

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

28 August 2018

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, 5th September, 2018 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

- | | | |
|----|--------------------------|-------|
| 1. | Apologies for absence | 5 - 6 |
| 2. | Declarations of interest | 7 - 8 |

3. Minutes 9 - 10

To confirm as a correct record the Notes of the meeting of the Economic Regeneration Advisory Board held on 4 June 2018

Matters for Recommendation to the Cabinet

4. Borough Economic Regeneration Strategy 2019-2023: 11 - 34
Consultation Draft

The report presents a consultation draft of the Borough Economic Regeneration Strategy 2019-2023 and sets out proposals for consultation and adoption arrangements.

5. West Kent Partnership - Business Rates Retention Pilot: 35 - 44
Housing and Commercial Growth Fund

The report proposes a range of economic development initiatives to be funded by the Business Rates Retention Pilot.

6. Innovation Park Medway Masterplan - Consultation Draft 45 - 50

The report provides an update on progress with the illustrative masterplan for Innovation Park Medway and seeks to approve next steps.

(Due to its size the Masterplan Statement – Interim Draft (Annex 2) is attached as a supplement to the main agenda.)

7. Business Rates Retention Pilots 2019-20 51 - 54

The report advised of the MHCLG's prospectus in respect of 75% business rates retention pilots and set out bid proposals for the 2019/20 pilot.

Matters submitted for Information

8. Urgent Items 55 - 56

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

Matters for consideration in Private

9. Exclusion of Press and Public 57 - 58

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.

PART 2 - PRIVATE

10. Urgent Items

59 - 60

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 B J Luker (Chairman)
Cllr R P Betts (Vice-Chairman)

Cllr T Bishop
Cllr J L Botten
Cllr T I B Cannon
Cllr R W Dalton
Cllr S M Hammond
Cllr R D Lancaster
Cllr Mrs S L Luck

Cllr L J O'Toole
Cllr Miss J L Sergison
Cllr Miss S O Shrubsole
Cllr C P Smith
Cllr F G Tombolis
Cllr B W Walker
Cllr T C Walker

Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

ECONOMIC REGENERATION ADVISORY BOARD

Monday, 4th June, 2018

Present: Cllr B J Luker (Chairman), Cllr R P Betts (Vice-Chairman), Cllr T Bishop, Cllr T I B Cannon, Cllr R W Dalton, Cllr R D Lancaster, Cllr Mrs S L Luck, Cllr Miss J L Sergison, Cllr C P Smith and Cllr T C Walker

Councillors Mrs J A Anderson, O C Baldock, M A Coffin, N J Heslop, D Lettington, M R Rhodes and T B Shaw were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors L J O'Toole, F G Tombolis and B W Walker

ERG 18/9 DECLARATIONS OF INTEREST

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

ERG 18/10 MINUTES

RESOLVED: That the notes of the meeting of the Economic Regeneration Advisory Board held on 21 February 2018 be approved as a correct record and signed by the Chairman.

ERG 18/11 PRESENTATION: WEST KENT ENTERPRISE ADVISER NETWORK

Simon Harris gave a detailed presentation on the development of the West Kent Enterprise Advisor Network operating with the three districts of Tonbridge and Malling, Tonbridge Wells and Sevenoaks.

MATTERS FOR RECOMMENDATION TO THE CABINET

ERG 18/12 WEST KENT PRIORITIES FOR ECONOMIC GROWTH

Decision Notice D180038MEM

The report of the Chief Executive set out a proposed structure and potential areas of focus for the refresh of the existing West Kent Priorities for Economic Growth 2015-2018 strategy document and sought views on future priority areas.

RECOMMENDED: That the proposed outline structure, objectives and priorities of the refreshed West Kent Priorities for Economic Growth Strategy, as set out in the report, be supported.

ERG 18/13 VISIT KENT SERVICE LEVEL AGREEMENT 2018

Decision Notice D180039MEM

The report of the Chief Executive provided information on tourism activity within Tonbridge and Malling in 2017/18 promoted through the annual Service Level Agreement between the Council and Visit Kent. Details of the proposed Agreement for 2018/19 were set out at paragraph 1.4 of the report.

RECOMMENDED: That

- (1) the proposal to continue the Service Level Agreement with Visit Kent in 2018/19 at the same level as 2017/18 (a maximum of £3,500) be agreed; and
- (2) the inclusion of the activities set out at 1.4.2 of the report be agreed.

ERG 18/14 BUSINESS RATES RETENTION PILOT - HOUSING AND COMMERCIAL GROWTH FUND

Decision Notice D180040MEM

The report of the Chief Executive set out the background to the Business Rate Retention Pilot for Kent and Medway and highlighted the main components of the scheme. The report focused on local regeneration initiatives which could be funded from the Housing and Commercial Growth Fund element of the scheme.

RECOMMENDED: That the initial priorities, as set out at 1.2.5 and 1.2.6 of the report, be endorsed and further discussions within the West Kent Cluster Group be undertaken.

MATTERS SUBMITTED FOR INFORMATION**ERG 18/15 WEST KENT PARTNERSHIP - MINUTES**

The Minutes of the meeting of the West Kent Partnership held on 27 April 2018 were presented for information and noted by Members.

MATTERS FOR CONSIDERATION IN PRIVATE**ERG 18/16 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.27 pm

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

05 September 2018

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 BOROUGH ECONOMIC REGENERATION STRATEGY 2019-2023 –
CONSULTATION DRAFT**

To present a consultation draft of the Borough Economic Regeneration Strategy 2019-2023 for consideration by the Board and to agree consultation and adoption arrangements.

1.1 Background

1.1.1 The current Borough Economic Regeneration Strategy was adopted in June 2015 and covers the period up to March 2019. Over the course of the lifetime of this strategy considerable progress has been made in delivering the actions set out in the Action Plan, including:

- Working in partnership to set up the West Kent Enterprise Adviser Network.
- Running events such as Jobs and Training Fairs, Skillsfest and Skills 3030 to promote greater work-readiness and skills attainment.
- Delivering free business support and advice for pre-start and start-up businesses.
- Supporting Tonbridge Town Centre as well as Local and District centres through the High Street Innovation Fund.
- Securing Local Growth Fund Round 3 funding for Leigh Flood Storage Area and other local flooding issues.

1.1.2 In addition, there were a number of initiatives implemented, such as the delivery of Castle Lodge Co-working Space and the creation of a monthly e-bulletin, that were not explicitly mentioned in the Action Plan, but were delivered in order to reach the objectives of the strategy.

1.1.3 The Borough Economic Regeneration Strategy 2019-2023 Consultation Draft (attached as Appendix 1) looks to continue the approach of the previous strategy

– avoiding the creation of a long and complex document, and to address a number of key issues, namely:

- To set out clear priorities for economic regeneration in the Borough.
- To ensure all activities and functions of the Borough Council which impact on economic regeneration are reflected in the strategy.
- To clearly illustrate the role of key partners and local businesses in delivering the actions of the strategy.
- To benefit from external funding opportunities that support the local growth agenda.

1.2 Consultation and Adoption

1.2.1 It is essential that the draft strategy document is exposed to external scrutiny prior to its formal adoption, in order to ensure that it is as accurate and comprehensive as possible. We will seek the views of our key economic partners including members of the West Kent Partnership, local business support providers, business representative bodies such as the Chambers of Commerce and the Federation of Small Businesses, as well as individual local businesses in the Borough.

1.2.2 It is suggested that this consultation is undertaken for an eight week period in October/December 2018. During this period, the following will be undertaken to ensure that the opportunity to provide comments on the draft strategy document is as easy and straightforward as possible:

- Direct email to database of key economic partner contacts.
- Inclusion of the consultation draft on the TMBC business webpages.
- Programme of social media messaging – Facebook, Twitter and LinkedIn
- Inclusion of an article in two editions of the Tonbridge and Malling Business e-bulletin, which goes out to over 600 business contacts.

1.2.3 Over the course of early 2019, all the comments received will be processed, and where appropriate, the strategy will be amended accordingly.

1.2.4 The intention will be to report on the outcome of that consultation, highlighting any amendments that have been made, and to seek formal adoption of the Strategy at the first meeting of the Board in the new cycle of meetings following the local elections in May 2019.

1.3 Legal Implications

1.3.1 There are no legal implications arising from this report.

1.4 Financial and Value for Money Considerations

1.4.1 As addressed by the draft strategy.

1.5 Risk Assessment

1.5.1 Not applicable.

1.6 Equality Impact Assessment

1.6.1 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.

