

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

Julie Beilby BSc (Hons) MBA

Gibson Building
Gibson Drive
Kings Hill, West Malling
Kent ME19 4LZ
West Malling (01732) 844522

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

7 June 2019

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 Monday, 17th June, 2019 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 - 12

To confirm as a correct record the Notes of the meeting of the Economic Regeneration Advisory Board held on 20 February 2019

4. Tonbridge and Malling Borough Council Economic Regeneration Activity 2015-19 13 - 14

Presentation by the Economic Regeneration Manager (Jeremy Whittaker) on activities undertaken by the Borough Council to support the local economy over the last four years.

Matters for Recommendation to the Cabinet

5. Borough Economic Regeneration Strategy 2019-2023 15 - 40

This report sets out the proposed changes to the draft strategy in light of the feedback received during the consultation exercise which was undertaken in October - November 2018, and recommends adoption of the strategy as amended.

6. Business Rates Retention Pilot Scheme Initiatives - Update 41 - 44

This report sets out an update on the Business Rates Retention Pilot Initiatives, and seeks approval to scope out a shopfront improvement scheme for local centres and parades.

7. Visit Kent Service Level Agreement 2019 45 - 66

This report provides information on the Service Level Agreement that the Council currently has with Visit Kent and sets out proposals for 2019/20.

Matters submitted for Information

8. Economic Overview of Tonbridge and Malling Borough 67 - 70

This report sets out an economic overview of the borough in order to demonstrate recent trends and to provide the most up-to-date statistics on the current performance of the local economy.

9. Urgent Items 71 - 72

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

10. Exclusion of Press and Public 73 - 74

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

11. Urgent Items

75 - 76

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 F G Tombolis (Vice-Chairman)

Cllr G C Bridge
Cllr R I B Cannon
Cllr Mrs T Dean
Cllr N Foyle
Cllr M A J Hood
Cllr F A Hoskins
Cllr A P J Keeley

Cllr D W King
Cllr J R S Lark
Cllr L J O'Toole
Cllr W E Palmer
Cllr Miss J L Sergison
Cllr K B Tanner
Cllr C J Williams

Apologies for absence

This page is intentionally left blank

Declarations of interest

This page is intentionally left blank

TONBRIDGE AND MALLING BOROUGH COUNCIL

ECONOMIC REGENERATION ADVISORY BOARD

Wednesday, 20th February, 2019

Present: Cllr B J Luker (Chairman), Cllr T Bishop, Cllr T I B Cannon, Cllr R W Dalton, Cllr Mrs S L Luck, Cllr Miss J L Sergison, Cllr F G Tombolis, Cllr B W Walker and Cllr T C Walker

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

Apologies for absence were received from Councillors R P Betts, J L Botten, R D Lancaster, L J O'Toole and C P Smith

ERG 19/1 DECLARATIONS OF INTEREST

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

ERG 19/2 MINUTES

RESOLVED: That the notes of the meeting of the Economic Regeneration Advisory Board held on 6 November 2018 be approved as a correct record and signed by the Chairman.

ERG 19/3 PRESENTATION: TRANSPORT AND LOGISTICAL EFFICIENCIES (TALE) INITIATIVE

On behalf of the Haven Gateway Partnership who were unable to attend the meeting, the Economic Regeneration Officer provided an overview of the Transport and Logistical Efficiencies (TALE) initiative, which offered free support and funding contributions for logistics businesses.

Small and medium sized businesses in the transport and logistics sector, as well as businesses with a transport and logistic function within their business, were offered advice on improving cyber security, complying with general data protection regulations (GDPR); reducing costs and growing sales, launching new products and implementing innovation aimed at improving business efficiencies. Funding was available until 2021.

A free Cyber Security Workshop was to be held on Wednesday 27 March 2019 in Tunbridge Wells.

MATTERS FOR RECOMMENDATION TO THE CABINET**ERG 19/4 FUTURE HIGH STREETS FUND - EXPRESSION OF INTEREST**

Decision Notice D190018MEM

The report of the Chief Executive set out information on the Future High Streets Fund and sought approval for submission of an Expression of Interest for Tonbridge, which had to be submitted to the Ministry of Housing, Communities and Local Government by 22 March 2019.

Members were advised that the main objective of the Fund was to renew and reshape town centres and high streets in a way that improved experience, encouraged growth and ensured future sustainability. Based on the scope and eligibility criteria it was suggested that an Expression of Interest be submitted for Tonbridge as it was classified in the draft Local Plan as the only town centre within the borough. This also offered an opportunity for further regeneration of the town centre.

