

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

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NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.

Contact: Committee Services
committee.services@tmbc.gov.uk

16 February 2016

To: MEMBERS OF THE ECONOMIC REGENERATION ADVISORY BOARD
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Economic Regeneration Advisory Board to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Wednesday, 24th February, 2016 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

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Matters for Recommendation to the Cabinet

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- Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

MEMBERSHIP

Cllr S M King (Chairman)
Cllr S R J Jessel (Vice-Chairman)

Cllr Mrs S M Barker
Cllr M C Base
Cllr R P Betts
Cllr T Bishop
Cllr J L Botten
Cllr T I B Cannon
Cllr M O Davis

Cllr R D Lancaster
Cllr Mrs S L Luck
Cllr Miss J L Sergison
Cllr C P Smith
Cllr F G Tombolis
Cllr B W Walker
Cllr T C Walker

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Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

ECONOMIC REGENERATION ADVISORY BOARD

Wednesday, 9th September, 2015

Present: Cllr S M King (Chairman), Cllr S R J Jessel (Vice-Chairman), Cllr Mrs S M Barker, Cllr R P Betts, Cllr T I B Cannon, Cllr M O Davis, Cllr Mrs S L Luck, Cllr Miss J L Sergison, Cllr C P Smith, Cllr F G Tombolis, Cllr B W Walker and Cllr T C Walker

Mrs J A Anderson, P F Bolt, M A Coffin, N J Heslop, B J Luker, S C Perry and H S Rogers were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors T Bishop, J L Botten and R D Lancaster

ERG 15/17 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

ERG 15/18 MINUTES

RESOLVED: That the notes of the meeting of the Economic Regeneration Advisory Board held on 23 June 2015 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

ERG 15/19 WEST KENT PRIORITIES FOR ECONOMIC GROWTH 2015 - 2018

Decision Notice D150064MEM

The report of the Chief Executive provided an overview of the amended West Kent Priorities for Economic Growth Strategy which identified five key areas for economic growth. Consideration was given to the priorities for West Kent set out in the document and, in particular, the transformational scheme to be accorded the highest priority for Tonbridge and Malling.

An update was also given on the case for a Kent and Medway Local Enterprise Partnership in place of the South East LEP and the Government's response that there was unlikely to be significant change to any LEP.

RECOMMENDED: That the transformational priorities set out in the West Kent Priorities for Economic Growth document be endorsed and the scheme for enhanced capacity to the Leigh Flood Storage Area and

flooding works at East Peckham be identified as Tonbridge and Malling's highest priority.

ERG 15/20 ENHANCEMENT OF LOCAL NEIGHBOURHOOD CENTRES

Decision Notice D150065MEM

The report of the Chief Executive gave details of progress to date on the Local Neighbourhood Centres Programme, an initiative which sought to provide grant support to local traders for implementing improvements in those centres. A proposal was considered to redefine Quarry Hill Parade as a "district centre" eligible for grant assistance up to £7,500 rather than the £3,000 available to "local neighbourhood centres".

RECOMMENDED: That the progress in the programme be noted and the proposed increase in grant for the Quarry Hill area, as detailed in the report, be approved.

ERG 15/21 WEST KENT LEADER PROGRAMME

Decision Notice D150066MEM

The report of the Chief Executive provided an update on the development of the new West Kent LEADER programme, due to be launched in mid-October, including proposals for assisting with promotion of the available grant support and encouraging local take up.

RECOMMENDED: That the proposed actions to promote take up of LEADER grants within the Borough, as set out in the report, be endorsed.

MATTERS SUBMITTED FOR INFORMATION

ERG 15/22 UPDATE ON BUSINESS SUPPORT PROGRAMME

Further to Minute ERG 15/14, the report of the Chief Executive provided an update and more detailed overview of the West Kent Business Support Programme following further discussion with Kent County Council and West Kent partners. Details were given of arrangements for generic and more specific business workshops, one-to-one sessions and web-based support. Reference was also made to promotion and raising awareness of the support available to local businesses. Members were requested to advise the Economic Regeneration Officer if they had any links with the secondary schools in their areas to help raise awareness of initiatives for young entrepreneurs.

ERG 15/23 CHAIRMAN'S ANNOUNCEMENT

The Chairman advised that the next meeting on 10 November would be more informal with a presentation from Paramount on the proposed

development in north Kent followed by a question and answer session. It would provide an opportunity to discuss how to promote the availability of some of the contract work among local businesses.

MATTERS FOR CONSIDERATION IN PRIVATE

ERG 15/24 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 8.20 pm

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Agenda Item 4

Presentation by Ellie Evans of Volterra on progress being made with the development

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Agenda Item 5

Presentation by Mr Howard Porter, Chairman of Tonbridge Town Team

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TONBRIDGE & MALLING BOROUGH COUNCIL
ECONOMIC REGENERATION ADVISORY BOARD

24 February 2016

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 UPDATE ON THE BOROUGH ECONOMIC REGENERATION STRATEGY ACTION PLAN FOR 2015

To provide a detailed overview of the progress made in delivering the Economic Regeneration Strategy Action Plan during 2015.

1.1 Background

1.1.1 At the Economic Regeneration Advisory Board on 23 June 2015, Report ERG 15/13 presented the Borough Economic Regeneration Strategy and Action Plan. It was recommended that the Borough Economic Regeneration Strategy be approved; subject to a minor amendment to the 'success measure' for securing high speed broadband services across the Borough to reflect the Government's ambition of 95% by 2017.

1.1.2 This report provides the Board with information on progress regarding the actions set out under Chapter 8 of the Borough Economic Regeneration Strategy, covering the following topics:

- Business Advice and Support
- Loan Funding to Local Businesses
- Skills Development
- Work Readiness
- Infrastructure Projects
- Town and Retail Centres
- LEADER Programme
- Better Business for All
- Broadband
- Inward Investment
- Tourism
- Tonbridge & Malling Local Plan

1.1.3 It should be noted that information regarding the monitoring of the impact of the strategy – including statistics relating to VAT registrations and de-registrations,

business survival rates and unemployment levels – will be provided at a later date as much of this data is collected annually and the statistics for 2015 have yet to be released.

1.2 Progress to Date

1.2.1 Progress on delivering the Action Plan is set out in Appendix 1. This illustrates that overall good progress is being made on a wide range of initiatives.

1.2.2 By using a RAG analysis of the actions set out in the Strategy, one can see that the only action marked as being 'Red' concerns the ESCALATE 0% interest loan funding. The re-opening of the scheme has been delayed longer than initially expected as there has been insufficient loan payments generated back into Kent County Council in order to create a large enough pot of funding to allocate out again. As such, no progress has been made towards securing external funding for local business in 2015. However, by around April 2016 there should be enough of a funding pot to re-open a new loan scheme for the area.

1.3 Proposed Priorities for 2016/17

1.3.1 The priorities for 2016/17 are to some extent influenced by the limited progress made in specific areas as well as the level of future financial resources.