1.7 Recommendations

1.7.1 That, subject to any comments from the Board, the consultation draft of the Borough Economic Regeneration Strategy 2019-2023 **BE APPROVED** for the purposes of local consultation.

The Cabinet Member for Economic Regeneration and the Chief Executive confirm that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

contact: Jeremy Whittaker,
Economic Regeneration
Officer

Julie Beilby
Chief Executive

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Tonbridge & Malling Borough Council

Economic Regeneration Strategy – Consultation Draft

2019 - 2023



CONSULTATION DRAFT

Foreword - Economic Regeneration in Tonbridge and Malling: The Need for a Strategy

When the Borough Council adopted Economic Regeneration as a new key priority in 2012/13, we set to work with our partners across the County and West Kent to implement our strategy, which included large a range of initiatives aimed at supporting business start-up and growth. Over the course of this strategy, we managed a number of successes, including:

- Securing Local Growth Funding towards improved flood defences at Leigh and Hildenborough.
- Delivering Public Realm improvements in Tonbridge – including the High Street, River Walk and Town Lock.
- Delivering improvements to Snodland and Tonbridge Stations.
- Establishing the West Kent Enterprise Adviser Network and associated events, such as Skillsfest and Skills 30:30.
- Opening and full occupation of The Castle Lodge co-working space for small businesses.
- Introduction of new Jobs and Training Fairs in partnership with JobCentre Plus.
- Improved engagement with local businesses through our networking events and monthly e-bulletin.

However, we cannot afford to rest on our laurels. There are a number of challenges that we still face, for example, the need to improve skills attainment and increase our 3-year business survival rates.

This strategy for 2019-2023 sets out the economic initiatives the Council will undertake with its partners to help create a strong, dynamic and inclusive economy that fosters sustainable growth in the borough over the next 4 years.

We will keep the strategy under close review and report on progress on the actions we set out on an annual basis.



Nicolas Heslop, Leader and Cabinet Member for Economic Regeneration

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Appendix 1: List of Key Partners

1. Our Local Economy

In order to make sure we provide the right kind of support to local businesses and add genuine value, it is essential that we understand the key aspects of the local economy. In doing so, it is recognised that Tonbridge and Malling does not represent a self-contained functional economic area, but forms part of the wider West Kent economy – indeed, there is a high level of inter-relatedness between the various parts of West Kent, as well as strong link between the towns and villages in the north of the Borough with Medway and Maidstone.

Analysis of the Borough's current economic profile highlights the following:

- **Strong strategic communications network:** One of the key attractions of Tonbridge and Malling is connectivity. Served by the M2, M20 and M26, movement around the UK and to nearby ports – Gatwick, Eurotunnel (Folkestone) and Dover – is straightforward. Tonbridge has the busiest railway station in Kent, with well over 4.4 million journeys in 2017. In the north of the district, direct services to St Pancras International on High Speed Javelin trains from Maidstone West began calling at Snodland during the morning and evening peak Monday to Friday in December 2014. Direct trains into London Victoria and to Ashford International also serve Barming, East Malling, West Malling and Borough Green & Wrotham railway stations.
- **Key Sectors:** The retail, business administration and support sectors support the highest levels of employment in the borough, with financial and insurance and wholesale industries prevalent in the local economy relative to the wider South East. While there has been limited overall growth in employment over recent years, financial and insurance and professional, scientific and technical sectors have seen relatively significant levels of employment growth, with strong proportionate growth in wholesale industries.

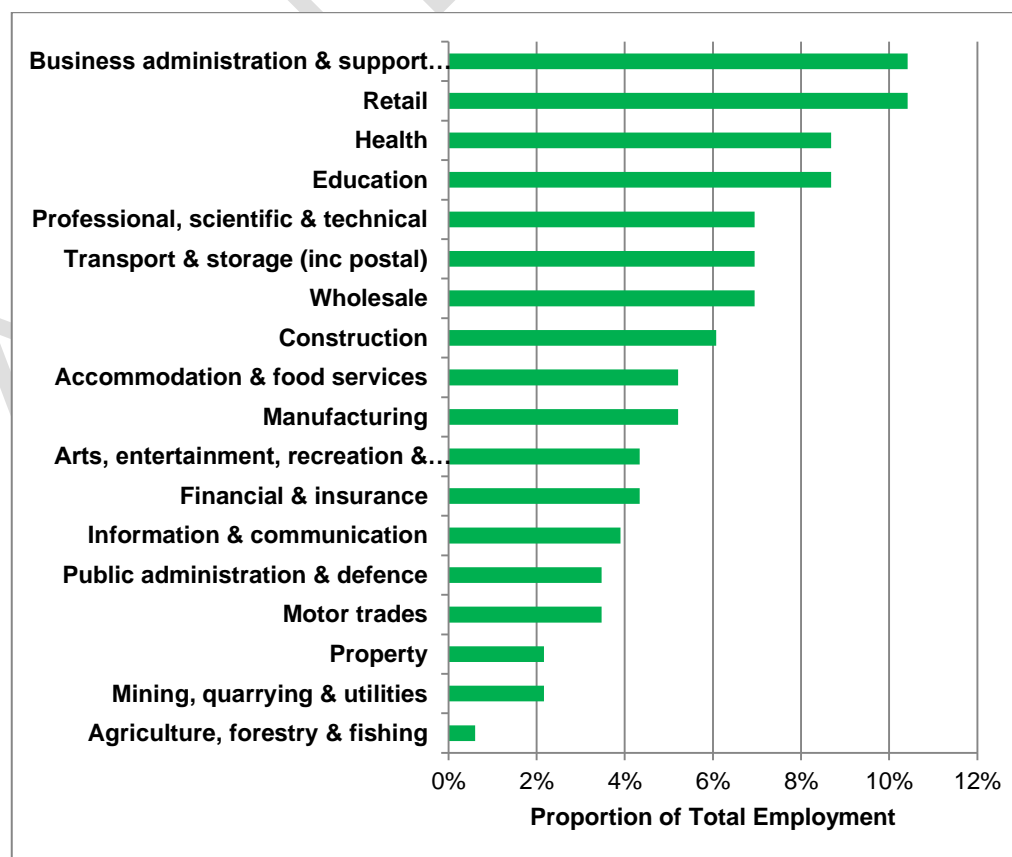


Figure 1: Key Sectors in Tonbridge and Malling

- **Recent economic growth:** Local growth in employment between 2009 and 2015 has been relatively flat, with an increase of 3.6% over the course of this period. Further analysis shows that this falls notably below the level of growth seen over the same period in the South East LEP (6%) and West Kent (12%).

	2009	2010	2011	2012	2013	2014	2015
Employment	56,000	57,000	58,000	54,000	57,000	56,000	58,000
Change		+1,000	+1,000	-4,000	+3,000	-1,000	+2,000
Total change 2009 – 2015							+2,000
% change 2009 – 2015							3.6%

Table 1: Employment Change 2009-2015

Since 2010, the number of businesses in the borough has increased by 18%. While this surpassed the level of growth recorded across West Kent (15%), the number of enterprises in the South East LEP grew at a slightly faster rate (19%).

In Tonbridge and Malling, growth was primarily driven by a strong increase in the number of micro businesses, with more limited growth in the number of small and medium enterprises as shown in the following chart. The number of large enterprises employing more than 250 people grew by one quarter, albeit from a comparatively small base.

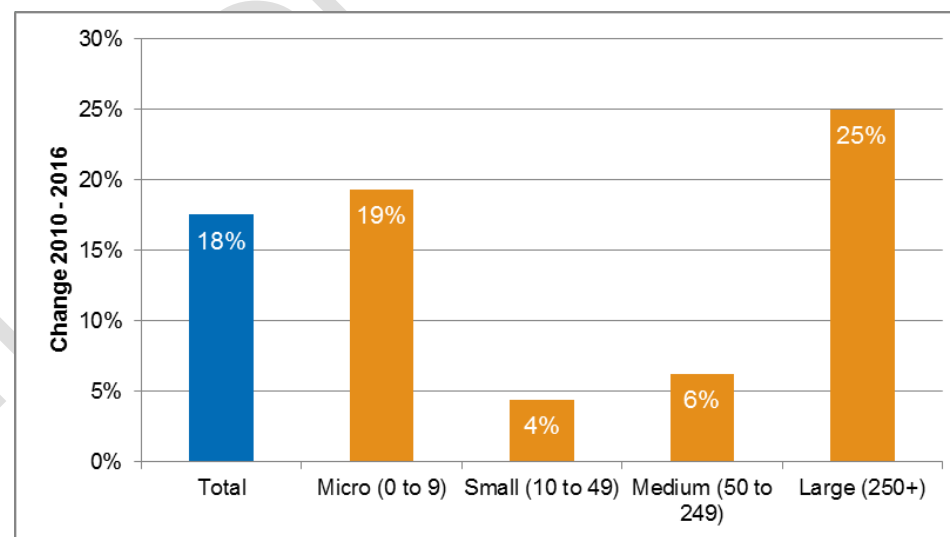


Figure 2: Business Growth 2010-2015

However, this growth does hide a high degree of churn within the local economy, with high levels of business birth and medium to high levels of business deaths. The three-year survival rate for businesses in the borough tends to fluctuate around 60-65% of business start-ups lasting for at least this length of time, this compares with around 58-63% in Kent and around 60% nationally.

