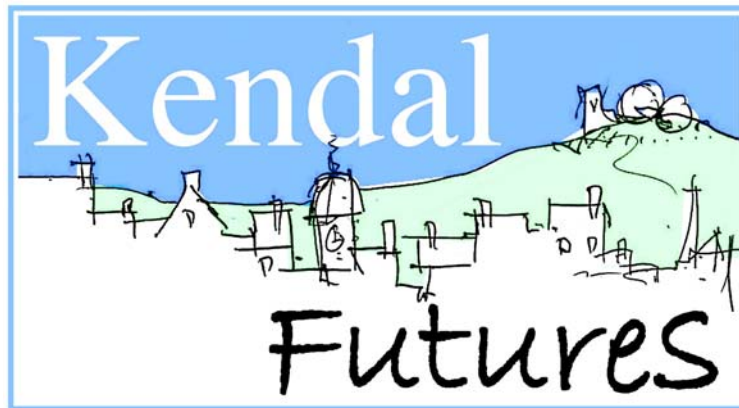


KENDAL REGENERATION
ANNUAL REPORT
2009-10



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Chairman's Report

2009/10 has been extremely busy for Kendal Futures as we build on the groundwork of our first year of operation. A number of projects have been delivered including:-

- New improved visitor signage around the town
- The 1st Kendal Food Festival
- Enhancement work to the public realm in Kirkland
- Preparation of a design framework for Kendal
- Tourism action plan to take Kendal forward as a Tourist Town

We have continued to focus on the key issues highlighted by the Kendal Economic Regeneration Action Plan of a flourishing town centre and the need for a better supply of employment land. To improve access to the town centre we have formulated a car park plan and will now be working with those authorities responsible to try and secure its implementation. As far as employment land is concerned we remain frustrated by the slow progress of the Local Development Framework procedure, which should identify new sites, and we will continue to monitor this.

Details of all this and many other activities of Kendal Futures Board are included in the detail of this report.

Kendal Futures has very limited resources and so works to help other bodies achieve their aims and objectives where they align with ours. We are grateful for all the support and help we receive from our stakeholders and those who work with us particularly the three councils, Cumbria, South Lakeland and Kendal. The Board is also lucky to have someone with the energy and enthusiasm of Joanne Golton to act as our Programme Manager to help us deliver this important Action Plan.

Peter Hensman
Chair, Kendal Futures Board
June 2010

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 2nd annual report summarises the work of the Kendal Futures Board during 2009-2010 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 (KERAP) published summer 2007. Kendal Futures has a Regeneration Programme Manager (in post since June 2008) to work closely with Board members and private/ public sector partners to develop and deliver a range of projects, from the 70-page action plan, aimed at resuscitating the economic heartbeat of the town.

The KERAP document is due to be refreshed at a public meeting in summer 2010. The current priority projects within the KERAP were set in June 2007 and the Board agreed that a refresh was required to reaffirm existing priorities and to establish new priority projects, particularly in areas where projects are developing or have since been delivered.

Transport issues remain central to a number of regeneration initiatives and will certainly be a key factor impacting on Kendal's growth (as detailed in the emerging Local Development Framework). A 2008 comprehensive 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. A refresh of the Visitor Survey will take place this summer.

Kendal's regeneration programme features within Cumbria Vision's Economic Strategy and Sub Regional Action Plan 2008-12. More recently Eden and South Lakeland Forward (E&SLF) has been established to drive delivery of and funding towards projects at a more local level and the KERAP is one of the four priority programmes (alongside Penrith, Windermere Waterfront, Employment Sites and Premises) in its current business/ delivery plan. Changes to regional funding support are underway and currently funding requests to the NWDA are being made on

a project by project basis. Alternative funding sources are being sought by the Board for other KERAP initiatives and work is progressing to align projects with the work of E&SLF to help identify alternative sources of finance.

Locally the KERAP features in the South Lakeland Sustainable Community Strategy: Quality Environment; Jobs, Skills and Regeneration delivering against 'ensuring the sustainability of regeneration activity in key service centres' and maximise the benefit to the area of the tourism sector as a key economic driver'. Town centre improvements also fit the NWDA Corporate Plan - Competitive Places by contributing to the creation of conditions for the private sector to invest and by improving the physical conditions for increased private sector investment in the key places in the region, including through infrastructure and public realm.

The Kendal Futures Board has been operation for 2 years and has worked to secure funding packages and provide support and resource into the local economy. Through close partnership working SLDC, CCC, KTC, local businesses, public agencies and groups, Kendal Futures has helped deliver a range of positive impact projects.

However given the austerity measures being introduced to tackle the public sector deficit, the Futures Board will need to reassess its priorities, funding sources and methods of delivery to ensure its future programme can be realistically carried out. This will start with a public review of the KERAP during the summer and a revised action plan being presented in the autumn.

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”






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 eleven 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 KFB published reports, latest project reports and monthly programme manager updates are posted on www.investinkendal.com and are also available 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. Kendal Futures has a programme manager to develop and deliver projects within the KERAP. This programme support covers salaries, on costs and working capital and is funded by South Lakeland District Council (£40,000 per annum over 3 years) and South Lakeland Local Committee (Cumbria County Council, £10,000 per annum over 3 years). SLDC act as Accountable Body and host the employment of the Kendal Regeneration Programme Manager who reports direct to the Kendal Futures Board. Work is ongoing with the programme manager to secure funding post the end of the three-year appointment.