It was noted that this was likely to be a very competitive funding stream and that as Tonbridge faced significant challenges it represented the strongest chance of success. Members asked that air quality measures and improvements to the overall appearance of the town centre be considered as part of the Expression of Interest submission.

Reference was made to the Borough Council's recently announced grants for shop front improvements which offered alternative funding opportunities for other retail centres in the borough. Small retailers in Tonbridge, West Malling, Borough Green, Snodland, Hadlow, Larkfield, Kings Hill, East Peckham, Aylesford and Wrotham would be advised of the scheme in the next couple of weeks.

RECOMMENDED: That

- (1) the content of the report be noted; and
- (2) delegated authority be granted to the Director of Planning, Housing and Environmental Health and the Director of Central Services, in consultation with the Leader, the Cabinet Member for Finance, Innovation and Property and the Cabinet Member for Strategic Planning and Infrastructure, to finalise an Expression of Interest and submit to the Ministry of Housing, Communities and Local Government by 22 March 2019.

ERG 19/5 FAIRTRADE TONBRIDGE ACTION PLAN

Decision Notice D190019MEM

The report sought endorsement of an Annual Action Plan 2019 following the success of Tonbridge in securing Fairtrade Town Status in October

2018. In addition, the Fairtrade resolution approved by the Borough Council in February 2018 had been reviewed and it was proposed that this was updated to reflect that Fairtrade status had been achieved, a Steering Group was in operation and Fairtrade products had been used at some Borough Council events.

The Chairman of the Tonbridge Fairtrade Steering Group (Councillor Tombolis) indicated that significant progress had been made and a number of objectives had already been achieved. It was also important to note that there were multiple benefits to the town for tourism and improved engagement and co-operation between various organisations based in Tonbridge.

Members welcomed the progress made so far, recognised that the initiative had to be consumer driven and commented on the feasibility of relevant Chamber of Commerce organisations introducing Fairtrade into their towns.

RECOMMENDED: That

- (1) the Annual Action Plan, as set out in Appendix 1 to the report, be endorsed; and
- (2) the resolution, set out in full in paragraph 1.3.1 of the report and summarised above, be approved.

MATTERS SUBMITTED FOR INFORMATION

ERG 19/6 UPDATE ON THE BOROUGH ECONOMIC REGENERATION STRATEGY ACTION PLAN 2018/19

A detailed overview of the progress made in delivering the Borough Economic Regeneration Strategy Action Plan 2015-2019 during 2018/19 was provided in the report of the Chief Executive. It was noted that as the new Economic Regeneration Strategy 2019-23 would be presented to the next meeting of the Advisory Board the report focused on the progress made during 2018/19.

Overall good progress had been made across a wide range of initiatives, as illustrated in Appendix 1 to the report. It was reported that some actions were progressing slower than originally envisaged. These included applications for the Kent and Medway Business Fund and the West Kent LEADER funding.

However, there had been a number of achievements over the period and these included the opening of the Castle Lodge Co-working space in Tonbridge, expansion of business engagement events, successful expansion of the West Kent Enterprise Adviser Network and the delivery of a programme of employability events such as Jobs and Training Fairs.

In addition Appendix 2 to the report showed how the local economy had fared during the period 2011-2017 in comparison to other West Kent authorities, Kent and Great Britain. It was reported that overall Tonbridge and Malling had performed well, despite an increase of VAT de-registrations between 2014-17 and Employment Support Allowance claimant numbers remaining static.

The Cabinet Member for Economic Regeneration advised that the Borough Council were hoping to lease further office space in Gibson Building to support local businesses. Options were currently being explored with Deskrenters.

Members were pleased to note that the West Kent Enterprise Adviser Network was building upon its success and was considered an example of best practice.

ERG 19/7 WEST KENT PARTNERSHIP

The report highlighted matters arising from the meeting of the West Kent Partnership held on 11 January 2019. Particular reference was made to a discussion on shared issues across West Kent which focused on the greater need for employment space, urban and rural development, broadband connectivity and fostering successful High Streets.

Reference was made to plans for a Rural Focus event later in the year and clarification would be sought on the venue.

MATTERS FOR CONSIDERATION IN PRIVATE

ERG 19/8 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 8.10 pm

Agenda Item 4

Presentation by the Economic Regeneration Manager (Jeremy Whittaker) on activities undertaken by the Borough Council to support the local economy over the last four years.