- **The role of small business:** The majority of businesses in Tonbridge and Malling employ fewer than 10 people, reflecting wider trends in West Kent and the South East. However, small and medium enterprises – employing between 10 and 249 people – are slightly more prevalent in the borough, relative to these comparator areas. However, small businesses continue to be the backbone of the Borough’s economy

	Enterprises	%	West Kent %	South East LEP %
Micro (0 to 9 employees)	4,850	89%	90%	90%
Small (10 to 49)	475	9%	8%	8%
Medium (50 to 249)	85	2%	1%	1%
Large (250+)	25	0%	0%	0%
Total	5,430	100%	100%	100%

Table 2: Business Demography

- **High weekly earning rates:** Comparatively high earnings are estimated for residents of Tonbridge and Malling in full-time employment, surpassing neighbouring West Kent authorities and the South East LEP. There is, however, variance between the earnings of those living and working in the borough, suggesting that a significant proportion of residents commute elsewhere for higher paid employment opportunities. This is borne out in the most recent statistics (Census 2011), which showed that, at the time, nearly two-thirds of residents commuted out of the borough for work (mostly to Maidstone, Sevenoaks, Westminster and Tunbridge Wells).

Table 3: Residence-based and Workplace-based Weekly Earnings

	Residence-based	Workplace-based
Tonbridge and Malling	£33,372	£28,236
Sevenoaks	£30,989	–
Tunbridge Wells	£29,962	£27,812
South East LEP	£29,778	£26,751

- Pockets of Deprivation:** The Borough is not characterised by high levels of deprivation, ranking within the 20% least deprived authorities in England. However, according to the Indices of Multiple Deprivation 2015, there are small pockets of Tonbridge and Malling that do have challenges (these show up in a darker shade of red on Figure 3). Most notably, these include parts of Ditton, Snodland, East Malling, North Tonbridge.

These areas of the Borough are characterised by comparatively higher rates of worklessness and lower rates of higher level skills attainment.

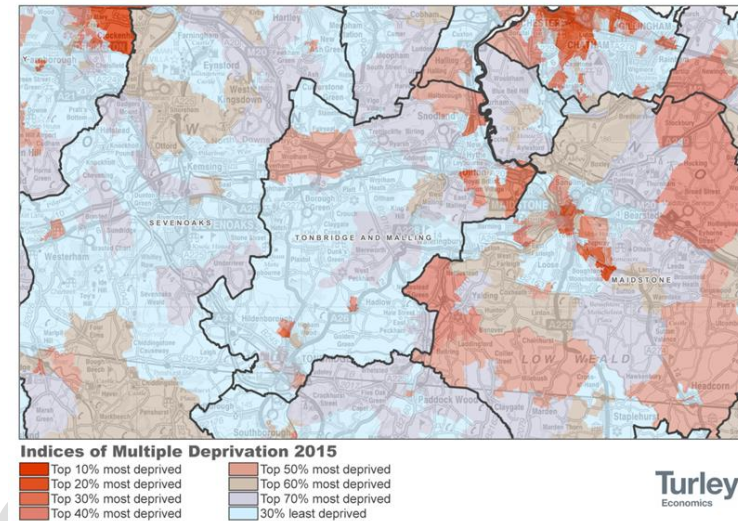


Figure 3: Map of Deprivation in Tonbridge and Malling

- Economic Vibrancy:** The Economic Vibrancy Index was devised by Grant Thornton in 2018 to provide an overview of economic performance, looking beyond Gross Domestic Product and encapsulating some of the broader indicators of economic success. Taking all the various indicators into consideration, Tonbridge and Malling Borough was the best performing area of Kent, and across the whole of England was ranked as follows:

- Vibrant Economy Index – 45 out of 324 local authority areas
- Prosperity – 46th
- Dynamism and Opportunity – 50th
- Inclusion and Equality – 61st
- Health, Well-Being and Happiness – 40th
- Resilience and Sustainability – 76th
- Community, Trust and Belonging – 156th

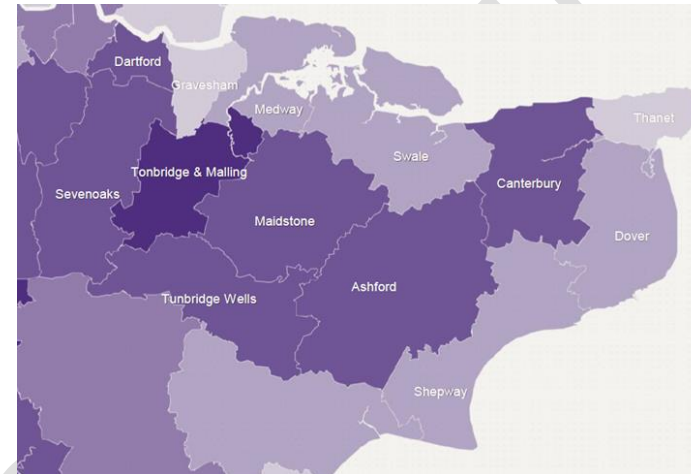


Figure 4: Map showing Vibrant Economy Index Scoring

2. Working with Our Partners

The Borough Council recognises the key role it has to play in supporting sustainable growth in the local economy, both in terms of setting a strategic framework for investment as well as through the various initiatives it undertakes in order to create added-value. However, our positive impact can only really be maximised by working in partnership with a range of partners that also play an equally important role in creating positive change. As such, we are committed to working with a wide range of partners to achieve the actions set out in this strategy. The following are key strategic partnerships that the Borough Council engages with on a regular basis:

The South East Local Enterprise Partnership (SELEP): is one of 39 business-led public/private partnerships set up by government to make investments and deliver activities to drive growth and create local jobs. SELEP covers Kent, Essex, East Sussex, Medway, Thurrock and Southend and is the biggest Local Enterprise Partnership outside of London. Recent investments into Tonbridge and Malling which have benefited from funding via the SELEP have included Tonbridge town centre improvements (Tonbridge High Street and River Walk) and Tonbridge Station. Funding has also been awarded to Rochester Airport and Leigh Flood Storage Area (including Hildenborough).

Kent and Medway Economic Partnership (KMEP): was set up in 2013 as one of the four federated partnerships which comprises the SELEP. KMEP is focussed on driving forward economic growth and prosperity in Kent and Medway and is governed by a Board and chaired by the private sector, with membership drawn from business, local government, further and higher education establishments. KMEP is responsible for delivering the objectives set out in Kent and Medway’s Growth Plan.

West Kent Partnership (WKP): is the strategic economic partnership covering the local authority areas of Tonbridge and Malling, Sevenoaks and Tunbridge Wells. The WKP vision for West Kent is to sustain a dynamic and well-connected local economy, to ensure that West Kent remains a key location for business success and growth, and to facilitate access to quality jobs and skills development. The three boroughs work closely together to make the most of the resources available to them in order to deliver more for our local businesses. The partnership has been successful in obtaining funding for a number of initiatives, such as West Kent LEADER and the West Kent Enterprise Adviser Network.

In addition, there are a number of key partners that the Borough Council works with directly to deliver initiatives or to support work in a specific area of the local economy. A list of these partners is provided in Appendix 1.