The work of the KFB to date has concentrated on gaining a detailed understanding of key issues, identifying areas for improvement and working in partnership to start to tackle some of the key employment, transport and spatial planning issues within Kendal. Other initiatives underway include a creative industries hub, Canal Head regeneration, enhancement and promotion of the K Village to Town Centre link, improving access to the town centre and provision of car parking, improving the public realm within Kendal town centre, improving the tourism offer and supporting businesses.

Themes & Priorities

Using the KERAP consultation process, 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 (Kendal College expansion) 3. Design Gateway (Creative Industries Project) 4. Invest in Kendal website
Investing in Town Centre 	<ol style="list-style-type: none"> 1. Kirkland/ Highgate Regeneration (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. Kendal Northern Relief Road 4. Canal Head Project 5. New Road Project 6. Kendal Park and Ride
Programme Support 	<ol style="list-style-type: none"> 1. Kendal Regeneration Programme Manager

Achievements Year Two

- Spring
2009
- Kendal Accommodation Providers Day, SLDC/CT joint project
 - Launch of 'Live and Direct' Kendal Leaflet
 - Kirkland Pedestrian Survey published
 - Kendal Signage Project, 1st phase completed, SLDC joint project
 - Sports Village Project feasibility published
 - Invest in Kendal website launched
 - Action planning on Creative Industries Project underway
- Summer
2009
- Upgrade of Kendal Enterprise Hub completed
 - Kendal Transport Assessment published
 - Kendal Car Parking Study published
 - New maps produced for Kendal (counter pads and visitor maps)
 - NWDA funding secured for Kendal Public Realm Framework
 - Shop Doctor retail support package delivered to 12 businesses
 - KFB response to Car Parking study, report published
 - Lobbying for car park improvements underway
 - Funding secured for Kendal Quality Public Realm project
- Autumn
2009
- Kendal Public Realm Framework consultation underway
 - Oxenholme Station signage actions completed
 - New Road consultation event supported
 - Kendal Festival of Food funded and delivered
- Winter
2010
- Key Kendal projects identified in E&SL Business Plan
 - Public realm stakeholder workshops held
 - Kendal Fit for the Future Tourism Action Plan published by KFB
 - Bus Station action plan improvements agreed with partners
 - Shopfront Improvement grants to 25 businesses, KFB/SLDC led
 - Kirkland Enhancement Scheme delivered, CCC joint project

Year Two Progress Report

Theme 1: Adding value to businesses

Tourism

Kendal Futures' tourism sub group established the Kendal 'Fit for Future' Tourism Action Plan last year and progress has been very positive. Kendal enjoys a range of quality visitor attractions and significant events such as Mintfest and Kendal Mountain Festival that attract significant amounts of external funding and strong visitor numbers to the town. By working in partnership, Kendal can build on its positioning as a 'Quality Gateway to the Lakes' and incorporate the change from market town to a fully fledged tourist town.

The tourism sub-group consists of South Lakeland Tourism Action Group, Cumbria Tourism, Kendal Tourism Group, Kendal Town Council and South Lakeland District Council. The Board considers the tourism action plan every quarter when progress reports are given. Close links are maintained with accommodation providers and visitor attractions and this has resulted in some attractions piloting Sunday/ bank holiday opening this summer with a view to rolling it out as part of Kendal's transformation to a tourist town. Kendal has a good cultural attractions cluster and work is ongoing with a cultural marketing campaign to cross promote these attractions and perhaps introduce joint ticketing arrangements.

The proposed removal of SLDC-provided funding for Kendal Tourist Information Centre has caused great concern to the Board. Kendal TIC is vital to the provision of quality visitor facilities in a tourism area and is often the visitor's first point of contact. It is important to retain a facility that encourages visitors to stay longer, spend more and return more often to explore Kendal's visitor opportunities, among them food and drink, accommodation, events, and attractions. The tourism sub group is currently tasked with finding ways to encourage interested businesses or new investment to provide a sustainable TIC to operate within Kendal. KFB welcomes the potential grants available from SLDC to help running costs for 3 years following any takeover. The sub group is working on a business investment plan for the TIC and has provided SLDC with business names for the expression of interest invitation to be publicised this summer.

Signage is an issue that will be tackled by the sub group this year. This will include a review of visitor signage, brown signs and parking signs (which will link with the Car Parking report planned actions this autumn) combined with a proposal to CCC to reduce obsolete signs and provide better information signs for visitors. A review of the county wide policy on brown signage is being carried out by the County Council as part of the preparation of the Local Transport Plan 3 during 2010. Kendal tourism sub group have already supported new maps and the new Kendal signage project to encourage visitors to explore the town. 40,000 new visitor counter pad maps have been produced for the tourist information centre and other visitor hotspots together with a new Kendal visitor souvenir map detailing Kendal's visitor attractions and an attractive hand drawn feature map. These maps also feature on new information units to be put in most car parks during the summer to aid the visitor. More information posters on

visiting Kendal have also been put up around South Lakeland in hinged information points in lay-bys and on public buildings.

Another area identified for action is Kendal's markets. Markets are a draw for locals as well as tourists and the quality and appearance of the markets can always be improved. KFB will work to provide marketing support, funding for better quality stall infrastructure and more local craft/farmers markets.

Following improvements to visitor information at Oxenholme Station and at Kendal Station more work is needed at these key gateways. KFB will continue to work with Lakes Line Community Rail Partnership, Virgin, Cumbria Tourism and others to see improvements completed. It is still an ambition to see the main line station at Oxenholme renamed Kendal – The Lake District.