- To work with Kent County Council to effectively market and promote the **ESCALATE Programme** in the Borough once it becomes operational.
- In an effort to address the small rise in ESA clients during 2015, to place a greater focus on **work readiness** initiatives – specifically expanding on the Jobs and Training Fairs and working with Circle Housing Russet on Jobs Clubs.
- To promote the new **LEADER Programme** to Tonbridge & Malling businesses and to co-ordinate business advice for prospective applicants.
- To build upon the existing **town and retail centres** activity, specifically through further phases of the Tonbridge Town Centre public realm works and re-engaging with businesses in the district centres.
- To further develop the **skills development** discussions in the Borough and feed these in to the West Kent Partnership to create a skills action plan.
- To work with Kent County Council in addressing remaining **broadband** issues and mobile blackspots in the Borough.
- Subject to funding, to help co-ordinate submissions to the Local Growth Fund Round 3 for **infrastructure projects**, including the Leigh Flood Storage Area.

1.4 Legal Implications

1.4.1 There are no legal implications arising from this report.

1.5 Financial and Value for Money Considerations

1.5.1 There are no financial or Value for Money considerations relating to this report.

1.6 Risk Assessment

1.6.1 Not applicable.

1.7 Equality Impact Assessment

1.7.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.8 Recommendations

1.8.1 That the Borough Economic Regeneration Strategy Action Plan update as set out in Appendix 1 and the priorities for 2016/17 as set out under 1.3, **BE ENDORSED.**

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

Nil

contact: Jeremy Whittaker,
Economic Regeneration
Officer

Julie Beilby
Chief Executive

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Appendix 1: Economic Regeneration Strategy Update

Action	Success Measure	Achievements during 2015/16
<p>Deliver free business advice and support focusing on the needs of entrepreneurs, micro businesses and home based businesses.</p>	<p>The number of local businesses supported. Target: 75 per year.</p>	<p>During 2015/16 the business support programme across the West Kent area developed considerably as a result of additional Local Growth Fund resources and as of December 2015 has supported well over 100 T&M businesses.</p> <p>Over the course of the year, the following were delivered in Tonbridge and Malling as a result of our support:</p> <ol style="list-style-type: none"> 1) Generic Workshops with follow on support (through Pro-Actions): 34 businesses <ul style="list-style-type: none"> - 29 April 2015 in Aylesford – Marketing and Social Media – 12 businesses - 23 June 2015 in Tonbridge – Marketing and Social Media – 9 businesses - 20 October 2015 in Tonbridge – Time Management – 7 businesses - 19 November 2015 in Aylesford – Business Planning (during Global Entrepreneurship Week) – 6 businesses. - TBA - March 2016 in Aylesford – Marketing and Social Media 2) 1-2-1 Business Support (through Kent Invicta Chamber of Commerce) <ul style="list-style-type: none"> - Up to October 2015 – 55 businesses from T&M Borough received advice and support. 3) Support for Home-Based Businesses (through Centre for Micro-Business) has so far supported 4 businesses located in Tonbridge & Malling 4) Retail Support (through the ‘Let’s Do Business Group’): to date 8 retail businesses in West Malling and Tonbridge have signed up (the maximum number is 10). This will take place in February 2016. 5) Food Businesses/Export Workshops (through Produced in Kent) – workshops will take place at the end of February 2016 and March 2016. 6) Rural Business Support (in partnership with the WK LEADER team) – delayed due to the delay in the launch of the LEADER programme (see below). Support will start in March 2016. <p>Total Number of Local Businesses supported (as of December 2016) – 101 businesses</p> <p>There are also a number of new initiatives scheduled for 2016/17, including the Estates Excellence Programme which will be targeting businesses on industrial estates in the Medway Gap and providing free health and safety advice and training. This programme is currently in the development phase and currently involves TMBC (Environmental Health, Economic Regeneration and Media), the Health & Safety Executive, the RBLI, and Kent Fire and Rescue.</p>
<p>Secure additional 0% interest loan funding to</p>	<p>New fund established. External funding</p>	<p>In the initial ESCALATE programme, 7 businesses from Tonbridge & Malling accessed over £1.26m. Since its closure in November 2014, there have been delays in the re-opening of the new Programme as Kent County Council waited for sufficient funding to</p>

Appendix 1: Economic Regeneration Strategy Update

support local businesses with growth potential.	successfully obtained by 10 local businesses successfully applying for funding per year.	churn back into their accounts. The scheme is scheduled to get up and running again in April 2016.
Help broker engagement between local employers and local training providers across the West Kent area.	Establishment of an active West Kent Business Skills Forum.	<p>T&MBC has done considerable work in moving the Skills Agenda forward in the Borough, which is ultimately being fed in to the West Kent picture. The following is a timeline of progress to date:</p> <p>11 September 2016 - T&M Local Strategic Partnership board meeting themed around the skills agenda. Agreement from the board for the Economic Regeneration Officer to carry out a statistical analysis of skills attainment in the borough and report back to the following meeting in December 2016.</p> <p>September-October 2016 - meetings with colleagues at KCC (including Ross Gill and Tom Oulton) regarding relevant statistics for T&M. Paper worked up using evidence from the Kent Workforce Skills document.</p> <p>6 November 2016 - meeting with some of the key players – JobCentre Plus, the RBLI, Mid-Kent College, Kent County Council, Federation of Small Business - to discuss the existing evidence base and agree next steps in getting first-hand information from businesses to help back up (or otherwise) the statistical evidence.</p> <p>11 December 2016 - paper taken to T&MLSP regarding progress made and next step (attached) – the board agreed to proceed with focus groups with local businesses.</p> <p>22 January 2016 – skills agenda discussed by the West Kent Partnership. Agreed that work being undertaken by the local authorities should be pooled as a starting point for the creation of a West Kent Business Skills Forum.</p> <p>12 February 2016 - focus group planned to get feedback directly from local businesses across a range of sectors regarding skills and recruitment issues. 7 businesses attending. Evidence will be fed back into the T&M LSP and the West Kent Partnership.</p>
Work with partners to promote greater work readiness via training, apprenticeships and support for self-employment.	15% reduction in the number of ESA clients over the strategy period.	<p>At the start of the strategy period, the most up to date statistics (from February 2015) illustrated the following:</p> <p>Total Claimants – 6,440 (equating to 8.5% of residents aged 16-64 years). Of these:</p> <ul style="list-style-type: none"> • Job Seekers – 850 • ESA and Incapacity Benefits – 2,780 • Lone Parents – 690 • Carers – 970 • Disabled – 870 • Bereaved – 160 • Others - 120 <p>Main out of work benefits claimants (Job Seekers, ESA and IB, Lone Parents and others) numbered 4,440.</p>