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3. Policy Context

It is important to recognise that this Economic Regeneration Strategy will be delivered within the context of a wider policy framework. The table below provides a brief overview of the key messages coming from relevant national, regional and sub-regional strategies that look to address a range of issues affecting the economy:

	Policy Document	Organisation	Key Messages
National	Industrial Strategy White Paper	HM Government	5 foundations of productivity are set out to achieve a transformed economy: <ul style="list-style-type: none"> • Ideas: the world’s most innovative economy • People: good jobs and greater earning power for all • Infrastructure: a major upgrade to the UK’s infrastructure • Business environment: the best place to start and grow a business. • Places: prosperous communities across the UK

Regional	Strategic Economic Plan	SELEP	Currently the most up to date SEP is the 2014 version, which prioritises: <ul style="list-style-type: none"> • Substantially increasing the delivery of housing and commercial developments; • Delivering transport and broadband infrastructure to unlock growth; • Backing business expansion through better access to finance and support; and • Delivering the skills that the local economy needs
	Skills Strategy	SELEP	Provides a regional focus on: <ul style="list-style-type: none"> • Increasing apprenticeships and industry relevant qualifications for all ages. • Simplifying the skills landscape for employers and individuals. • Enabling all in society to access training and employment • Raising the profile of our key sectors • Fostering the spirit of pride, innovation and enthusiasm to bring about growth.
Sub-Regional	Unlocking the Potential: Going for Growth	KMEP	Sets out 4 key areas of intervention to help Kent realise its potential: <ul style="list-style-type: none"> • Major investment in transport infrastructure • Bring forward strategic (Highways Agency) schemes where they impede growth • Public sector-backed Development Fund – providing investment • New solutions to open up housing delivery • Measures to tackle concentrations of deprivation and housing market failure in coastal Kent
	Kent & Medway Growth and Infrastructure Framework	KCC	Sets out the level of investment in infrastructure (such as transport, education, health and social care, utilities) required in the county for the period up to 2031 in order to accommodate planned housing growth, and the current gap in funding in order to deliver this (in the region of £4 bn)
	Kent Adult Skills Strategy	KCC	Sets out the aim to reduce unemployment and improve adult skills levels in the county by 2023.

	West Kent Priorities for Growth	WKP	<p>Aims to create “a dynamic and well connected economy, a key location for business growth where businesses are supported to innovate and thrive and our local population has access to quality jobs and skills development”</p> <p>Priority projects include:</p> <ul style="list-style-type: none"> • River Medway Flood Storage Area • NIAB East Malling Research Biotech Hub • Innovation Park Medway (Rochester Airfield) • Tonbridge Town Centre Regeneration
	Corporate Plan	TMBC	Identifies Economic Regeneration as a key priority of the Borough Council.

Key Issues

Despite having a relatively successful and resilient local economy, there are a number of challenges that the Borough faces, and which need to be addressed if the area is to continue to enjoy a high degree of prosperity. These include:

- The rate of **commercial development** coming forward is currently insufficient to meet the growing demand, and yet at the same time, existing commercial premises are being lost to residential conversions, especially in Tonbridge.
- In order to accommodate future housing and commercial developments, it is essential that **essential infrastructure** is delivered in order to create high quality, attractive environments for both residents and businesses. Without this investment, our existing infrastructure will eventually become insufficient to meet local needs.
- In a changing world, where automation is replacing some lower skilled work and generating new opportunities, it is important that our current crop of students and existing workforce do not get left behind. **Skills attainment** in the borough is higher than the average for Kent as a whole,

but still lags behind that for the rest of the South East, and as such action is urgently needed to provide effective careers guidance and deliver opportunities for upskilling and interaction between employers and residents.

- Although the Borough benefits from an extremely entrepreneurial spirit – with business creation being very high – the survival rates for these businesses is not as high as it could be. Indeed, only around 60-65% of businesses in the borough last 3 years or more. Whilst a high business churn is not always necessarily a bad sign, it does indicate that there is a need for greater **business support and advice**.
- Our **town centres** are evolving in response to how people now shop. With an increased number of transactions online, our High Streets are no longer ‘retail centres’, but are evolving into places where people go to get an ‘experience’, be it having a coffee, visiting the gym or enjoying a meal out. Whilst a lot of this change is happening organically, it is important that we continue to support our businesses through these changes by making our town centres attractive places to visit.
- Whilst the borough has some great **tourism** assets, such as Ightham Mote, Tonbridge Castle, the Hop Farm and Buckmore Park, Tonbridge and Malling does not have a particularly high tourism profile, especially in comparison with other parts of Kent.
- There are some fantastic businesses in our rural areas, however there are a number of constraints to our **rural economy**, these include areas of poor broadband provision and access to finance. In addition, in a number of our villages, the traditional village shop is in danger of disappearing as shopping patterns evolve. In addition to providing an economic function, these stores are also often at the heart of the community.

Objectives

Using the ‘key issues’ highlighted in the previous section as a starting point, the Borough Council has identified the following objectives to help support the local economy over the next 4 years:

- To **plan for future economic growth** so that it supports the needs of the local economy, enabling it to remain competitive and create quality local jobs: the TMBC Local Plan evidence base highlights the need for an additional 46ha of employment space which will need to be met through the allocation of new sites and the intensification of existing sites. These sites include Innovation Park Medway (formerly Rochester Airfield), the former Aylesford Newsprint site and East Malling Research Station.
- To obtain **funding for key infrastructure**, be it from developer contributions or Central Government, to support planned growth and address existing capacity issues. In collaboration with Kent County Council and other strategic partners, the borough council has had considerable success in accessing government funding for road, rail and flood protection schemes. These relationships will need to continue to bear fruit, if not become even more fruitful, in order to ensure there is investment in our infrastructure.

Action Plan – Priority Actions

- To embrace the **skills and work readiness** agenda and work directly with schools, local businesses and business representative organisations to develop careers advice that is business-relevant, develop initiatives that provide regular contact between students and employers, and run events that open up new employment opportunities for local residents.
- To create an environment that **supports local business**, providing them with cost-effective information that gives straightforward access to business advice, funding opportunities, council-run networking events and, where possible, to also help with finding business premises that meets their needs.
- To undertake a range of initiatives in our **town centres** that help with their vitality and viability, and help to make them resilient during a time of change.
- To promote the **visitor economy** and, in partnership with Visit Kent, to support campaigns that help to raise the profile of the area as a visitor destination.
- To support the **rural economy** through the delivery of funding and support programmes, and lobbying on rural broadband issues

Objective	Action	Timescale	TMBC Partners	Success Measure
Planning for Economic Growth	Support the development of a new Tonbridge and Malling Local Plan, including the identification of new employment sites and the protection of existing sites.	2019	Adjoining Local Authorities Town and Parish Councils Local Businesses and Land Owners	Allocation of sufficient sites for employment uses. Adoption of the Local Plan.
	Implementation of the North Kent Enterprise Zone (Innovation Park Medway)	2022	Thames Gateway Kent Partnership Medway Council South East LEP	No. of new businesses relocating to Innovation Park Medway.
	Bring new economic life into the former Aylesford Newsprint site.	2023	Site owner Locate in Kent	No. of new businesses relocating to the former Aylesford Newsprint site.
	Support the development of a new research campus and	2023	NIAB EMR and the East	Creation of masterplan for the

	associated inward investment at East Malling.		Malling Trust	campus. No. of new sector-specific businesses on site.
	Foster additional inward investment to the Borough via the promotion of vacant sites and existing premises.	Ongoing	Locate In Kent	% increase in the number of inward investment projects handled by Locate in Kent.
Funding for Key Infrastructure	Implementation of the Leigh Flood Storage Area and Hildenborough improvements.	2020-2023	Environment Agency Kent County Council Local Businesses Local Residents	Delivery of scheme.
	Design and implementation of viable flood relief scheme in East Peckham	Ongoing	Environment Agency Kent County Council Local Businesses Local Residents	Progress towards implementation.
	Delivery of SMART Motorway between Junctions 3 and 5 of the M20	2020	Highways England	Delivery of Scheme
	Identify a pipeline of potential projects to support key transport infrastructure.	2023	West Kent Partnership SELEP	2 priority schemes funded over the strategy period.
Skills and Work Readiness	Support the West Kent Enterprise Adviser Network (WKEAN)	Ongoing	West Kent Partnership Careers & Enterprise Company Tunbridge Wells BC Sevenoaks DC Local Employers Local Secondary Schools	No of schools engaged in the initiative and supported by an Enterprise Adviser
	Deliver 2 Skills 3030 events per year in local schools	Annual Event	Federation of Small Business WKEAN Local Employers Local Schools	No of employers attending No of students participating
	Deliver the West Kent Skillsfest event	Annual Event	West Kent Partnership Tunbridge Wells BC Sevenoaks DC Local Employers Local Secondary Schools	No of employers attending No of schools participating
	Deliver 2 West Kent Jobs and Training Fairs per year - Spring: alternate between Tonbridge and Sevenoaks - Autumn: Tunbridge Wells	Annual Events	West Kent Partnership Tunbridge Wells BC Sevenoaks DC JobCentre Plus Local Employers	No. of employers attending No. of Job Seekers attending No. of people entering employment or training