Attention has been given to the marketing of Kendal via leaflets, web pages, other media and events. The 'live and direct Kendal' leaflets were designed, funded and published through the KFB tourism sub group and these have now been replaced by the new CT/SLDC funded Sense of Place leaflets. KFB were involved in pulling together the information for the leaflets and 50,000 have now been produced and distributed across the North West to help market Kendal and everything it has to offer. Cross promotion of Kendal events is encouraged and details of the forthcoming Festival of Food will be promoted at a variety of events including Country Fest, County Show, the new Taste festival in Cockermouth and Mintfest. The sub group has worked with partners to promote Kendal as a cycling destination and has part funded a new cycling leaflet of leisure routes around Kendal, to be published in the summer.

By improving the public realm in Kendal the first impression and overall attractiveness of Kendal will be positive for our visitors. A new benchmarking study for visitors, funded by SLDC and Cumbria Tourism will be carried out this summer and questions on the quality of public realm have been included. This will help determine priority areas within the town centre when we start to deliver projects within the new Kendal Public Realm Framework. An attractive, clean town centre will also help the promotion of the town when TV companies wish to film Kendal for programmes such as Escape to the Country.

Food and Drink

Kendal Futures, supported by SLDC tourism team and working with other local partners and funders, delivered the first Kendal Festival of Food in October 2009 with a programme involving 56 local businesses and 112 individual events across Kendal and the surrounding area. The Festival of Food achieved its aim of providing a weeklong showcase of the very best in local food and drink in Kendal and worked closely with Kendal College and local businesses. The event supported the principle of shopping and buying local and encouraged people to visit businesses at their own premises rather than at a single festival venue. Kendal Futures has been working towards achieving its KERAP objective of improving Kendal's image as a

destination where visitors experience great local produce and through a number of specialist events helped educate people about food and where their food comes from.

The Kendal Festival of Food was a successful, fun to produce, first time event and the Board, along with SLDC, is keen to see the event grow and become an established brand for Kendal and the surrounding area. As a result of the national and regional coverage of the festival, KFB were approached by two event management companies to run the event in future years. To enhance sustainability, it was agreed that an experienced external event management company should take on the event and maximise its income potential to help cover staff and marketing resource issues. To help the event progress funding has been provided by SLDC and Kendal Futures and Bluestone Events will manage the next Kendal Festival of Food in October 2010.

KFB are supportive of the current Taste Cumbria accreditation proposals which could mean improved marketing of Kendal as a quality food destination and a commitment from food retailers to improve their offer. The next challenge for Kendal is to further the development of marketing opportunities for its key brand, mint cake. Kendal mint cake is an internationally known brand yet there are no visitor attractions, facilities, leaflets or specialist shops for visitors. Recently the product (and town) received acclaim after it was used by the winner, Lisa Allen, in the Great British Menu BBC television programme.

University Town

KFB are in full support of the Kendal College expansion project at its Wildman Street campus. This will develop its digital and creative curriculum and will create a new single facility incorporating Kendal Museum, the Allen Building and important Castle Dairy building. This re-development and reuse of an existing attraction increases the scope for University of Cumbria courses to be run in Kendal. It also helps lift a tired gateway to Kendal

Creative Industries

The Creative Industries Hub is a project aimed at attracting a variety of new creative business into the town centre. During the last 6 months discussions have taken place between Kendal Futures, private sector developers, land agents and architects to consider the possible use of land adjacent to the Brewery Arts Centre for creative industries businesses to work in a cluster arrangement. This type of large development could accommodate up to 40 new businesses and additional space for the Brewery to deliver programmes and entertainment as part of its expansion requirements. Initial plans show that, should that site be redeveloped then up to 45000 sq ft can be created along with an additional 30 car parking spaces. Highly skilled businesses could be accommodated in state of the art facilities along with a new box office, workshops, new cinema and training rooms for the Brewery.

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. KFB are working with E&SLF

to draft a design brief for the scheme and will approach SLDC and NWDA to fund a feasibility and demand study. Work is required to assess land values, land assembly and cost the proposal. Future work will involve selecting a developer, assisting land acquisition and developing a planning framework. Kendal Futures will continue to work with E&SLF, The Brewery, Kendal College and other partners to establish resources for the project to enable it to move forward.

Invest in Kendal Website

Kendal Futures has its own website called www.investinkendal.com and this is currently out to tender to be redesigned and launched this summer. The new website will be a portal site and will include links to detailed information on available land and premises in the locality, business rates, business grant information, training events, demographics, transport connections, networking events, LDF news, contact information, links to partner organisations. Although a lot of this information is already available, it is not easily accessible. This will help deliver against several priority actions in the Kendal Regeneration Action Plan and will help build partnership working with E&SL, Invest in Cumbria, CREA, Chamber of Commerce, FSB and SLDC to encourage inward investment in Kendal.

Theme 2: Investing in Town Centre

Connectivity

Kendal Futures is currently leading the Kendal Quality Public Realm scheme which aims to support business growth within the town through a series of quality physical enhancement projects. The scheme also encourages 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 to support retail and reverse commercial decline. More work is needed to encourage business growth and support Kendal's position as a quality gateway to the Lake District.

Kendal Futures supported the delivery of the Kendal Signage Project by SLDC and helped source the £70k to finance the project. The signage project, completed in spring 2010, was supported by Kendal Town Council, South Lakeland Local Committee, SLDC, Lakes Line Community Rail Partnership, Department of Transport, Kendal Civic Society, private sector partners and Cumbria County Council. The Kendal Signage Project has been well received and 17 bespoke units are now in place across the town centre, including Kendal Railway Station and Bus Station, to help provide visitor information and orientation and to increase pedestrian flow around the town centre.