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		<p>The most up to date statistics from the Office for National Statistics (from May 2015) now show that the picture has changed to a total claimant figure of 6,320, with a break down as follows:</p> <ul style="list-style-type: none"> • Job Seekers – 700 • ESA and Incapacity Benefits – 2,800 • Lone Parents – 670 • Carers – 1000 • Disabled – 870 • Bereaved – 170 • Others - 110 <p>Main out of work benefits claimants (Job Seekers, ESA and IB, Lone Parents and others) numbered 4,280 representing a drop of around 3.6% in the first few months of the strategy. However, ESA and Incapacity Benefits claimants actually increased slightly during this period by 0.7%.</p> <p>Whilst further work clearly needs to be done to reduce these figures, TMBC has been pro-active in setting up initiatives to support people into employment and training, such as:</p> <ul style="list-style-type: none"> • The Tunbridge Wells and Tonbridge & Malling Jobs Fair took place on 16 September 2015. This was a partnership between TWBC, TMBC, JobCentre Plus, Town & Country Housing and Kent County Council. About 500 people attended this event, with businesses offering a total of 230 job opportunities. • The Tonbridge Jobs and Training Fair – scheduled for 16th March 2016 and initiated by TMBC, JobCentre Plus and Circle Housing Russet. • Jobs Clubs in Snodland, East Malling and Trench
<p>Identify a pipeline of potential projects to support key transport infrastructure and business support needs including improvements to the Leigh Flood Storage Area, other local flooding issues and traffic pinch points.</p>	<p>2 priority schemes funded over the strategy period including improvements to the Leigh Flood Storage Area.</p>	<p>At the Economic Regeneration Advisory Board on 23 September 2015, the updated ‘West Kent Priorities for Growth Strategy’ was presented. It was decided by the Board to establish the Leigh Flood Storage Area as its top transformational priority, with a clear second priority given to the investment required at the East Malling Research site.</p> <p>Leigh Flood Storage Area</p> <p>The costs of the options set out in the revised Middle Medway Strategy are currently estimated to be in the region of £34 million. In the 2014 Autumn Statement the government committed approximately 50 percent of these costs, subject to a viable business case, with the remaining costs needing to be found before the scheme can be constructed. Kent County Council is currently exploring ways to raise this funding, with the Local Growth Fund being an option.</p> <p>Although the Middle Medway Strategy has recommended increasing the flood storage at Leigh FSA and further flood storage on the River Beult, the Environment Agency together with its partners is considering a wide range of options to ensure they identify the best solution for these areas.</p>

Appendix 1: Economic Regeneration Strategy Update

		<p>In order to secure the government’s funding contribution to construct a scheme a business case must be prepared that demonstrates the reduction in flood risk that it will provide, how the defences could be constructed and how to make best use of public money.</p> <p>During the first phase the project team will:</p> <ul style="list-style-type: none"> • Investigate the possible options to understand whether they are technically, environmentally, socially, and financially possible. This will help to select a preferred option. • Develop an outline design for the preferred option. • Talk to local landowners and the wider public about the impact of any works and how this can be mitigated. • Gain planning permission and environmental permits for the final scheme. <p>The business case will be considered by DEFRA in 2018. Once the business case is approved, the project will move to the detailed design phase in 2018 to 2019. Currently, the indicative funding programme shows construction between 2019 and 2022. However, future funding is allocated each year and projects are prioritised nationally based on the reduction in flood risk they provide, and how much external funding they have sourced.</p> <p>East Malling Research</p> <p>A study has been jointly commissioned by KCC, TMBC and East Malling Research to look at the economic impact of improved research facilities on site. Wessex Economics Ltd concluded in their research that a capital and revenue investment of around £6m is required to support further development of the East Malling Research Biotech Hub. This includes:</p> <ul style="list-style-type: none"> • Industry Standard Glasshouse - £1,300,000 • Farm (irrigation infrastructure, field analysis tools, sprayer/tractor/trailer, 5ha of plantings and field covers - £514,000 • Controlled environment for pests (six chambers) - £210,000 • Lab 1 – Genetics service and breeding (lab tools and refurbishment) - £400,000 • Lab 2 – Fruit processing (lab refurbishment/tools/benches) - £343,000 • Lab 3 – Fruit analysis (lab refurbishment/equipment/storage) - £661,500 • IT infrastructure - £105,000 • Intellectual property - £60,000 <p>It has been calculated by Wessex Economics Ltd that such an investment would lead to 25 FTE jobs created within EMR/EMS and around 87 FTE jobs safeguarded. It would also lead to the creation of an additional 950 jobs in Kent and the wider SELEP area, and the safeguarding of an estimated 4,600 jobs in Kent and 7,400 jobs in the SELEP area in downstream industries associated with horticulture.</p>
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Appendix 1: Economic Regeneration Strategy Update

		<p>This study therefore provides invaluable information for applications as and when funding opportunities arise from Central Government.</p>
<p>Bring forward further retail and mixed use developments and townscape improvements to strengthen the retail appeal of Tonbridge town centre.</p>	<p>Planning permission in place by end of the strategy period.</p>	<p>Retail and Mixed Use Developments Following the collapse of the Sainsbury’s regeneration initiative in 2014, TMBC appointed consultants Hartnell Taylor Cook to undertake a review of council assets in the town. This review has highlighted the potential to bring additional uses in and around the town centre, and has helped to instigate discussions with adjoining landowners in order to improve the appeal for locals and visitors alike. This work is still at a relatively earlier stage and will no doubt be reviewed by the Council in due course.</p> <p>There have been some retail and commercial developments and proposals during 2015/16 which have the potential to further strengthen the town centre, these include:</p> <ul style="list-style-type: none"> - Tonbridge Old Fire Station: was sold by Kent County Council in 2015 and has since become a pop up restaurant and events space, with office accommodation above. It is also used by Sankey’s to sell fresh fish on the weekends. It is proving to be a very popular venue. - Angel Walk: new owners of Angel Walk – Catalyst Capital – have plans to give the arcade a refresh and introduce new tenants into their vacant premises. <p>Townscape Improvements The £2.65m Tonbridge High Street regeneration scheme is now well underway and scheduled for completion in April 2016. There were a number of issues which the Borough Council flagged up to KCC in the first few months of the works, specifically:</p> <ul style="list-style-type: none"> • Delays in the works before Christmas were predominantly due to unforeseen requirements to adjust the layout of utilities cabling before new materials could be laid. • Disruption created by the works – especially works vans parked up on the High Street • The lack of communication to residents and businesses regarding progress of the works. <p>These have been addressed in the most part – 2 teams of workers are now on site to speed up implementation, a number of the works vans have been allocated parking spaces along Bradford Street and New Wharf Road, and Pillory Barn have now established a communications strategy to ensure a much improved flow of information.</p> <p>Plans for River Walk and the area around Tonbridge Station are currently being drawn up, and subject to sufficient funding will be implemented during 2016/17.</p>
<p>Engage effectively with town centre and local centre traders and extend support to neighbourhood centres.</p>	<p>Establish a town centre business forum</p> <p>Launch a grant scheme for neighbourhood centres.</p>	<p>Town Centre Forum The Tonbridge Town Team has acted as an effective mechanism for delivering positive action in the town during 2015/2016, including the following actions:</p> <ul style="list-style-type: none"> • New website launching in February 2016 • Establishment of the Dragon Boat Race as an annual feature.