			Training Providers	
	Deliver 1 local Jobs and Training Fair per year	Annual Event	JobCentre Plus RBLI Local Employers Training Providers	No. of employers attending No. of Job Seekers attending No. of people entering employment or training
Supporting Business	Deliver 4 business engagement events in the borough per year	Ongoing	Local Businesses and Business Representative Organisations.	No. of events per year No of businesses attending.
	Produce a monthly business e-bulletin	Monthly		No of e-bulletins produced No of businesses reading the e-bulletin.
	Maintain the TMBC Business webpages	Ongoing		No of visits per year.
	Maintain regular messaging through TMBC Social Media	Ongoing		No of followers No of shares and retweets.
	Promote and support the West Kent Business Support Programme (start-ups) and the Kent & Medway Growth Hub	Ongoing	West Kent Partnership Kent County Council Kent Invicta Chamber of Commerce Local Districts/Boroughs	No of businesses using the service.
	Promote and Support the Better Business for All initiative	Ongoing	Kent Invicta Chamber of Commerce Kent Fire & Rescue Service Local Districts/Boroughs	No of businesses using the www.bbfa.biz website.
	Seek new opportunities to provide flexible co-working space for start-up businesses in the borough.	Ongoing	Private Investors	No. of new co-working venues in the borough
Promote and signpost to key business funding opportunities	Ongoing	West Kent Partnership Kent County Council South East LEP	No. of borough businesses awarded funding.	
Our Towns and Local Centres	Work with the Tonbridge Town Team to support the delivery of town centre events and other initiatives aimed at increasing footfall and spend in the town centre.	Ongoing	Tonbridge Town Team	No of events and initiatives delivered per annum.
	Bring forward further retail and mixed use developments and townscape improvements to strengthen the viability and vitality of Tonbridge Town Centre.	2023	Private Investors	Planning permission in place for new schemes by the end of the strategy period.
Visitor Economy	Work with Visit Kent to promote and market Tonbridge and Malling's tourism assets through an annual Service Level Agreement.	Ongoing	Visit Kent	No. of visitors to the borough Visitor spend in the borough (£)

Rural Economy	Promote the take up of LEADER grants by rural borough businesses	2019-2022	West Kent Partnership LEADER Local Action Group	No of grants awarded to borough businesses.
	Work with partners to implement high speed broadband services across the borough and to address local problems with mobile phone coverage.	Ongoing	Kent County Council Service Providers.	% of the borough with high speed broadband coverage. % of the borough with weak or no signal
	Deliver further phase of the Village Stores Initiative.	2019-2020	Action with Communities in Rural Kent.	No. of village stores engaging with the initiative.

Tonbridge & Malling Borough Council - Open for Business

The borough council has a key role to play, individually and in partnership with others, to provide positive support and advice to the local business community. In addition to this, the council also must, at the same time, undertake a number of regulatory functions which are relevant to, and will impact upon, local businesses.

The council is committed to undertaking such regulation with regard to local business in a measured, consistent and constructive way and to seek to reduce the burden of regulation where possible. Where necessary regulation impacts adversely on a local business, we will take the time to communicate clearly why this is necessary and explore what measures might be open to business to overcome any barriers or problems they face. In this respect, we will use the 'Better Business for All' model across all council services in the form of a 'one stop shop' where contact between businesses and the council is joined up regardless of whether that contact relates to regulation or offering support.

We are committed to recognising the challenges which businesses face, particularly smaller businesses, and will do as much as we can to assist them when some form of regulation is required.

In order for businesses to get the maximum benefit from the activities set out in this strategy, there are a number of simple things they can do, such as:

- Signing up to the monthly business e-bulletin, which has information on new funding streams, advice and support and other business news.
- Engaging with the West Kent Enterprise Advisor Network and supporting the workforce of the future.
- Coming along to our informal business networking events – a great opportunity to meet other local businesses.
- Following the borough council on twitter - @TMBC_Kent
- Considering sponsoring town centre events

For further information on any of these, please contact the Economic Regeneration Team via economic.regeneration@tmbc.gov.uk

Monitoring and Reviewing the Economy

TION DRAFT

Economic Indicator	Previous Performance			Current Trend	Targets					
	2015	2016	2017		2018	2019	2020	2021	2022	2023
VAT Registrations (Start-Ups)	775	770	TBC		775	780	785	790	795	800
VAT De-registrations	570	675	TBC		625	600	575	560	550	540
3 Year Business Survival Rates (%)	60.6	62.2	TBC		63	64	65	66	67	68
Median Gross Weekly Workplace Earnings (£)	517.10	550.80	536.30		550	560	570	580	590	600
Model-based Unemployment	4.1	3.7	3.3		3.1	3.0	2.9	2.8	2.7	2.6

Rate (%)										
16-64 year olds claiming out of work benefits (%)	5.8	5.4	5.2		5.0	4.9	4.8	4.7	4.6	4.5
National Vocational Qualification Level 3+ (%)	57.1	55	59.7		60	61	62	63	64	65
Happiness Score (out of 10)	7.44	7.71	TBC		7.8	7.85	7.9	7.95	8.0	8.05

CONSULTATION DRAFT

Appendix 1 – List of Key Partners

Action with Communities in Rural Kent	Kent Supported Employment
Better Business For All – Regulatory Services	Locate in Kent
Business Doctors	Mid Kent College
Clarion Housing	National Centre for Micro-Business
Department for International Trade (DIT)	Network Rail
Education Business Partnership Kent	North Kent Enterprise Zone Steering Group – including Medway Council
Environment Agency	Tonbridge and Malling Businesses
Federation of Small Businesses	Tonbridge and Malling Local Strategic Partnership
Golding Homes	Tonbridge and Malling Schools
Hadlow Group	Tonbridge Forum
Highways England	Town & Parish Councils
Homes England	Visit Kent
JobCentre Plus	West Kent Adult Skills Forum
Kent Apprenticeships	West Kent Chamber of Commerce and Industry
Kent County Council	West Kent College (Hadlow Group)
Kent Farmers Market Association	West Kent Enterprise Adviser Network
Kent Invicta Chamber of Commerce	West Kent Partnership – including Sevenoaks DC & Tunbridge Wells BC

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

05 September 2018

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

**1 WEST KENT PARTNERSHIP - BUSINESS RATES RETENTION PILOT :
HOUSING AND COMMERCIAL GROWTH FUND**

To seek endorsement of a range of economic development initiatives to be funded by the Business Rates Retention Pilot.

1.1 Background

- 1.1.1 A report to this Board on the 4th June 2018 set out the potential opportunities arising from the Kent and Medway Business Rates Retention pilot and, in particular, funding being made available from the Housing and Commercial Growth Fund to support investment in local economic initiatives. It was agreed that funding would be distributed across Kent and Medway via three clusters: West Kent (the areas of Tonbridge and Malling, Sevenoaks and Tunbridge Wells), North Kent (including Maidstone) and East Kent. Kent County Council is part of each cluster group.
- 1.1.2 The June report initially suggested that the West Kent Cluster would receive funding in the region of £1,055,000. Based on current projections, this has now been revised upwards to circa £1,520,000 subject to ongoing performance in 2018/19. However, a final sum cannot be confirmed until the end of the fiscal year.
- 1.1.3 It was agreed that the West Kent Partnership would receive and administer funding for the West Kent cluster. The Partnership met on the 20th July and a copy of the minutes of that meeting is attached as Appendix 1. The Partnership discussed a paper on the Business Rates Retention opportunities setting out how the funding might be utilised both across the West Kent area as a whole and by the three West Kent districts individually. The proposed projects put forward were as follows:

West Kent-wide projects: a 'Scale Up' West Kent initiative providing support and advice to smaller businesses wishing to grow and expand; and, following the success of the initial West Kent Enterprise Advisor network which links schools together with businesses and promotes work readiness amongst young people,

funding for an additional adviser to ensure all schools across West Kent can be supported. The combined cost of both projects is £104,000.

Sevenoaks District Council and Tunbridge Wells Borough Council: both wish to invest all of their share of the BRR funding into major regeneration initiatives in Swanley and Tunbridge Wells town centre respectively.

Tonbridge and Malling Borough Council – a range of projects to foster business growth and support our Town and District Centres as described below.