Kendal Futures have been active on mapping projects for the town with the production of 40,000 new visitor counter pad and information maps for the tourist information centre together with a new Kendal visitor souvenir map detailing Kendal' visitor attractions and 3d hand drawn feature map. To assist connectivity within the town, KFB have financially supported

a new cycling map for Kendal. Work is currently ongoing with Cumbria Tourism to define the routes and the map should be published in summer 2010.

Public Realm Improvements

In autumn 2009, Kendal Futures secured £125k from the NWDA to deliver public realm enhancement in Kendal through a project divided into two elements, 1) the Public Realm Design Framework and 2) the public realm improvement at Kirkland, Kendal. The second element has been delivered by Cumbria Highways on behalf of three funding partners.

Kendal Futures has established a Project Board to monitor the Design Guide work of the appointed consultant (Taylor Young) and the enhancement works in Kirkland. This board forms the public realm sub group of the Kendal Futures Board and includes representation from Cumbria County Council, South Lakeland Local Committee, South Lakeland District Council, Cumbria Tourism, Kendal Civic Society, Kendal Town Council, Kirkland Partnership and the NWDA.

£45k of the NWDA support has funded the development of Kendal Public Realm Design Framework and design proposals for three key areas of Kendal - Finkle Street, New Road Common and the Market Place. It is envisaged that implementation of the design proposals will be delivered through a second phase of Kendal - Gateway to the Lakes Public Realm Project - subject to such funding being in place. The Framework document is a complex piece of work and will be used to develop a coherent approach and act as a guide for current and future development projects in Kendal. This will lead to a visible demonstration of quality on the ground and help build public support for a continued programme of improvement. It will also address the future management requirements for the continued maintenance of the public realm. It is intended that this framework will be adopted as supplementary planning guidance.

The new Kendal Public Realm Design Framework will be used to:

- Promote a coherent and consistent approach to the design and quality of the public realm
- Inform the design of new and enhanced public spaces
- Prioritise public investment and public realm projects in Kendal
- Provide a framework to inform the preparation of external funding bids for public realm
- Assess planning applications and inform planning agreements relating to public realm works
- Guide the commission of use of surface materials and street furniture
- Clarify management, implementation and future maintenance arrangements
- Encourage the integration of public art in the development and delivery of public realm works

Work to date has included consultation with key internal and external stakeholders, local businesses, young people and various elected members. Public Realm Workshops were held in January with representatives from various council departments, countywide partners and local interest groups. As part of the consultation element of the project South Lakes Development Trust have consulted a sample group of young people on public realm issues in Kendal and

Asken Ltd have carried out face to face interviews with local Kendal businesses regarding public realm and delivered an online questionnaire via the SLDC website for local businesses to complete.

The Design Framework will present an opportunity for CCC, KTC and SLDC. There are a number of public realm projects coming forward, either through council led initiatives or through regeneration projects that require private sector or partner organisation's support. To prevent these current schemes becoming isolated areas of improvement, the Framework highlights key areas for investment to maximise the benefits of the work undertaken so far. One example is the link to Kendal Town Council's commitment of £30k per year for 3 years towards enhancement of Parks and Open Spaces. By linking, through the Design Framework, these new areas of development with high quality public realm improvements councils will not only knit the new development into the existing fabric of Kendal, but will also establish the coherent and coordinated public realm to which all aspire.

The Kendal community toilet scheme will be up and running this year after a delay due to funding issues. This will help improve the current deficiency with more clean and tidy public toilets being made available and will assist local businesses that participate in the scheme. Quality visitor facilities including street furniture, the community toilet scheme, shop frontages, improved markets etc will all help increase and sustain footfall in the town centre.

Kirkland and Highgate Regeneration

One of key projects within the KERAP is the regeneration of the Kirkland and Highgate areas in Kendal. 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. KFB sourced funding for a Pedestrian Survey of the area and this survey provided the evidence of support for developing projects. This was followed by further community consultation through summer 2009 and an action plan for Kirkland was produced. Key areas for improvement included the need for upgraded lighting, reduced traffic dominance, improved street materials and giving the tourist attractions better street frontage. Following through on this plan will make the area safer for pedestrians and encourage more browsers and buyers.

The Kirkland Enhancement Scheme Phase 1 was delivered in spring 2010 through the County Council. Kendal Futures made applications and successfully sought funding for the £325k project from NWDA, SLDC, CCC and K Village. Phase 2 will commence in summer 2010 and will deliver smaller public realm enhancements in the shopping area and green spaces. By improving the 'streetscape' through widening pavements, new surfacing, improving lighting and introducing new seating areas, the scheme encourages visitors and residents to "discover rather than bypass" Kirkland. The area has been enhanced and the built heritage has also benefitted from a number of Shopfront Improvement grants. Completion of this scheme now ensures a more attractive, safer entrance into the main shopping areas and encourages linkages between the new K-Village and the town centre.

Kendal Futures will now work to source funding to improve the Highgate area so the enhancements run right through from Kirkland to the Town Hall. This work will be carried out in a similar way to Kirkland with a pedestrian survey and consultation with the newly formed Highgate Partnership. Funding for this initial consultation has been sourced from SLDC. Highgate features in the KERAP and the programme of public realm improvement means it will benefit from enhanced pedestrian links, restoration of historic yards; more footfall to the Brewery as a key attraction and see a series of public art works.