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- Strong membership of the Tonbridge Loyalty Card (TLC) – with around 60 businesses
- Promotional activity – such as the Tonbridge Bag, the ‘What’s On’ booklet and Christmas promotions linked to the Tonbridge Christmas Festival.

The Town Team have an annual forum event to which all TLC members are invited. This took place in January 2016 and was attended by around 30 traders, and was an effective means of sharing information about the High Street works and some of the Town Team’s activities. The aim is to make this forum a more regular occurrence in the future – possibly twice or four times a year.

In addition to the Town Team Forum, a specific forum relating to the High Street works has been set up for the duration of the works and is meeting on a regular basis. These meetings involve Kent County Council, TMBC, Amey (contractors), Pillory Barn (marketing consultants) and a selection of High Street traders.

District and Local Centres - Grant Schemes

During 2015/16 the following progress has been made:

District Centres:

- Snodland – an application (including quotes) has been approved for town centre Wi-Fi and improved signage, with Snodland Town Council having taken on the financial lead for the project. The works are scheduled to be undertaken in March 2016.
- West Malling – an application (including quotes) from West Malling Parish Council has been approved for improved signage and business promotion activity. An update is awaited on progress from WMPC.
- Quarry Hill (Tonbridge) – an outline funding application from the Quarry Hill traders group has been approved following consultation by the group amongst the local businesses. There are two strands to the proposal that is being taken forward – an arts installation near to the Quarry Hill roundabout and a branding exercise to help foster a strong identity and sense of place. Images of the proposed artwork have been produced and the planning department is currently being consulted as to whether the installation requires planning permission. The branding is being produced by a local business on Quarry Hill.

Local Centres:

- York Parade (Tonbridge): following discussions with local traders improvements were made to the white lining, as well as an upgrade to the lighting and small-scale soft landscaping improvements.
- Woodlands (Ditton): with the support of local traders, improved signage off the A20 has been implemented. There is the potential for further activity in and around the parade.
- Greenacres (Aylesford): with the support of local traders, improved signage off the A20 and Hall Road has been implemented.
- Twisden Road (East Malling): having consulted local traders, the canopy along the parade has now been repainted.
- Little Market Row (Leybourne): following discussions with local businesses and the local landowner a deep clean and the installation of anti-skateboarding bolts were carried out in September 2015. There was a slight delay in putting in planters outside the shops as one trader was vehemently against them going in. Following further discussion, planters

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		<p>were installed outside KHR and Hobarts in January 2016.</p> <ul style="list-style-type: none"> - Martin Hardie Way (Tonbridge): following a consultation exercise with traders a number of their priorities were actioned – a community clean-up took place in October 2016 in partnership with Waste Services and work is scheduled to take place shortly on improved surfacing around parking bays and signage off the Hadlow Road. The Economic Regeneration Officer is also working with the local ward councillor on the installation of a defibrillator near to the shops. - Watlingtonbury: funding has been agreed for the installation of a defibrillator in the centre of Watlingtonbury. An update is awaited on progress from WPC.
<p>Promote the take up of LEADER grants by rural Borough businesses.</p>	<p>25 grants awarded to Borough rural businesses.</p>	<p>The LEADER Programme is funded by DEFRA and the European Agricultural Fund for Rural Development (EAFRD), with the West Kent LEADER being awarded €2,266,000 for the period 2015-2020 to deliver the strategy and support the rural economy of West Kent.</p> <p>After some delays, the new programme has now officially opened. West Kent LEADER is a source of capital grant funding available to rural businesses and communities to help secure a sustainable future for rural West Kent with a focus on assisting local farmers, foresters and small rural businesses with bringing forward capital investment to help create and sustain rural employment and increase productivity.</p> <p>TMBC are helping to promote the scheme through the use of the TMBC website and social media, as well as working with West Kent partners to provide additional business support for prospective applicants.</p>
<p>Adopt a corporate ‘open for business’ approach across all council services.</p>	<p>100% positive feedback from businesses engaging with the council.</p>	<p>The Better Business For All (BBFA) initiative for Kent & Medway is a partnership aimed at improving relationships between regulatory bodies and businesses, making access to information easier and helping to create economic growth. TMBC has been at the forefront of this work with the Chief Environmental Health Officer at TMBC chairing meetings, and the Economic Regeneration Officer at TMBC acting as the Kent Economic Development Officer Group (KEDOG) representative.</p> <p>Progress during 2015 has seen the following developments:</p> <ul style="list-style-type: none"> • March 2015 – presentation to Joint Chief Executives meeting • April 2015 – development of regulator training and the BBFA website. • May 2015 – ongoing publicity and marketing • July-October 2015 – delivery of regulator training • August-September 2015 – Presentation to the Kent Business Advisory Board and KEDOG • November 2015 – official launch of the www.bbfa.biz website. • December 2015 – working directly with Kent Invicta Chamber of Commerce to improve links with the Growth Hub. <p>During 2016, the following activities are planned:</p> <ul style="list-style-type: none"> • Increase the number of best practice case studies on the BBFA website.

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		<ul style="list-style-type: none"> • Develop the business engagement task and finish group. • Identify funding streams to ensure continuation of activities. • Start to evidence impact of BBFA.
Work with partners to secure high speed broadband services across the Borough to meet local business needs and to address local problems with mobile phone coverage.	95% coverage of the Borough by 2018/19.	<p>At the end of December 2015, when the initial BDUK contract (Phase 1) was completed, the coverage across the Borough had reached 91.4% of households had access to superfast broadband. By the end of 2018 (Phase 2), it is forecast that the coverage will be 95.6%, although this is subject to the extent to which the commercial rollout proceeds as planned and the level of superfast broadband provision on new housing developments in the Borough.</p> <p>One of the main areas that the Phase 2 will focus on is Kings Hill, where the current broadband service is inconsistent and where insufficient consideration has been given to the siting of cabinets in the past. KCC are now working actively with Liberty to address provision to existing households and to plan proactively for future housing provision.</p>
Foster additional inward investment to the Borough via the promotion of vacant sites and existing premises.	20% increase in number of successful inward investment Borough projects handled by Locate In Kent.	<p>During 2015, Locate in Kent was involved in the relocation of 3 businesses into Tonbridge & Malling Borough – 2 of these were expansions from within Kent and 1 was an expansion into Kent by an American Company. These three companies directly led to the creation of 523 new jobs, as well as stimulating 167 indirect jobs.</p> <p>According to Locate in Kent, approximately 1 in 3 of the Locate in Kent generated jobs in 2015 went to Tonbridge & Malling (specifically Kings Hill and Aylesford).</p> <p>The 2015 provides a useful baseline for the Economic Regeneration Strategy going forward.</p>
Support the development of the local tourism sector to increase local spend and promote employment	10% increase in local spend by 2018/19.	<p>At the time of adopting the Economic Regeneration Strategy, the most up to date statistics (Cambridge Model 2013) illustrated that:</p> <p>Total Visitor Spend - £129,219,000 Of which: Staying Visitors from the UK - £25,381,000 Staying Visitors from Overseas - £11,925,000 Day Visitors - £80,875,000 Other Visitor Related Spend - £11,038,000</p> <p>These figures will be treated as a baseline to ascertain whether there is a 10% increase by 2018/19.</p> <p>During 2015/16, there have been a number of activities that have helped to stimulate greater spend in the tourism sector including:</p> <ul style="list-style-type: none"> - Events and Promotion – including Music@Malling, Wrotham Festival of Light, Tonbridge Town Carnival, Summer Band Concerts, Tonbridge Arts Festival, Medieval Fair and Dragonboat racing, plus the introduction of open air cinema at