1.1.4 The proposed initiatives for our Borough are as follows:

- Town and District commercial frontages scheme – grants of up to £5,000 to independent shopkeepers to help renovate and improve their shop fronts, total project funding of £100,000;
- Tonbridge Town Centre - initiatives to increase vitality and viability to include support for pop-up shops, creative start-ups, events and a pilot Wi-Fi scheme: funding of £25,000
- Flexible co-working space for start-up businesses at Kings Hill – making use vacant office accommodation at the Gibson Building, Kings Hill: provisional cost of £75,000
- Business Accommodation - Investment Pot: providing grants of up to £25,000 to encourage and support providers/developers to increase business accommodation in the Borough through refurbishments/conversions etc: Cost: £100,000
- Tourism Promotion Campaign for Malling – working with Visit Kent to develop a promotional campaign to promote the tourism offer in the Malling area: Cost £15000.

1.1.5 The West Kent Partnership has endorsed the proposals put forward by each district and for West Kent as a whole. Kent County Council have yet to formally agree the West Kent proposals.

1.1.6 As set out at paragraph 1.1.2, based on current projections, additional funding in the order of £155,000 may be received by the Council. It is proposed that this additional funding, if and when confirmed, be used to either support some of the projects above that prove to be good value for money or, alternatively, to come forward with new proposals to promote economic growth.

1.2 Legal Implications

1.2.1 Maidstone Borough Council is the lead authority for the pilot as set out in the Memorandum of Understanding between all parties. Tonbridge and Malling Borough Council is the accounting body for the West Kent funding stream.

1.3 Financial and Value for Money Considerations

1.3.1 As set out above.

1.4 Risk Assessment

1.4.1 Our aim would be to maintain a degree of flexibility regarding the funding of each of these initiatives and be ready to invest additional funding in those that would demonstrate positive outcomes and to meet local needs.

1.5 Equality Impact Assessment

1.5.1 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.

1.6 Recommendations

1.6.1 That the economic projects for West Kent as a whole and those for Tonbridge and Malling, as set out above, **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: Mark Raymond
Jeremy Whittaker

Julie Beilby
Chief Executive

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West Kent Partnership Meeting – 20 July 2018

Attending

Nicolas Heslop, TMBC, WKP Chair
Tracy-Anne Barker, Hadlow Group
David Smith, KCC (for Nigel Smith)
Tudor Price, Kent Invicta Chamber
David Candlin, TWBC
Cllr Peter Fleming, SDC
Sarah Nurden, KCC
Cllr Tracy Moore, TWBC
Cllr Jane March, TWBC
Mark Raymond, TMBC
Andrew Stirling, SDC (for Lesley Bowles)
Simon Harris, SDC
Cllr Brian Luker, TMBC
Hilary Smith, TWBC
Andrew Metcalf, Kent Invicta Chamber
Cllr Roddy Hogarth, SDC
Wendy Wood, WKP

Apologies

Jeanette Barlow, MTW NHS Trust
Jon Regan, Hugh Lowe Farms
Cllr Mark Dance/Cllr Sean Holden, KCC
Pav Ramewal, SDC
Cath Brunger, AXA PPP
Henry Warde, Squerryes
Adam Bryan, SELEP
Ian Jones, Kent Police
Julie Beilby, TMBC
William Benson, TWBC

Guests

Sandra Matthews-Marsh, CEO Visit Kent
Gavin Cleary, CEO Locate in Kent
Johanna Howarth, KCC
Rob Hancock, KCC
Amelia Atkins, work experience
Hayley Nixon, SDC

The Chairman welcomed guests and new partner Tracy Moore – new Economic Development and Communications Portfolio holder at TWBC - and thanked Jane March for her contribution to the Partnership. Condolences were recorded to Cllr Jukes for his recent bereavement.

Minutes & Matters Arising

- Page 2 – Peter Tweddell has confirmed he is happy to be featured as a case study
- Page 6 – Nicolas has not pursued a meeting with the Minister as senior representatives from Southeastern and Network Rail attended a recent Kent Leaders Meeting. Notes of that meeting will be requested.

Visit Kent – Sandra Matthews-Marsh

Sandra highlighted key facts about the West Kent tourism economy including

- Mark Dance and William Benson sit on Visit Kent Board and are strong advocates for West Kent
- Deirdre Wells is new CEO at Visit Kent and currently in cross-over period
- Strong product offer in West Kent
- Biggest issue is lack of bed stock – West Kent is not therefore seen as a short break destination
- Nested brand strategy – West Kent offer includes Maidstone and links to Weald and

some of East Sussex are recognised

Partners raised some points

- National Trust properties a significant element of West Kent offer but are not generating additional spend in the local economy – strategy needs to build visitor experience
- Opportunity in bidding process for new rail franchise to consider smaller stations being handed over to attractions to run special trains – eg, Darent Valley could develop a brand around wine and lavender. Sandra responded that the visitor economy has been baked into the franchise brief so will be addressed. Halt and last mile concern is a particular issue in West Kent where there is very little infrastructure and where it is difficult to navigate to attractions without a car. A European project – last mile project – will address this

The Chairman thanked Sandra for all her achievements at Visit Kent and wished her well in future endeavours

Action

- Bid to drive high value, low volume visitor experience is being developed for Channel Interreg programme and there may be an opportunity for WKP to be involved – William and Sandra to bring application to next meeting
- Strategy around developing overnight stay offer required

Locate in Kent – Gavin Cleary

Gavin's presentation focussed on how to increase the attractiveness of West Kent to companies Locate in Kent is working with. The Kent offer to businesses is holistic but recognises the strengths in different areas. The Kent messaging is being delivered into Consulates around the world as well as within the UK and particularly into London

- Brexit uncertainty is going to present a challenge to attracting foreign investment and will be focussing on opportunities for relocating companies provided by Kent's unique proposition
- Business feedback is that retaining skilled staff is a key challenge
- LIK is moving towards evidence based focus on upcoming sectors – advanced manufacturing, logistics and distribution and especially in West Kent – creative and digital, agri-tech and the knowledge economy
- 22% of active projects are interested in West Kent
- In West Kent demand for industrial space through Locate in Kent exceeds supply by 4-5 times
- Most demand for office space is for 1000-5000sq feet on flexible terms

Partners raised some points

- Town centre office space is being lost to residential under permitted development rights putting even more pressure on supply.
- Sector emphasis recognised but need to attract practical businesses too to support the high tech businesses
- Creative sector in West Kent has pull of London creative agencies to contend with on the one hand and a significant element of lifestyle businesses which are unlikely to grow

- Productivity of inward investors is key – good adoption of technology
- Broadband infrastructure has to be comparable with London
- Closer working with developers required to create best type of premises

Action

West Kent Economic Development Officers and LIK to work closely together so that LIK can understand the assets in West Kent to promote

Kent Commercial Land Assessment – Rob Hancock, KCC

Rob Hancock and David Smith explained that KCC are consulting with partners before commissioning this piece of work in order to help gauge the value of the work, contributors and beneficiaries. KCC are acting as an initiator and coordinator to pull together a market assessment of the requirements for commercial space in the future for Kent. The work will dovetail with local plans and evidence bases and consultants will visit planning teams across the county. An invitation was issued for a West Kent representative to join the project team. The consultants, when appointed, are expected to undertake the work during the second half of September.

A county-wide report is to be commissioned to provide a strategic needs assessment of commercial space across Kent (office, industrial and warehousing/logistics), mapping the demand side against the commercial use types across the three Kent geographies (North, East and West Kent) and to influence the identification and zoning of commercial sites across the county.

The assessment will help to inform KCC investments going forward, support and inform infrastructure bids, provide advice for investors, strengthen the Kent economy and possibly influence policy.

In response to Partners' observations around added value and value for money, David responded that the consultants will draw exclusively on the data already generated at District level to create a Kent-wide picture to prove there is a need for land to be retained for businesses use to deliver local jobs.

Action

Local authorities to assist with supplying data for the assessment. West Kent assessment to be reported to October WKP.

Developing a Kent and Medway Enterprise and Productivity Strategy – Johanna Howarth, KCC

Johanna has been seconded from Cities and Local Growth Unit of Ministry of Housing, Communities & Local Government (MHCLG) having spent the last 5 years working with LEPS in the North on long term economic plans.

The strategy is to be developed by KCC in partnership with local authorities, business and wider public sector partners as a local Kent and Medway response to the national productivity challenge. It is an opportunity to make Kent more competitive nationally and domestically and for people to feel the benefits with an increased standard of living.

