-ups. Reverse the trend of students leaving Cumbria for higher education and not returning.
Boosting Enterprise	Provision of 'one-stop business shop' and business advisor		
	People and Jobs	Business Enterprise and Employment: Business Support	One stop shop for business advice from Chamber of Commerce, Business Link and CREA as well as a base for Kendal Futures with hot desk space with training/ meeting room space. Would focus on a joint marketing campaign for inward investment/ relocations.
Boosting Enterprise	Develop Enterprise Centre for Kendal with managed workspace and business incubator units		
	People and Jobs	Business Enterprise and Employment: employment opportunities	Developing a series high profile business incubator units and managed workspace to provide business support attached to incubators; supporting knowledge-based fledgling businesses; supporting high-tech clusters; improving start up rate

KERAP THEMES	NWDA FIT	CUMBRIA VISION FIT	ACTIONS
Boosting Enterprise	Introduction of training for customer facing businesses - Quality Kendal		
	Skills and Education	Business Enterprise and Employment: Business Support	Retail and tourism are large sectors within Kendal. Welcome Host Retail is a retail specific version of the Welcome Host model which has already been successfully used to train people working in other tourism industry related sectors, such as hotels. The importance of retail training has sometimes been overlooked in the past but this new course will redress that. Great opportunity for retailers to review and develop their customer service skills, which in return will increase their sales potential and revenue. Ensures that all customers are treated with a first class reception, and that visitors to the area get a high quality of service and rich experience that they can expect to enjoy throughout their visit.
Investing in Town Centre	Kirkland and Highgate regeneration (link from K Village to town centre)		
	Quality of Life	Infrastructure: Built Environment	Conservation of built heritage with phased enhancement scheme for the area ensuring a more attractive safe entrance into the town and safe linkages between the new K-Village and town centre. Programme of public realm improvement, shopfront improvement scheme, enhanced pedestrian links; restoration of historic yards. Improve Kirkland area as first impression of Kendal through environmental/ public realm/ traffic improvement.
Investing in Town Centre	Attract funding for Brewery expansion plans		
	Quality of Life	Business Enterprise and Employment: Creative Industries	Supporting 'cultural quarter' ambitions for a creative industries campus involving Kendal College and University of Cumbria. Facilitate use of production space and managed workspace for cultural and creative industries. Support the Highgate area to reverse commercial decline by promoting business/ retail/ education/ arts/ cultural based initiatives.
Investing in Town Centre	Town centre signage project and public realm investments (connectivity and streetscape)		
	Quality of Life	Infrastructure: Built Environment	Design, manufacture and installation of town centre map units. This will be delivered in phases to main shopping areas and car parks across Kendal. This fits improvements currently underway linking Railway Station to town centre (Lakes Line Community Rail P'ship). Improved general streetscape across Kendal, focusing on gateways to enhance the urban fabric. Provision of quality visitor facilities including street furniture and public conveniences, shopfront improvement scheme, improved quality markets etc to increase footfall to town centre

KERAP THEMES	NWDA FIT	CUMBRIA VISION FIT	ACTIONS
Investing in Town Centre	Support Business Improvement District for Kendal		
	Business	Infrastructure: Built Environment	A feasibility study will provide greater assurance to the merits of and likely success of a BID business plan and define the areas in Kendal that may benefit. The feasibility study broadly covered 4 key areas: To identify and define a potential BID area; To promote and canvas the views and opinions of local businesses on the principle of a BID; To determine the level of support for and viability of a BID; To assist the council in its decision on whether to proceed with a ballot. Co-financed by Cumbria Chamber of Commerce, Kendal Futures, KTC and SLDC.
Promoting Economic Infrastructure	Ease of access to town centre (improve car parking, signage, coach facilities, town centre setting down points)		
	Infrastructure	Infrastructure: Built Environment	Phased upgrade of town centre car parking, better signage to car parks, improved long stay offer, reduced Sunday fees, support for transport interchanges (rail and bus), provision of quality set down points and parking for coaches to satisfy tourism demands, reduce town centre traffic problems
Promoting Economic Infrastructure	Support Canal Head Area Action Plan		
	Infrastructure	Infrastructure: Employment Sites	Regeneration project involving restoration of canal with a waterside destination for culture, business and living. Major investment with significant job creation forecast.
Promoting Economic Infrastructure	Redevelopment of New Road area		
	Quality of Life	Infrastructure: Built Environment	Improve and develop river frontages at New Road. Provision of new attractive public space and toilet facility. Creation of new alternative car park (park and walk) for displaced workers. New river crossing; creation of riverside route, improve linkages to Canal Head.
Promoting Economic Infrastructure	Push high tech employment land sites and premises		
	Business	Infrastructure: Employment Sites	Bring forward key employment land sites in Kendal to meet demand helping local businesses to establish, expand or relocate. Bringing in support of public agencies where there is market failure on particular sites (removing barriers to development). Supporting Shenstone site for knowledge cluster / high tech business park