Appendix 1: Economic Regeneration Strategy Update

		<p>Tonbridge Castle in July 2015 and the production of a What's On booklet to promote local events.</p> <ul style="list-style-type: none"> - Blue Plaque schemes – supported in both Tonbridge and West Malling with information hosted on Visit Kent site including historic walks. - Supported Heritage Open Days across the Borough with activities at venues including Tonbridge Castle, Hadlow Tower, Aylesford Pottery, Kings Hill Control Tower and the Twitch Heritage Centre in West Malling. - Improved café and restaurant culture in a number of our towns
<p>Support the development of a new Tonbridge and Malling Local Plan, including the identification of new employment sites.</p>	<p>Adoption of the Local Plan in 2017.</p>	<p>Following the closure of the Call for Sites exercise on 01 September 2015, progress has been made on the technical assessments of the submitted sites under the three headings of Suitability (such as physical limitations or impacts on landscapes, nature or heritage); Availability (such as ownership or legal issues); and Achievability (an assessment of the economic viability of a site). These assessments are currently on schedule to be completed by Spring 2016 with the plan being adopted in mid-2018 in accordance with the Local Plan Programme.</p> <p>Once these assessments have been carried out and the number of suitable, viable and achievable sites identified, they will be included in the Strategic Land Availability Assessment. Public consultations will help to determine the most appropriate development strategy for inclusion in the new Local Plan to ensure the right amount of land is allocated in the right areas to meet need. In the case of employment sites, the key evidence base comprises the Employment Land Review and the Economic Futures document which highlight a quantitative need for further industrial land and a qualitative need for further office accommodation, specifically:</p> <ul style="list-style-type: none"> • New industrial sites/extensions to existing sites are required as well as the protection of and improvements to existing stock – a shortfall of 3.2-33ha in industrial land needs to be planned for the period up to 2031 • There is scope for Tonbridge to play a greater role regarding industrial provision. • There is limited quantitative need for new offices provision – but where it does exist, highest demand in office sector is in the 1-5,000 sq. ft. bracket. There are clear indications the market is moving from larger to small and flexible accommodation. • There is a qualitative case for better quality, modern office space for small and start-up businesses. <p>Despite this solid progress, it should be noted that there are a number of factors outside the control of the council that could have an impact on the timetable. These include:</p> <ul style="list-style-type: none"> • The timeliness of contributions from key infrastructure providers and statutory consultees. • The continuing planning reform agenda – such as revisions to the Planning Policy for Travellers Sites (PPTS) published in August 2015 which propose a change to the definition of a 'traveller'.

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**TONBRIDGE & MALLING BOROUGH COUNCIL
ECONOMIC REGENERATION ADVISORY BOARD**

24 February 2016

Report of the Chief Executive

Part 1- Public

Matters for Information

1 WEST KENT PARTNERSHIP - MINUTES

To receive the minutes of the West Kent Partnership meeting held on 22 January 2016.

1.1 Minutes of the Meeting

1.1.1 The minutes of the WKP meeting held on the 22 January 2016 are attached as Annex 1 to this report.

Background papers:

contact: Mark Raymond

Nil

Julie Beilby
Chief Executive

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Minutes – West Kent Partnership Meeting, 22 January 2016, TMBC

Present

Cllr Brian Luker, TMBC	Tudor Price, Kent Invicta CC
Cllr Peter Fleming, SDC	Wayne Peet, BIS
Cllr Jane March, TWBC	William Benson, TWBC
Lesley Bowles, SD	Cllr Sean Holden, KCC
Mark Raymond, TMBC	Jane Burtenshaw, West Kent College
Cllr Nicolas Heslop, TMBC	Robin Cooper, SDC
Roger House, Centre for Microbusiness	Cllr Kevin Maskell, SDC
Ross Gill, KCC	Roscoe Walford, Kent Police
Hilary Smith, TWBC	Wendy Wood, WKP

Apologies

Catherine Brunger, AXA-PPP	Jon Regan, Hugh Lowe Farms
David Jukes, TWBC	Paul Bentley, Maidstone & TW Trust
Pav Ramewal, SDC	Paul Hannan, Hadlow Group
Cllr Roddy Hogarth, SDC	Caroline Shaw, IMAGO
David Candlin, TWBC	Henry Warde, Squerreys
Julia Chapman, Kent Police	Mark Dance, KCC

Guests

Ellie Evans, Volterra	Lucy Dean, Volterra
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Annual Meeting

1 Chairman's Report

Peter Fleming gave an overview of the successes of the Partnership over the previous 12 months.

- Publication of **Case for West Kent** in January 2015 led to WKP taking a more strategic approach to attracting funding to the area. A pipeline of projects has since been developed and improved links are now in place with KCC. West Kent is now well positioned to take advantage of opportunities to access funding for infrastructure and other investment.
- The message coming from West Kent now is very much that growth in the county can be driven by West Kent
- Final report on Escalate -£5.5M funding delivered and well placed to start delivery with recyclable funds
- Leader has been a huge success story for the area. New programme is now open with a healthy pipeline. The bureaucracy has grown making it a less attractive proposition to businesses unless they receive support to bring

forward applications.

- Growth hub funds supplemented with local contributions are delivering a comprehensive business support offer
- Construction of A21 dualling between Tonbridge and Pembury is finally underway
- Investment too at North Farm, Tonbridge High Street and M20

2 Appointment of New Chairman

Peter Fleming proposed the appointment of Nicolas Heslop as new Chairman and this was unanimously approved.

January Meeting

- 1 Nicolas Heslop congratulated the outgoing Chairman on his achievements over the past years. He also congratulated Peter on his well deserved OBE in the New Years Honours list for work at a national level for local government and more locally. He commented that the achievements of the WKP in 2015 have laid an excellent foundation for delivering on the message that West Kent Works.

Going forward, a major focus for the Partnership will be on opportunities for business and to develop the skills locally that are needed to deliver growth.