The Strategy will explore how value can be added pan Kent and Medway and will be used to make a better case for investment from government and to input into the consultation on the Shared Prosperity Fund. SELEP and Kent have not had a proportionate share of government funding. The Strategy will provide a framework to highlight the delivery that will take place through bids to SELEP. An action plan will be developed in parallel with the strategy

Now at the beginning of a year-long process, KCC are about to start commencing consultation on how to develop the strategy based on 3 principles of a bottom up approach, strong evidence base and to be ambitious and aspirational.

West Kent Chief Executives have expressed an interest in working as a forum to develop and build on work in West Kent in recent years.

Partners supported the development of the Strategy as a vehicle to make a case to Government for funding

Business Rates Retention Pilot

Partners discussed Paper B and County colleagues indicated that the way in which it is framed is helpful, sets West Kent priorities in a strategic context and is complementary to county work around the business support landscape. There are excellent opportunities to work collaboratively.

Action

The terms of reference for the Pilot agreed a year ago name WKP as the determining body for the funding, with the 4 local government representatives as the endorsing bodies. The proposal was endorsed by the 3 West Kent authorities. No KCC Member was present at the meeting and David Smith will liaise with Mark Dance for sign off.

Kent Invicta Chamber of Commerce

Economic Survey

Tudor reported that the survey found there is limited growth but not across the board. Brexit uncertainties mean Investment and confidence are down and businesses are facing major recruitment issues.

Other Brexit concerns for business are importing/exporting to EU, supply chain to London if London severely impacted, volatile exchange rates and competition.

The message from business is that they need certainty and predictions are that things will get worse before they get better

Business Support

Headline points are

- South East Business Boost can now fund revenue as well as capital grants
- LOCASE grant maximum has just been increased to £20,000 – 80 businesses are in receipt of a grant offer but do not have confidence to invest the remaining 60%

- themselves (borne out by survey above)
- Scale Up Programme will be delivered in West Kent

KMEP

- LEP Review (post meeting – published Monday 23) It is evident that this will necessitate changes to the current operation of SELEP
- LGF call for projects – local stakeholders to be invited to submit expressions of interest by 31 August

West Kent Priorities 2018-21 Action Plan

Partners noted the Action Plan which builds on the context paper taken to the April WKP meeting.

West Kent Priorities update

Partners noted the Paper.

Enterprise Adviser Network

- 22 schools and colleges in the Network
- 24 advisers recruited and matched from diverse sectors
- Innovative projects have started to be delivered, eg Dragon's Den
- LinkedIn training delivered to schools to help with their business engagement and to pass techniques onto students – initiative attracted national interest
- Regular networking/training events for Enterprise Advisers being delivered across Kent
- Workshop being planned for teachers to help embed careers into curriculum
- Starting to influence businesses about higher and degree level apprenticeships
- Messaging began around need for meaningful, project based work experience
- Network at capacity but aspiration for complete coverage of all West Kent schools including SEND by end of next school year, funding permitting

The Chairman congratulated Simon on all his achievements from a standing start and pointed towards the development of the Network as an example of West Kent getting on with delivery.

AOB

Gully emptying is impacting businesses and households as they are no longer emptied as regularly and are now cemented and need to be replaced. KCC colleagues to take up with Kent Highways.

Dates of next meeting

Friday 19 October 2018, 10am-noon, Tonbridge & Malling BC offices (TBC)

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

05 September 2018

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 INNOVATION PARK MEDWAY MASTERPLAN – CONSULTATION DRAFT

This report provides an update on progress with the illustrative masterplan for Innovation Park Medway, and seeks to approve next steps.

1.1 Background

1.1.1 On 06 July 2017, Report ERG 17/10 provided this Advisory Board with an update on the North Kent Enterprise Zone. This Enterprise Zone is made up of multiple sites in three locations – Kent Medical Campus (Maidstone), Ebbsfleet Garden City and Rochester Airfield, now known as Innovation Park Medway – and has been ‘live’ since April 2017.

1.1.2 The Innovation Park Medway site is a key priority for Medway Council, who are leading the project and own the majority of the site – the exception being Woolmans Wood Caravan Site which is privately owned.

1.1.3 Administratively, an area of the site (as illustrated in Appendix 1) falls within Tonbridge & Malling Borough. As such, any work by Medway Council to masterplan the whole site and progress a comprehensive development requires the agreement of Tonbridge & Malling Borough Council.

1.1.3 As mentioned in Report ERG 17/10, work was being undertaken at the time in preparing to go out to tender to design a masterplan for the site that would provide prospective investors with a good indication of how the area could come forward for development. This work is now well advanced, and a draft of the illustrative masterplan has now been produced (Appendix 2) ahead of planned consultation in September and October 2018.

1.2 Aspirations for Innovation Park Medway

1.2.1 A key priority for both Medway Council and Tonbridge & Malling Borough Council is the economic regeneration of their respective areas, in order to strengthen the performance of the local economy, create high quality local employment

opportunities and secure sustainable growth and prosperity. It is in this vein that the masterplan for Innovation Park Medway is being taken forward.

1.2.2 Indeed, with the North Kent Enterprise Zone having gone 'live' on 01 April 2017, Innovation Park Medway is being promoted as offering "high-value technology, engineering, manufacturing and knowledge-intensive businesses the opportunity to grow in a bespoke commercial development with a collaborative business environment".

1.2.3 In addition, a key aim is for it to become a catalyst for innovation and business growth, complementing the existing Medway Innovation Centre, through partnerships with the University of Kent, University of Greenwich and Canterbury Christ Church University that will provide access to leading research, development and a pool of skilled graduates.

1.3 Innovation Park Medway – Illustrative Masterplan

1.3.1 Consultants LDA Design were appointed in February 2018 to prepare an indicative masterplan for Innovation Park Medway, and to fully capitalise on the Enterprise Zone status. This also includes work being undertaken on a number of technical studies completed to an Environmental Impact Assessment standard to support future work on the production of a Local Development Order that will ultimately manage the type and quality of the employment offer on the site.

1.3.2 The consultation draft of the indicative masterplan (Appendix 2) is broken down into a number of main stages:

- Innovation – explaining the ambitions and driving forward an innovation environment.
- Context – setting out site location within a regional context, as well as the planning context.
- Site Appraisal – including access, topography, landscape, ecology and heritage assets.
- Vision for the site – essentially the delivery of a site that offers up to 100,000m² of high quality, innovative commercial space and is underpinned by 5 concepts:
 - i. Breaking innovation out of silos and fostering a supportive community founded on principles of collaboration, promoted through public realm.
 - ii. Mixing up uses to encourage collaboration
 - iii. Delivering a strong and clear identity
 - iv. Ensuring flexibility
 - v. Futureproofing to allow for growth
- The Masterplan itself which sets out a spatial representation for the site, and provides diagrammatical indications of land use, building heights, site access

and movement, and landscaping, as well as providing indicative imagery of how the innovation park could look.

- Phasing, delivery and summary of parameters – in terms of development phasing, it is worth highlighting that the indicative masterplan states that the first potential development parcel is located to the north of the site, with development within Tonbridge & Malling Borough potentially taking place in the second and third phases.

1.3.3 A number of supporting surveys and studies have been undertaken to establish and support the masterplan principles. These cover a wide range of issues, such as air quality, transport impact and noise. Soft market testing has also been carried out to ascertain the level of private sector interest in the site.

1.4 Consultation and Next Steps

1.4.1 Subject to the recommendations being agreed, this indicative masterplan will go out to a period of consultation for a six week period from 17 September to 28 October 2018. At the time of writing this report, the exact details of the consultation have not been finalised but are likely to include:

- Press articles in local newspapers.
- Mail drop to local properties.
- Social Media messaging.
- Dedicated webpages on both TMBC and Medway Council websites, including link to an online questionnaire.
- Exhibition at the Medway Innovation Centre.
- Provision of hard copies at receptions.

Once the consultation is over, it will be followed by a period responding to the comments and issues raised and concluded with revisions to the masterplan where necessary.

1.4.2 Once this has been undertaken, the revised masterplan will then go to Cabinet in January 2019 with a view to adopting it for the purposes of economic development and marketing. This document will then guide the thinking in the future production of either a Local Development Order or Outline Planning Application for the site.

1.5 Legal Implications

1.5.1 There are no legal implications arising from this report.

1.6 Financial and Value for Money Considerations

1.6.1 There are no financial implications arising from the report.

1.7 Risk Assessment

1.7.1 Not applicable.

1.8 Equality Impact Assessment

1.8.1 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.