Business Improvement District (BID)

Kendal Futures, in conjunction with public and private sector partners will, in summer 2010, start to progress new town centre trader partnerships, which it is envisaged could ultimately lead to a Business Improvement District 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 a 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 by SLDC, who would support a Kendal BID, estimate that £170k each year could be raised, managed and spent by the business community on local projects. If Kendal is to increase current levels of financial support into the area then innovative mechanisms of levering-in private sector funds are required and one possible solution is encouraging a Business Improvement District.

The first phase of a BID will be setting up (or building on existing) new town centre trader partnerships in 6 areas across town centre. Support will be provided for meetings, establishing an action plan for each area and in delivering projects. When geographical trader partnerships are up and operating, a town centre improvement group will be formed to develop funding applications, share best practice, encourage networking and look to start the business planning stage of a BID. Funding has been secured to help this work and KFB will work with South Lakes Development Trust to take forward this project.

KFB is of the opinion that for town centre businesses, BIDs is the fairest scheme to make our town a safer, cleaner, more welcoming environment and, most importantly, promote Kendal as one of the region's key visitor and shopping destinations.

Theme 3: Boosting Enterprise

One Stop Shop and Business Advisor

KFB established and refurbished a town centre based one-stop shop for business advice at 32 Market Place, Kendal. This SLDC owned base was home to business support from Cumbria Chamber of Commerce, Business Link and CREA and provided a business training/ meeting room. More recently the business hub has seen some changes and will no longer be operating as a one-stop shop.

The funding support from SLDC for a dedicated Kendal town centre business advisor has now ended. Up until March 2010 a business advisor from CREA attended the 'one stop shop' providing business advice and support one day a week boosting local business growth and enterprise. Since the scheme started in July 2008 276 businesses have sought advice and 207 businesses have attended marketing seminars. In addition 22 new businesses have been created with 51 new jobs being created/ safeguarded. SLDC funding has been channelled to the Intensive Start Up Support programme and advice to businesses on finance, grants, training and business planning is now available at CREA offices on Shap Road.

Enterprise Centre

The KERAP identified the need for a Managed Business and Enterprise Centre with meeting space, training rooms, business advice, managed workspace, incubator units and office units to help improve start-up and survival rates. Kendal will soon have a managed business centre, although not town centre based, when CREA open their new offices to the north of the town in September. These will feature 6 self-contained incubator units with reception facilities and meeting rooms. This will be a useful asset for Kendal as there has been a gap in the market for provision of managed workspace and incubator units. Additional managed workspace, office units and training rooms could feature as part of the proposed creative industries hub adjacent to The Brewery in due course.

KFB will continue to support and encourage a town centre based managed business centre that provides a range of shared business services and/or managed office, hot-desking and workshop units. This type of facility will boost enterprise, start up and survival rates and will 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. In recent months a successful Shop Doctor programme ran in Kendal, funded by the Local Strategic Partnership, to support 12 retailers with customer service ideas, specialist help and ideas on advertising, promotions and visual merchandising. KFB are working with SLDC to secure money to roll out this project to more retailers.

Funding has previously been secured by Kendal Futures to establish a customer service programme to businesses within Kendal and following pilot programmes in other parts of the northwest. Cumbria Tourism, as a member of the tourism sub group, are working on a bespoke customer-facing specific version of the Welcome Host model for Kendal and 40 individuals will receive training. Kendal needs to ensure that all customers are treated with a first class reception, and that visitors to the area receive a high quality of service and rich experience throughout their visit.

SLDC carry out a quarterly survey of empty shops in Kendal, which includes the main shopping streets and surveys 406 shops. In July 2009 there were 52 empty shops and when recently surveyed in July 2010 there were 46 empty shops; this shows good positive growth in retail despite difficult economic circumstances.

Kendal Futures has been instrumental in establishing the Kendal Shop Front Improvement Scheme, which aims to enhance the image of Kendal as a historic marketing town. The programme manager is involved in running the scheme in partnership with SLDC as the funding body. The grant has proved popular with over 25 businesses receiving monies to improve their frontages and enhance the appearance and appeal of the town to visitors, customers and the local population. The original £40,000 grant pot was allocated by April 2010 and thanks to further support from SLDC the scheme will operate again from Autumn 2010. This scheme supports Kendal town centre by providing the opportunity for inward investment and helps stimulate business and consumer confidence. The investment from the private sector on shop front improvements, since the scheme began last year, is over £100,000.

Theme 4: Promoting Economic Infrastructure

Employment Sites

An essential area 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 Board members have established a good working relationship with developers and land owners within the area. During the last year KFB worked with SLDC, CCC and the NWDA (Sub Regional Employment Sites Programme) to try and bring into use sites with market failure but to date have not been able to make progress due to issues on site acquisition and access (highways impact). Work is continuing with local agencies to remove the barriers to development. More recently E&SL have identified employment sites as a priority and Kendal Futures will continue to work on this issue to bring forward employment land in the Kendal area.

KFB works with the local planning and highway authorities together with the National Park on potential employment sites, development issues and next steps. Bringing forward employment land within Kendal is difficult and KFB are keen to see that, where appropriate, land for employment is granted permission to develop within the adjacent National Park boundary. Sites including Boundary Bank and Plumgarths are seen as essential to help Kendal's short supply of employment land. E&SLF have identified Junction 36 as a potential employment area and whilst KFB support bringing forward land for employment use the Board will work to ensure land is pursued within the boundary of the town first so that more benefit is felt locally.