Minutes and Matters Arising – October 23 Meeting

- Item 2 – broadband – Liz will be providing further information when available on areas/businesses who were not able to be supported through the BDUK and broadband voucher schemes so that we can begin to map areas of market failure and ways to address.
- Item 3 – Ross updated Partners that East Sussex have led an application that the technical assistance element of ESIF programme can be used to promote new and innovative projects and encourage applications for such projects. It is looking hopeful that the application will be approved.
- Item 5 – Advocacy and marketing strategy is being finalised
- Item 6 – Timescale for new LEP Chair – Recruitment is underway for both Chairman and Managing Director. Deadline for applications is 29 January

2 Paramount Park – Opportunities for West Kent – Ellie Evans, Volterra

Volterra are socio-economic consultants who have been leading the consultation on Paramount Park. The Chairman welcomed Ellie Evans and Lucy Dean who had been invited to give some background to facilitate discussions on how West Kent residents, businesses and economy can benefit from the new development.

The powerpoint presentation is attached.

During Q&A the following points were clarified.

- Extensive consultation has taken place but delivery of the project is

- dependent on planning permission.
- Jobs will be filled locally wherever possible and there will be rules in the contracts which cover this. No actual modelling has taken place yet as to what proportion of workers can realistically be sourced locally and what numbers/trades etc will need to be brought to the area. Scoping that exercise will include exploring the ramifications for infrastructure such as schools and health services. A strategy will be developed.
 - Travel by public transport by both workers and visitors will be actively encouraged. This has implications for West Kent as the transport links to the site are far from ideal
 - Skills needs will be addressed through working closely with local FE colleges and other providers
 - Concern was expressed about the potential dual development of Ebbsfleet Garden City and Paramount Park without effective strategic oversight as being led by different organisations. Ellie confirmed that
 - Transport planning takes into consideration both developments for pressure on road network particularly at Dartford Crossing/M25 /M20/M2 will be addressed
 - Ebbsfleet Garden City plans are being reviewed. With a likely increased emphasis on housing, the complementarity between this and job opportunities at Paramount Park will be addressed
 - Implications for construction at potentially similar times will be explored
 - All potential impacts from the project are being drawn together and a robust appraisal completed ahead of the planning application. This should improve the chances of approval.
 - Whilst the majority of jobs available will be at entry level there will be a significant number of higher level occupations which Paramount Park will seek to source locally such as engineers, performers and managers. It was recognised that due to the high living costs and generally higher skilled workers in West Kent it is more likely that it is these higher level jobs which will appeal to West Kent residents.
 - The development will require a lot of supplies both in the construction stage and once open. West Kent needs to explore what we are best placed to supply and facilitate this for our businesses
 - The potential massive developments in just one part of Kent can have implications for the rest of Kent with workers commuting away from West Kent and leaving the area unable to fill vacancies.
 - As well as economic planning, extensive social planning is also underway including emergency planning. This planning to be shared with West Kent authorities when there is a potential impact.

Action

A strategic overview on the potential implications for West Kent as well as the opportunities will need to be ongoing as plans progress. West Kent Officer group to ensure that the relevant planning managers co-ordinate this activity

BIS – Post Spending Review – Wayne Peet

WW

4.

Funding

Government Priority is still to reduce debt but this is alongside a continuing commitment to the local growth agenda. There are extensive cuts to government departments – BIS – 17%, DCLG 29% and DfT 40%. However, the review confirmed the indicative profile of funds to LEPs for Local Growth Fund and the £488M for SELEP is guaranteed. There is a further £5M still to be allocated across the country and work is underway to design a Growth Deal 3 but no details yet on what delivery criteria will be used. Having projects ready to go when the round is announced will be a distinct advantage. The LEP will also continue to receive core funding of some £500K pa. Therefore projects that have been identified can be delivered.

Growth Hubs

These will receive central government funding for the next two years but are then expected to become self-sustaining. BIS will share best practice to help facilitate the transition. The business growth service is now closed to new applicants but work is underway to ensure that data collected under that programme can be shared with the Growth Hubs.

Tudor updated the meeting on the Kent and Medway Growth Hub which was launched in December and receiving a fair number of calls. Direct access to input local content has not yet been enabled but this is imminent. The data sharing issue is complex but is being looked at with the intention being to be able to share data with local authorities. As growth hub supplementary funds have been put into local delivery this only makes sense. Currently the additional funding to come will be split equally across the 39 LEPs. KICC are making an argument that a proportionate split that reflects the high number of businesses in the SELEP would be more equitable. If this precedent is agreed, this will be shared with Partners.

Business Rates

The timeframe for changes to the structure has just been announced. Working groups are now in place to address design and policy. A consultation will take place in the autumn with Royal Assent anticipated for Autumn 2017.

The meeting agreed that Business Rates is sensitive issue with the local authorities in West Kent facing severe financial consequences from the proposals. It was agreed not to debate this at the meeting, save as to make the request that BIS carry back the message from West Kent that the proposed increase in tariff is at odds with what both businesses and government want to encourage growth.

WP

Devolution

There was some discussion around the processes for securing devolution deals with Government and there are some serious unresolved issues and challenging deadlines which have proved to be counter-productive. A view was expressed that the government devolution models were too inflexible for Kent and Medway and that a way forward could be found locally to take the best elements of devolution and design a model that would not require government endorsement and would work in the best interests of the locality.

Transport Infrastructure

Operation Stack – consultation on the lorry park options closes on 25 January. M20 Lorry Park Plans It was agreed that the implications arising for West Kent are not regarding the siting of the park but the severe impact on local traffic between junctions 4 and 8 when Operation Stack is in force and traffic moves on to alternative routes.

Lower Thames Crossing – Highways England report is due today. A full consultation exercise will then take place before any decision is taken on the proposed route. The LEP is looking to build a case for looking at the wider impact of the crossing in the area and not just in the immediate vicinity of the crossing areas.

Action

The West Kent local authorities will review the consultation documents and feed back to the LEP consultation exercise.

MR
LB
HS

Staffing

Wayne announced that he will be leaving BIS and the Chairman expressed thanks for his support for the Partnership over the years. The new contact for West Kent will be Cath Goodall and she has confirmed attendance at the next WKP meeting.

Strategic Update – Ross Gill

4.

Much of the update had been covered in earlier items. Ross drew Partners' attention to Growth Fund 3 and pointed out that there are some indications from the Autumn Statement that allocations might be more strategic than in previous rounds. West Kent should look at potential projects outside of conventional transport schemes. This could well link to Skills.

Action:

Officer co-ordinating Group to review Case for West Kent, West Kent Priorities for Growth and skills issues from today's meeting and bring some proposals to the April meeting

WW

Engaging employers in planning future skills provision – Ross Gill

5.