KERAP THEMES	NWDA FIT	CUMBRIA VISION FIT	ACTIONS
Promoting Economic Infrastructure	Support Kendal Northern Relief Road		
	Infrastructure	Infrastructure: Connectivity	Work with County Council to ensure scheme to reduce town centre congestion; open up employment land opportunities to the north of the town and reduce town centre air pollution.
Promoting Economic Infrastructure	Help deliver Sports Village Project		
	Quality of Life	Business Enterprise and Employment: Sport and Recreation	Local clubs, existing leisure providers, governing bodies of sport, education and the public sector working together to, firstly, identify the need to improve and re develop Kendal sports facilities to cater for the need and, secondly, creating a concept to deliver against that need. The Village concept will potentially focus on the areas around and close to both secondary schools in Kendal and look at either building new facilities and/or revamping existing facilities on sites around those school hubs. The main outcome being much improved and better co-ordinated facilities
Promoting Economic Infrastructure	Support Kendal Park and Ride		
	Infrastructure	Infrastructure: Connectivity	Develop site of edge of Kendal to improve sustainability of town centre access; reduce pressure on town centre workers; reduce traffic congestion; reduce air pollution from town centre

Kendal Futures Board Terms of Reference

Board Members

The membership of the Board will be made from the following organisations with an independent Chairperson:

South Lakeland District Council; Cumbria County Council; Kendal Town Council; Cumbria Vision; Cumbria Chamber of Commerce; Confederation of British Industry; Kendal Retail Association; South Lakeland Local Strategic Partnership; National Farmers Union; South Lakeland Local Committee; Kendal College; Federation of Small Businesses

Role of the Board

The aim of the Board is to coordinate and drive forward the delivery of the Regeneration Action Plan for Kendal as an integrated and holistic approach to economic development and investment in the town over the next 10 years. The Board will seek to strengthen the economic prosperity of Kendal and develop the town as a key service centre through championing the vision, priority themes and programmes identified in the Action Plan.

Specifically the Board will be responsible for the following: -

- To provide strategic leadership, to manage and coordinate economic investment in Kendal in line with the Action Plan.
- To champion the implementation of the Action Plan amongst public, private and third sector partners and funders and seek to influence the regeneration programmes of key stakeholders.
- To identify priorities for action and agree regeneration projects to be worked up and submitted to funding partners.
- To agree key programme milestones and outputs and monitor the implementation of the Action Plan
- To identify changes in the local economy and amend the Action Plan accordingly.
- To oversee and direct the work of the Regeneration Programme Manager
- To report Board minutes and progress quarterly to the Accountable Body, Cumbria County Council and all key funders, where requested.
- To ensure appropriate consultation on the programme takes place with partners, businesses and the community and that the achievements of the programme are celebrated in the media

Board Responsibilities

The Chair will be responsible for championing the work of the Board, providing strategic direction for the regeneration programme and chairing meetings on an 8 weekly basis.

Board Directors will be expected to use their best endeavours to further the deliverance of the Action Plan and to keep their host organisation members fully informed of progress at all times.

Board Support

The Board will be supported by a Regeneration Programme Manager who will be responsible for providing advice, reports and monitoring details at all Board meetings, as well as implementing the decisions of the Board. The Chair and Board will also be assisted by officers of South Lakeland District Council and Cumbria County Council to ensure the Board receives full financial, legal, technical and secretarial support to carry out its work successfully.

South Lakeland District Council will act as Accountable Body for managing the programmes funds and will host the appointment of the Regeneration Programme Manager, under Local Authority terms and conditions.

Constitution

At the outset the Board will be an unconstituted, informal partnership although its legal status may change in the future depending on discussions taking place on the establishment of an enhanced countywide regeneration delivery body. Recommendations and decisions made by the Board shall not replace the statutory remit of member organisations nor prejudice the usual business or activity of those organisations.

No business will be transacted at any Board meeting unless a quorum is present. A quorum shall be 4 Members, or respective alternates, provided that at least one such Member is from a Local Authority. Decisions will be taken by majority voting with one Member one vote, with the Chair having a casting vote.

A Member shall cease to be a Member of the Board in event of resigning, dying, made bankrupt or is replaced by their representative body. A Member may be removed following a resolution made by the majority of Members, provided this does not apply to the Accountable Body.

Any organisation represented on the Board may appoint another person willing to be an alternate Member.

David Ingham, CCC December 2007