Kendal Futures have participated in the Local Development Framework consultation process and await the publication of the Allocation of Land document. KFB were also actively involved in the Kendal Transport Assessment which considered traffic impact on potential future employment land sites.

KFB promote the Land and Premises Register compiled by SLDC to help businesses relocate or expand into new premises; available sites for employment within Kendal are also identified and promoted via the 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 it is unlikely to happen within the current KERAP 2007 – 2017 timeframe. KFB through its work with the Kendal Transport Assessment 2009 for the South Lakeland Local Development Framework 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

The KERAP identified the need to improve access to the town centre and KFB is currently involved in discussions with highway and car parking officials to upgrade town centre car parking, provide better signage to car parks, improve longer stay solutions for visitors, reduced Sunday fees and reduce town centre traffic problems. Improvements have been made at the transport interchanges (rail and bus) with the provision of new signage for visitors and, in conjunction with both SLDC and CCC, improved facilities at the bus station through repainting, installation of new shelters, better signage and a station clock.

KFB have worked to ensure that the coach stop on Highgate will be retained after the relocation of K Village (in summer 2010). Work will start on a scheme involving Kendal town centre businesses of meeting and greeting visitors from coaches together with additional marketing and targeting coach companies to increase the number of coach visits to the town centre.

Kendal Futures secured funding from SLLC for a Kendal Car Parking Study last year and Atkins carried this out alongside their Kendal Transport Assessment as part of the Local Development Framework commissioned by SLDC. The comprehensive report was published in June 2009 and listed 24 recommendations. Following consideration of the report the KFB tasked the car parking sub group to investigate the deliverability of the recommendations and discuss the report with parking managers and highway engineers. Following discussions with parking managers and highway engineers the Kendal Futures Car Parking Report was published in spring 2010 setting areas of priority, as follows:

- Car parks close to shops should be for shoppers/ visitors and function as 4-hour short stay
- Permit parking can be made available close to shops but should be at a higher premium
- Car parks away from the town centre should be longer stay and be discounted
- Permit parking away from the town centre should be at the discounted rate of £300 p/a
- A serious commitment to enforcing on-street parking is required together with a review on street parking and charging
- Bring on stream as many car parking places as possible (public/ private/ community sites)

The Kendal Futures car parking report has been received by Cumbria Tourism, CCC, SLDC, E&SLF and the South Lakeland Local Strategic Partnership. Kendal Futures will be involved in the SLDC car parking review in September and will push for the recommendation and priority areas from the KFB car parking report to be delivered.

New Road Area

New Road Common Land has the potential to be 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 the proposed Canal Head redevelopment as well as a continuation of pleasant riverside frontage along to Abbot Hall and across the riverside to Gooseholme.

The KERAP identified New Road as a key site for regeneration. Following recent requests for the installation of a leisure route it emerged that the land was common land. This meant that the KERAP action plan project for a café and improved car parking on that site were therefore not an appropriate use of the site.

Kendal Futures are involved as a member of the New Road Project Board. This Board was established by SLDC to consider the reinstatement of Common Land on New Road. Kendal Futures is supportive of SLDC's commitment (agreed Oct 2009) to enforcing common land status at New Road and would like to see appropriate alternative parking arrangements provided to enable those who work in Kendal to park within walking distance of the town centre.

Kendal Futures, in support of the project, requested that a redesign of the New Road site be one of the 3 key areas for redesign within the Kendal Public Realm Framework. This design includes footways and a cycle route and has taken into account the public consultation of New Road from summer 2009. The proposed designs for Common Land at New Road present a positive effect on the environment by creating an attractive and distinctive riverside destination, accessible on foot and bicycle. This design if implemented, would create a green space valued by residents and visitors to the district and would enhance the public realm in Kendal.

The design proposal for New Road has been endorsed by SLDC as a basis for progressing further detailed work on the scheme. The proposed design also provides for the Riverside Route (cycle way) to be incorporated on New Road and an approach has been made to the South Lakeland Local Committee to consider the impact of the cycle route on the highway and a decision is expected in September. Following this, work will commence on a detailed design, preparation of a planning application and the proposal for deregistering part of the common.

One of Kendal's key assets is the river and recently 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 to the wider public realm principle of ensuring similar materials and designs are used throughout Kendal.

Sports Village

The Sports Village project was not originally featured in the KERAP but was added by the KFB as a priority project in October 2008. This project produced a feasibility study in spring 2009 to consider joint provision and new recreational and leisure facilities to benefit Kendal and provide an opportunity to put Kendal on the map for major sporting events and cultural activities. Linked to Cumbria Tourism's work to increase the levels of tourism spend within the area The Sports Village could house an indoor adventure centre which would contribute to that outcome and provide Kendal with a quality year round visitor attraction.

KFB encouraged the Sports Village Steering Group to include within any new facilities event space, conference facilities and meeting rooms, with a view of providing essential facilities for local and regional business development and this was subsequently included within the Sports Village Business Plan. The Sports Village for Kendal approached the Adventure Capital Fund together with Sport England, NWDA, local authorities and other partner organisations to secure finance to take forward the project but given the current financial climate it is not seen as a priority for investment by potential funding partners at the present time.