The three West Kent authorities gave an overview of their current engagement with employers on skills

Tunbridge Wells – The main initiative is an employability forum which as well as local employers includes representatives from Kent Apprenticeships, CXK, Jobcentre Plus and West Kent College. Meetings are very useful as an information exchange and a conscious effort has been made not to duplicate activity elsewhere but to add value. Reviewed recently and all agreed very beneficial. In partnership

with TMBC a number of successful job fairs have been delivered connecting employers with individuals. Hosted a meeting of West Kent careers teachers and there are some good links with some of the schools and local businesses.

Sevenoaks – Also have an active local group with a main focus on supporting young people into employment. The group has identified gaps and created an action plan to address specific issues across the district. Superjam, a media company with a charitable arm have recently been supported into relocating into part of the empty vocational building on the Orchards Academy site in Swanley and 30 young people will start a music course in February. Work has also been commissioned from Wessex Economics on Swanley and lack of skills has been identified as a barrier to employment. Across the district, work readiness has been identified as a key issue and a work readiness course is planned in Dunton Green as part of the support for a major new housing development. A jobs fair is being planned and attracting graduates into the area through closer working with London universities is being explored. In discussions with WK College on construction opportunities at Swanley. Skills gaps are being identified with rural landowners, major employers and tourist attractions and work is underway with Quinetiq at Fort Halstead in developing a high end engineering hub.

Tonbridge & Malling – Similar work is underway. A local project has been developed out of the LSP, working with local businesses to link skills provision to business needs and a sector skills analysis has been completed for the borough. Finance and Services, Construction, Transport and Energy and Utilities have been identified as the main sectors which are well represented and displaying growth. A consultation with some ten local businesses is taking place on 12 February where skills needs will be looked at in finer detail. Work readiness is also an important theme in the borough and this and other commonly shared themes have the potential to be addressed at a West Kent level.

Summary of key points from Ross' paper

Workforce Skills evidence base was produced in partnership with FE partners and reported to KMEP in September. The purpose is to build and maintain a central evidence base on skills needs facing the county over the next decade. Sector analysis is key to identifying priority sectors. Life sciences for example is a government priority and high growth but starts from a small base and does not employ large numbers. Retail is often not regarded as a priority but is a huge local employer. Employer focus groups have supplemented the local data and national reports in the evidence base.

There is a fairly positive outlook for West Kent with a predicted growth in overall job numbers of 9000-10,000 over the next ten years. Job numbers have increased faster in West Kent over the last 5-6 years at 3% than in other areas in Kent which remained static over the same period.

An evidence base for West Kent, as opposed to the rest of Kent could look somewhat different due to the porous boundaries with London boroughs and high levels of out commuting.

KMEP established Skills Commission in December and work is now underway to

develop an employer focus for the Commission and evidence base.

Partners made the following comments

- Microbusinesses would benefit greatly for bringing young people and their fresh approach into their businesses. However, there is risk involved, not least in time that would be needed to train new staff not just technically but on work readiness skills
- Centre for Microbusiness have attempted to put together a work experience programme matching West Kent College students with microbusinesses supplying specific skills such as IT or design. However, although this experience would be valuable to the students, because it is extra-curricular it has been impossible to attract students to the opportunity. Courses are so prescriptive that is not possible to integrate such an initiative in the curriculum.
- KICC members report that there are more apprenticeships being offered than young people looking for placements. Work readiness also an issue and universities and larger employers take many of the most capable young people
- Opportunities in the rural sector need to be promoted within schools and pre-conceived ideas about the sector dispelled
- In an area such as this with virtually full employment there are different issues for employers than in other parts of Kent
- Close working between skills providers and employers on local provision essential
- The value of transferrable skills within the local economy is relevant
- Retraining older people in the workforce needs a greater focus in the report
- Expectations and aspirations for future careers tend to be higher in West Kent due to the demographic and ease of access to London. This results in fewer school leavers being interested in entry level jobs
- Discussion required on cost/quality issues at the vocational unit at North Farm. Important to retain construction based activity there
- Further details on how the new Apprenticeship Levy will be managed will inform employer forums and help WKP identify the issues in West Kent, given the majority of employers in the area are not large enough to be contributing to the levy.
- Changing rules on how programmes such as apprenticeship scheme are operating are exasperating for the public sector but for local employers such as Rosemary Shraegar there are serious business implications, especially

where programmes have taken time and money to set up and are still being delivered.

- A fully funded Young Chamber programme is being delivered across Kent, taking employers into schools and colleges to talk about what businesses look for in employees. Events in West Kent are West Kent College on Tuesday 8 March and Thursday 10 March and Maskells Academy on Tuesday 10 May. Other businesses welcome to participate.
- The value of volunteering and being involved in community/parish projects should not be forgotten as a way of acquiring both hard and soft skills

Action 1

The district level employer groups and other West Kent businesses will be invited to participate in a business breakfast debate at the KICC West Kent B2B on March 10. This will provide an opportunity for local level business engagement to feed into the Skills Commission.

WW

Action 2

A West Kent evidence base to be produced. This will be presented at the West Kent B2B breakfast and provide clear skills data in West Kent taking into account the high level of out commuting from the area to London. Note – link to evidence on West Kent commuting patterns both in and out of West Kent from Case for West Kent.

RG

Action 3

Questions for local employer forums/business breakfast to consider could include:

- With the move to apprenticeship funding going direct to employers who then commission skills how can employers be best supported to take up the opportunity, especially given that in WK there are few large employers driving skills development forward
- Assess the skills proposals in Annex 2 of *'Engaging Employers in planning Future Skills Provision'* and identify if there are potential initiatives that could be developed on a West Kent basis or county basis from which West Kent could benefit

MR
LB
HS
WW

Action 4

Working group to be formed to take a strategic view of West Kent skills landscape. Group to include Colleges, West Kent ED officers and businesses. Outcomes from above 3 actions to inform the work. Evidence produced to be used to

WW

- Lobby Skills Commission and LEP for funding to meet West Kent skills development needs
- Influence the FE Review taking place later in 2016

Updates for Information

6.

Action

West Kent Leader – feedback from Partners to DEFRA, through BIS that the increasingly onerous level of bureaucracy in funding schemes, notably LEADER means that higher levels of support are required for businesses to be able to navigate the application process. Funds that could go direct to stimulating business growth are instead being spent on administration.

WP

AOB

7.

There was no other business

Dates of next meetings – all 10am-12 noon, venues to be advised

8.