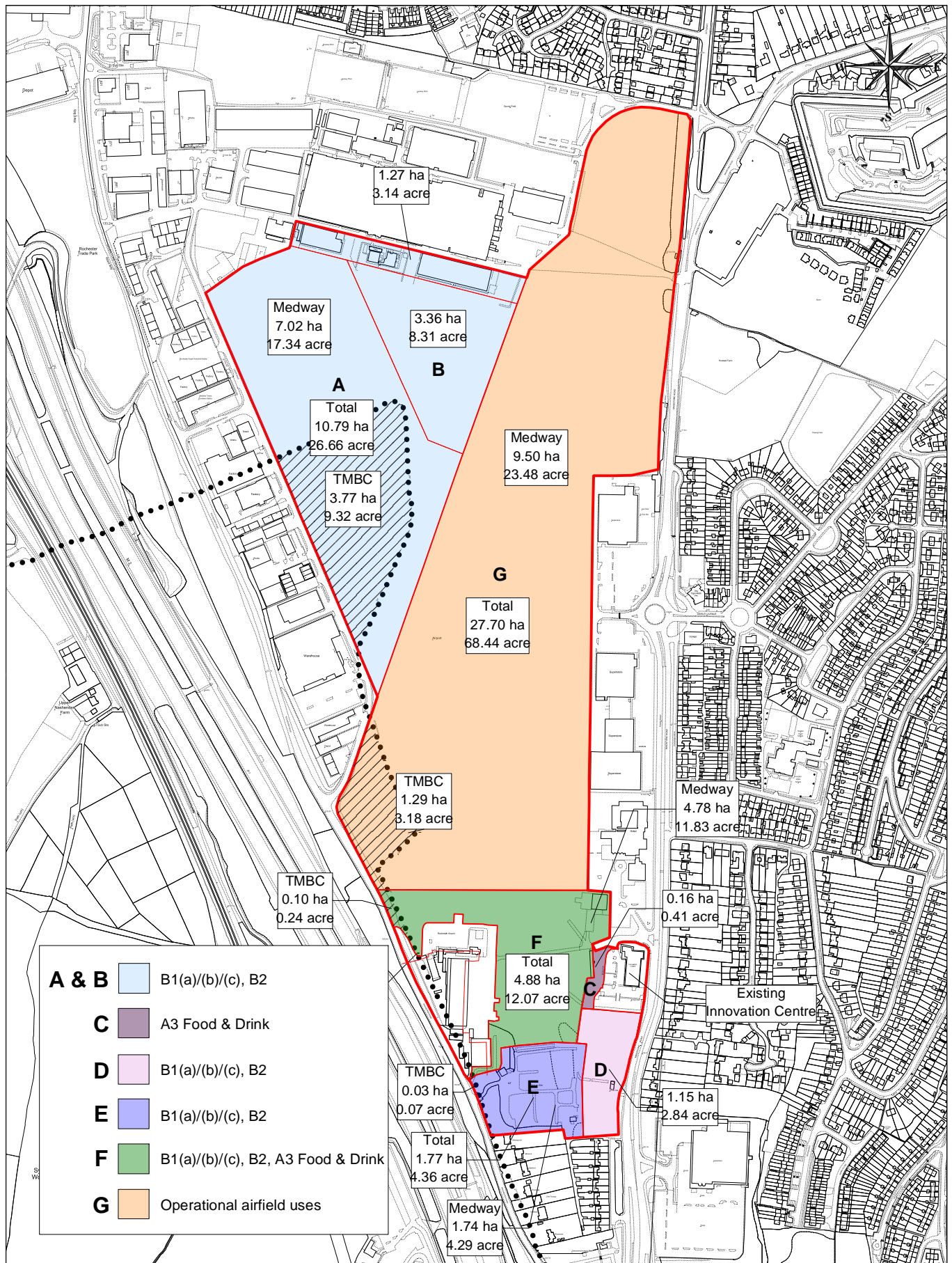
1.9 Recommendations

1.10.1 That the draft of the Innovation Park Medway indicative masterplan **BE APPROVED** for consultation.

The Cabinet Member for Economic Regeneration and the Chief Executive confirm that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

contact: Jeremy Whittaker,
Economic Regeneration
Officer

Julie Beilby
Chief Executive



Rochester Airport Innovation Park



Scale: 1:7500 17/11/16

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

05 September 2018

Report of the Chief Executive and Director of Finance and Transformation

Part 1- Public

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

1 BUSINESS RATES RETENTION PILOTS 2019/20

Members are advised of the MHCLG's prospectus in respect of 75% business rates retention pilots.

Members are asked to support a bid, with other Kent authorities, prior to the deadline of 25 September and agree that the final bid submission should be signed off by Chief Executive and Director of Finance & Transformation in liaison with the Leader and Cabinet Member for Finance, Innovation & Property.

Introduction

- 1.1.1 Members are aware that Kent and Medway was successful in its bid for pilot status under the 2018/19 bidding round. A report to this Advisory Board on 4 June 2018 refers.
- 1.1.2 As previously reported, there are two main components of the 2018/19 Kent and Medway pilot. These are a Financial Sustainability Fund (70%) and a Housing and Commercial Growth Fund (30%).
- 1.1.3 The Ministry of Housing, Communities and Local Government (MHCLG) have now invited local authorities to submit bids to participate in pilots of 75% Business Rates Retention in 2019/20 with a closing date of 25 September. The prospectus issued by the MHCLG can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728722/BRR_Pilots_19-20_Prospectus.pdf

1.2 The Prospectus

- 1.2.1 In the prospectus, the government sets out its objective of exploring how 75% Business Rates Retention '*can operate across more than one authority to promote*

financial sustainability and to support coherent strategic decision making across a functional economic area'.

- 1.2.2 The important difference to the current pilot is that this is about 75% retention and not 100%. In addition, the 'no detriment' clause applied to 2017/18 and 2018/19 pilots will not apply to pilots set up for 2019/20. Instead there will be a Safety Net set at 95%, to reflect the additional risk locally that 75% retention introduces, and this will apply pilot wide and not to individual authorities. No levy will be paid.
- 1.2.3 Successful pilots would last for one year up to the end of March 2020 and after that it is intended that a 75% retention scheme is rolled out nationally as part of the new local government finance model.
- 1.2.4 Government expects the programme for 2019/20 to be smaller than the one for 2018/19.

1.3 Kent Council Leaders

- 1.3.1 At a meeting on 16 July, prior to the issuing of the prospectus, Kent Council Leaders collectively agreed that it would serve Kent and Medway well to bid for a further year of pilot status.
- 1.3.2 Whilst the 'offer' for the 2019/20 is not quite as attractive as the one for 2018/19, it is nevertheless felt that a bid should be made to help to support financial sustainability and growth in Kent and Medway.

1.4 Progress

- 1.4.1 During the course of the Summer, bearing in mind the tight timescales, officers across Kent and Medway have worked to prepare the bid with the assistance of an external consultant (as was the case for the 2018/19 bid).
- 1.4.2 At the time of writing, the bid is still being worked on and therefore cannot be appended for Members' information. However, the final document will be 'signed off' by all Kent Leaders prior to the submission date.
- 1.4.3 As with the 2018/19 bid, a requirement of MHCLG that all of the s151 officers from participating authorities sign off the proposal.

1.5 Legal Implications

- 1.5.1 None

1.6 Financial and Value for Money Considerations

- 1.6.1 As with the 2018/19 pilot, there are potential gains for Kent as a whole were a bid to be successful. Any gains would be for the duration of the pilot (one year).

1.6.2 As this is a 75% retention pilot as opposed to 100% for the 2018/19 pilot, the potential gains will inevitably be lower, although still worth having.

1.7 Risk Assessment

1.7.1 It could be argued that there is a risk in not applying to continue to be a pilot. Local government has argued for greater autonomy and for more local control of resources. If Kent foregoes the opportunity to apply to become a pilot, Kent authorities' commitment to these objectives could be questioned.

1.8 Equality Impact Assessment

1.8.1 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.

1.9 Policy Considerations

1.9.1 Community

1.10 Recommendations

1.10.1 Members are **RECOMMENDED** to

- 1) Support a bid, with other Kent authorities, for pilot status under the 75% Business Rate Retention Prospectus for 2019/20; and
- 2) Agree that the final bid submission should be signed off by Chief Executive and Director of Finance & Transformation in liaison with the Leader and Cabinet Member for Finance, Innovation & Property.

The Director of Finance & Transformation confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Sharon Shelton

Nil

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance & Transformation

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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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