Canal Head Regeneration

The regeneration of the Canal Head area is a major project within Kendal and a priority for KFB. The project will deliver a key site for industrial, residential, commercial and retail use together with high quality public realm. KFB is working alongside private and public sector partners to establish a delivery plan and mechanism for the implementation of the revised Canal Head Area Action Plan alongside work to re locate existing users, which can then allow development of the site to proceed. It is hoped that this work will include the redevelopment of a canal and a step towards the restoration of the Northern Reaches route.

This is a strategic project for Kendal and the south east of the county. It will create a major employment area, regenerate a large brownfield site, boost the town's retail offer and hopefully present a new visitor destination. This project is expected to deliver approx 450 jobs with a private sector investment of approx £125 million.

Milestones for Year Three

- Spring
2010
- Highgate Pedestrian Survey commissioned
 - Kendal Festival of Food 2010 delivery secured
 - Kendal Futures second year annual report complete
 - Publication of new cycling in Kendal Leaflet
 - Official opening of Kirkland Enhancement phase 1
 - New mapping project complete for Kendal car parks
- Summer
2010
- Launch of Community Toilet Scheme
 - Kendal tourism signage audit complete
 - Completion of 2nd phase of Kendal Signage Project (fingerposts)
 - Refresh of KERAP priorities with stakeholders
 - New trader partnerships work to commence
 - Re-launch of Invest in Kendal website
 - Design Brief for Creative Industries project complete
 - Kendal Public Realm Framework published
 - Kendal 3 key site designs published
- Autumn
2010
- Funding secured for Creative Hub feasibility
 - Start of Highgate regeneration consultation
 - Bespoke Welcome Host training package to be launched
 - KFB response to LDF employment sites allocation proposal
 - 2nd Festival of Food event to promote Kendal's food and drink
- Winter
2010
- Consultation work to begin on Finkle Street and Market Place
 - Funding secured for Highgate improvement works
 - Kirkland Enhancements phase 2 to complete
 - Re-launch of Kendal Shopfront Improvement Scheme
 - Funding secured for New Road Common enhancement works
 - Start of Highgate improvements
- Spring
2011
- Funding confirmed for KFB manager post continuation
 - Kendal Cultural Tourism marketing programme to start
 - Business Improvement District project work begins
 - New Road Common Land project implementation begins

Funding Profile 2007-2017

PROJECT	POTENTIAL SOURCES	COST
Tourism Actions	KFB, CT, SLDC, CCC, NWDA, SLTAG, private sector	£75k+
Invest in Kendal Website	KTC, KFB, Chamber, E&SL	£2k
Creative Industries Hub	NWDA, Private Sector, Lottery, others	£15m+
Business Enterprise Centre	Chamber, CREA, private sector	£50k+
Business Advice and Support	SLDC, CREA, BL, Chamber, various	£90k+
Retail/ Welcome Host Training	CT, KTC, SLDC, LSC, private sector	£45k+
Kirkland/ Highgate Regeneration	NWDA, SLDC, CCC, Private sector, KTC	£700k+
Town Centre Signage	KFB, SLDC, DfT, CCC, KTC, various	£90k
Business Improvement District	KTC, SLDC, Chamber, FSB, private sector	£25k
Public Realm Improvements	SLDC, NWDA, CCC, KTC, others	£1.5m+
Car Parking Improvements	SLDC, CCC, private sector	£200k+
Canal Head Area Action Plan	SLDC, CCC, NWDA, BW, private sector	£125m+
New Road Redevelopment	SLDC, SLLC, Lottery, others	£500k+
Employment Sites	SLDC, CCC, NWDA, private sector	£2m+
Kendal Northern Relief Road	CCC, DfT, others	£80m+
Sports Village Project	DCMS, SLDC, CCC, CT, Lottery, private sector	£15m+
Programme Management	CCC, SLDC, KTC, others	£195k

Forward Strategy

The Kendal Futures Board was established as a direct response to the Kendal Economic Regeneration Action Plan. With a programme manager in support and a commitment from funding partners for 3 years the Board has begun to deliver regeneration projects collectively within the town and now has the momentum, skills and confidence to continue the regeneration process through the partnership approach. Partner organisations are committed to the Kendal Futures Board and to delivery of the KERAP and although committed funding for the programme delivery manager is scheduled to end in summer 2011, it is unlikely that the Board will cease to operate. Discussions are underway with South Lakeland District Council, South Lakeland Local Committee, Kendal Town Council and others for continuation funding to the post for a further 2 years until June 2013.

It is the Boards contention that its operations to date have highlight to local organisations and businesses the benefits of collaboration and strong local involvement of a body dedicated to strengthening the economy of Kendal. In addition, it is expected that during the next year moves will be made to establish stronger town centre trader groups which will help to significantly improve local capacity for successfully attracting and delivering a wide range of external funding support and resource.

However given the austerity measures being introduced to tackle the public sector deficit, the Futures Board will need to reassess its priorities, funding sources and methods of delivery to ensure its future programme can be realistically carried out. This will start with a public review of the KERAP during the summer and a revised action plan being published in the autumn.