- Friday 22 April 2016 – Rural theme, linked to Leader launch
- Friday 22 July 2016
- Friday 21 October 2016

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London Paramount

Opportunities for West Kent

January 2016

Page 43

Volterra

The concept

Theme park - wide range of rides/appeal - the best of British meets best of Hollywood

- BBC

Page 44 - Aardman Animations

- Paramount

Onsite hotels

Entertainment – theatres/cinemas/event space

Retail – merchandise (not competing with traditional retail offer)

Food and beverage – range of options from kiosk to sit down restaurants

Volterra's input

Recap on our scope of work:

- **PEIR** (published April 2015)
- **Socio-economic impact assessment** (updated/expanded version of PEIR)
- **Employment and Skills Strategy** (including construction strategy/accommodation strategy)
- **Economic and Regeneration Statement**
- **Health Impact Assessment**
- **Retail and Leisure Impact Assessment**

Construction period

Construction period is 2017 to 2021

Peak on site construction employment of up to 6,300 jobs

Local employment opportunities

Page 46

Supply chain events to be held in 2016

Register interest - supplychain@londonparamount.info

Construction strategy

- Accommodation strategy for workers
- Mitigate impact on local services – schools, GPs etc
- Minimise likelihood of crime and antisocial behaviour

Visitors

- Up to 15 million visitors a year
- Equivalent to approx. 50,000 on an average day
- Comparable to Disneyland Paris
- Derived from catchment analysis and penetration rates
- International and domestic tourism - need for onsite and offsite hotels
- **Retail and leisure impact assessment** – positive impact of additional spending Vs negative of some trade diversion

Tourism

Distribution of offsite hotels – Dartford, Gravesham, Elsewhere in Kent and London

- c34,000 'serviced and non serviced' rooms in Kent and Medway
- c5,000 in West Kent (15%)

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Linked trips – engagement with tourism boards (Visit Kent) to actively encourage trips elsewhere in Kent

- Chartwell (Sevenoaks): 4th most visited attraction in Kent
- Scotney Castle (Tunbridge wells): 7th most visited attraction in Kent
- Knole House (Sevenoaks): 8th most visited attraction in Kent

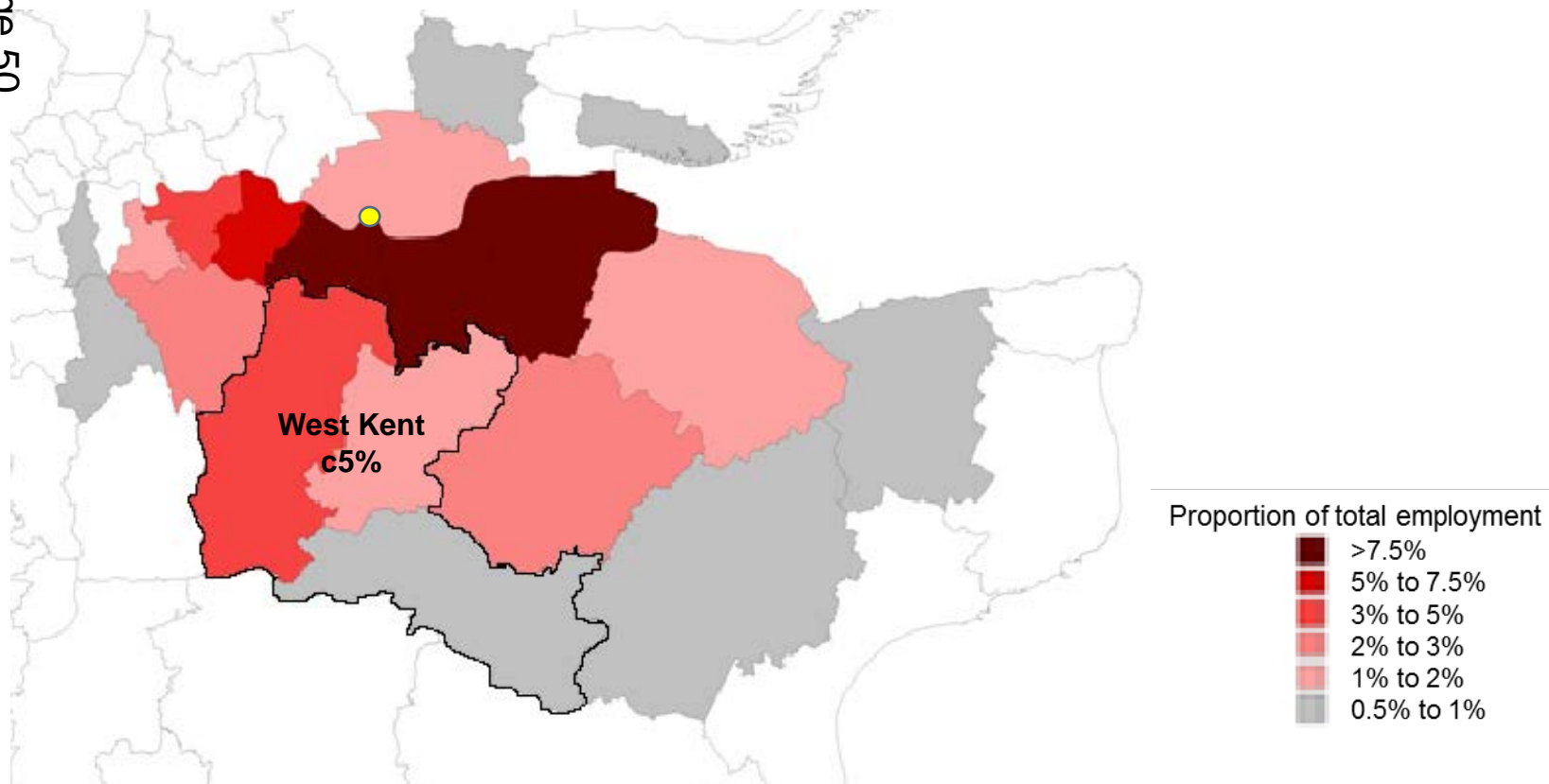
Direct employment

- c.13,000 direct jobs onsite
- Register interest - jobs@londonparamount.info
- Broad range of jobs types- variety of skill/experience levels
- Opportunities for career progression – lots of entry level jobs but also supervisor/management roles
- Opportunity to reduce out-commuting by encouraging people to work more locally

Commuting patterns

- Compared to existing site, Bluewater, Thorpe Park, Stratford City, Alton Towers
- Travel plan to incentivise commuting by public transport
- Encourage local employment: advertising and engagement

Page 50



Indirect employment

- c.21,000 indirect jobs supported offsite
- Additional spending of workers
- Additional spending of visitors
- Supply chain impacts – taxis, restaurants, offsite hotels, florists, laundry services, plumbers, engineers etc

Page 51

Aim to keep the supply chain local – engagement with suppliers early on. Utilise local directories such as the **WKP business guide and directory**

- Supply chain events to be held in 2016
- Register interest - supplychain@londonparamount.info

Skills and education

Employment and Skills Strategy

Identifies issues in the local area and targets for London
Paramount through consultation with community groups/local
authorities

Page 52

- Skills audit - build on existing strengths in Kent
- Onsite training for employees
- Prioritising local and unemployed people – particularly harder to reach/intergenerational unemployment
- Engagement with schools, colleges, universities – encourage variety of work placements (day trips /work experience placements/ apprenticeships)

Questions and discussion

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Volterra

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Agenda Item 8

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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Agenda Item 9

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

**ANY REPORTS APPEARING AFTER THIS PAGE CONTAIN EXEMPT
INFORMATION**

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Agenda Item 10

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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