Appendices

1. Kendal Futures board members
2. Current priority projects
3. Project spend to date
4. Terms of reference

KENDAL FUTURES BOARD

NAME	REPRESENTING	CONTACT	EMAIL
Alun Lewis*	Confederation of British Industry	01539 722002	alun.lewis@cropper.com
Geoff Cook	South Lakeland Local Committee	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	01539 720856	<i>No email</i>
Richard Pealing	Eden and South Lakes Forward	01786 861328	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
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Bill Broekhuizen	Kendal College	01539 814700	coillach@aol.com
Ian Stephens	Cumbria Tourism	01539 825052	istephens@cumbriatourism.org
Austen Robinson	Kendal Town Council	01539 731047	awrrobinson@hotmail.com
IN SUPPORT			
Jayne Kendall	South Lakeland District Council	01539 717435	j.kendall@southlakeland.gov.uk
David Ingham	Cumbria County Council	01228 226681	david.ingham@cumbriacc.gov.uk
Joanne Golton	Kendal Futures Programme Manager	01539 717349	j.golton@southlakeland.gov.uk
Dianne Whitehead	Cumbria County Council	01539 713157	Dianne.whitehead@cumbriacc.gov.uk

Current Priority Projects (to be refreshed summer 2010)

Appendix 2

KERAP THEMES	NWDA FIT	CUMBRIA VISION FIT	ACTIONS
Adding Value Business	Development of Tourism Action Plan for Kendal		
	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
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		
	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 'enterprise hub' (e.g. CREA, KFB, Cumbria Chamber, Business Link etc)		
	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	Provision of business incubator units and Enterprise Centres		
	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

Current Priority Projects (to be refreshed summer 2010)

KERAP THEMES	NWDA FIT	CUMBRIA VISION FIT	ACTIONS
Boosting Enterprise	Introduction of welcome host training - 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	Improve Kirkland and 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 (help to deliver overall development plan)		
	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 improvements (improve connections 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 Partnership). Improved general streetscape across Kendal, focusing on gateways to enhance the urban fabric. Provision of quality visitor facilities including street furniture and public conveniences, shop front improvement scheme, improved quality markets etc to increase footfall to town centre

Current Priority Projects (to be refreshed summer 2010)

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, provision of coach facilities and 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 public space, improved car parking and new visitor facility. Creation of new car park (park and walk) for displaced workers car parking. New river crossing; creation of new cycle route, supporting new linkages to Canal Head site.
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

Current Priority Projects (to be refreshed summer 2010)

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 close to the town and reduce town centre air pollution.
Promoting Economic Infrastructure	Help Kendal College to deliver Sports Village		
	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 at edge of Kendal to improve sustainability of town centre access; reduce parking pressure from town centre workers; reduce traffic congestion; reduce air pollution from town centre

Project Finance to date

Appendix 3

Kendal Futures has limited resources and so works to help other bodies achieve their aims and objectives where they align with the KERAP. Kendal Futures has helped facilitate and co-ordinate projects within Kendal to the value of nearly £800,000.

Theme	Project	Funding	Funding Received From
Adding Value	Welcome Host	£1,000	Kendal Town Council
	Food Festival 09/10	£3,000	SLDC - Tourism
		£50	Kendal Town Council
		£408	Private Sector sponsors
		£594	SLDC - Econ Development
		£584	Income Generation - Adverts
	Invest in Kendal Website	£1,000	Kendal Town Council
	Maps, cityscape and counter pads	£2,000	Kendal Futures
	Cycling Leaflet	£500	SLDC - Tourism
		£1,000	Cumbria Tourism/ CCC
Kendal Live & Direct visitor leaflet	£300	Kendal Futures	
	£946	SLDC - Tourism	
Food Festival 10/11 (To be completed)	£2,000	Kendal Futures	
	£1,000	SLDC - Econ Development	
	£3,000	SLDC - Tourism	
Investing in Town Centre	Public Realm Design Framework	£43,261	NWDA
	Kirkland Enhancements	£65,000	South Lakeland District Council
		£35,000	K-Village section 106
		£126,739	NWDA
		£123,953	Cumbria County Council
	Pedestrian Audit & Action Plan - Kirkland	£1,500	Kendal Town Council
		£1,719	SLDC - Econ Development
		£604	Kendal Futures
		£1,152	SLDC - LAGBI funding
	Kirkland - Bins/Benches Placement	£844	Kendal Futures
BIDS Study & Town Centre Partnerships (to be completed)	£1,000	Kendal Town Council	
	£8,300	SLDC - Econ Development	
Kendal Finger Posts	£9,000	SLDC - KEDF Transfer	
	£14,000	Cumbria County Council	
Kendal Signage	£11,000	Cumbria County Council (SLLC)	
	£5,000	Lakes Line Partnership	
	£5,000	Dept of Transport	
	£5,935	Kendal Town Council	
	£5,000	SLDC - Tourism	
	£5,374	SLDC - Econ Development	
	£25,000	SLDC - LABGI funding	
	£3,450	Private Sector sponsors	
	£7,000	KEDF Fund (Cultural Trail)	
	£3,650	K Village	

Continued on next page

Project Finance to date (continued)

Theme	Project	Funding	Funding Received From
Boosting Enterprise	Shop Front Grant Scheme	£46,380	SLDC - KEDF Transfer
		£109,000	Private Sector
	Continental Market support	£100	Kendal Futures
Promoting Economic Infrastructure	Refurbishment of 32 Market Place	£3,725	South Lakeland District Council
		£175	Kendal Futures
Promoting Economic Infrastructure	Kendal Car Parking Study	£500	Kendal Futures
		£10,000	Cumbria County Council (SLLC)
Programme Support	Bus Station improvements	£40,000	Cumbria County Council
		£10,000	SLDC - LABGI funding
	Officer costs + working capital budget	£10,000	Cumbria County Council (SLLC)
		£785,743	Total spend

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; Eden & South Lakeland Forward; Cumbria Chamber of Commerce; Confederation of British Industry; Cumbria Tourism; 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 a 6 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 (revised November 2009)