This page is intentionally left blank

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

17 June 2019

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision

1 BOROUGH ECONOMIC REGENERATION STRATEGY 2019-2023

This report sets out the proposed changes to the draft strategy in light of the feedback received during the consultation exercise which was undertaken in October - November 2018, and recommends adoption of the strategy as amended.

1.1 Background

1.1.1 A report was made to the Economic Regeneration Advisory Board on 05 September 2018 setting out a draft strategy to guide our work on supporting the local economy for the period 2019-2023.

1.1.2 This strategy will follow on from the Borough Economic Regeneration Strategy 2015-2019, for which the final action plan update was delivered at the last Advisory Board meeting in February 2019.

1.1.3 The draft strategy has now been the subject of consultation and the purpose of this report is to present a final draft for approval, amended to take account of the comments received and to reflect views of local businesses on future economic priorities for the local area.

1.2 Results of Consultation

1.2.1 The following measures were undertaken in order to obtain consultation responses from local stakeholders:

- Dedicated webpage inviting people to comment through a short questionnaire.
- Series of Twitter and Facebook messages encouraging feedback.
- Short article in the TMBC Business e-Bulletin which went out to over 600 business and stakeholder contacts.
- Direct email to over 600 business contacts.

1.2.2 A total of 17 formal responses were received from local businesses and business representative organisations (via the questionnaire and email). In addition,

comments were also received from partner organisations, such as the West Kent Partnership and adjoining Borough and District Councils, as well as from officers within Tonbridge & Malling Borough Council. This feedback has been extremely helpful in shaping the strategy, and is summarised below:

- Overall respondents were positive about the content, length and presentation of the strategy, which were all rated as 'good' on average.
- Need for a clear vision within the document to demonstrate the overall direction that the Borough Council is looking to head towards.
- When asked if any issue had been overlooked or underrepresented in the strategy or the action plan, 5 main items were put forward:
 - i) Greater emphasis on **broadband** access, given the growth in online retail and the expectation of businesses to be able to access superfast broadband provision even in remoter locations.
 - ii) **Retail:**
 - a) Need for a *reduction in business rates* for High Street shops.
 - b) Need to set up a *Retailers Forum* for Tonbridge Town Centre that looks at some of the strategic issues it faces.
 - c) Greater support for *rural service centres*
 - iii) Need to ensure an emphasis on **skills**, as the availability of skilled people continues to be a challenge.
 - iv) Need to strengthen the link between the socio-economic initiatives in the action plan with the 'pockets of **deprivation**' within the borough.
 - v) There are many other reasons for business failure than a lack of **business support** that need to be highlighted – these include suitable premises and economic conditions.

1.2.3 These points have all been accommodated within the draft Borough Economic Regeneration Strategy as set out in Appendix 1.

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 The actions set out in the strategy can be delivered using existing Economic Regeneration budgets.

1.5 Risk Assessment

1.5.1 Not applicable.

1.6 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.

1.7 Recommendations

1.7.1 That the Borough Economic Regeneration Strategy, as set out in Appendix 1 to this report, **BE APPROVED**.

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.

Background papers:

None

contact: Jeremy Whittaker,
Economic Regeneration
Manager

Julie Beilby
Chief Executive

This page is intentionally left blank

Tonbridge & Malling Borough Council

Borough Economic Regeneration Strategy

2019 - 2023



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

Tonbridge & Malling Borough Council is hugely positive about supporting our local economy. We want to help foster an environment in which local businesses can flourish, as we recognise the massive contribution they make to the economic well-being of the borough.

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 a large range of initiatives aimed at supporting business start-up and growth. In recent years, we have achieved 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 securing full occupation of The Castle Lodge co-working space for small businesses.
- Introducing new Jobs and Training Fairs in partnership with Jobcentre Plus.
- Improving 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 help increase our 3-year business survival rate.

This strategy for 2019-2023 sets out the economic initiatives the Council will undertake with its partners to help **create a resilient, 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

Contents:

1	Our Local Economy	4
2	Working with Our Partners	9
3	Policy Context	10
4	Key Issues	13
5	Vision and Objectives	15
6	Action Plan – Priority Actions	16
7	Tonbridge and Malling Borough Council – Open for Business	19
8	Monitoring and Reviewing the Economy	20
	Appendix 1: List of Key Partners	21

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– 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 transport network:** Served by the M2, M20 and M26, as well as nearby ports – Gatwick, Eurotunnel (Folkestone), Sheerness and Dover – the area has a strong strategic communications network. 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.

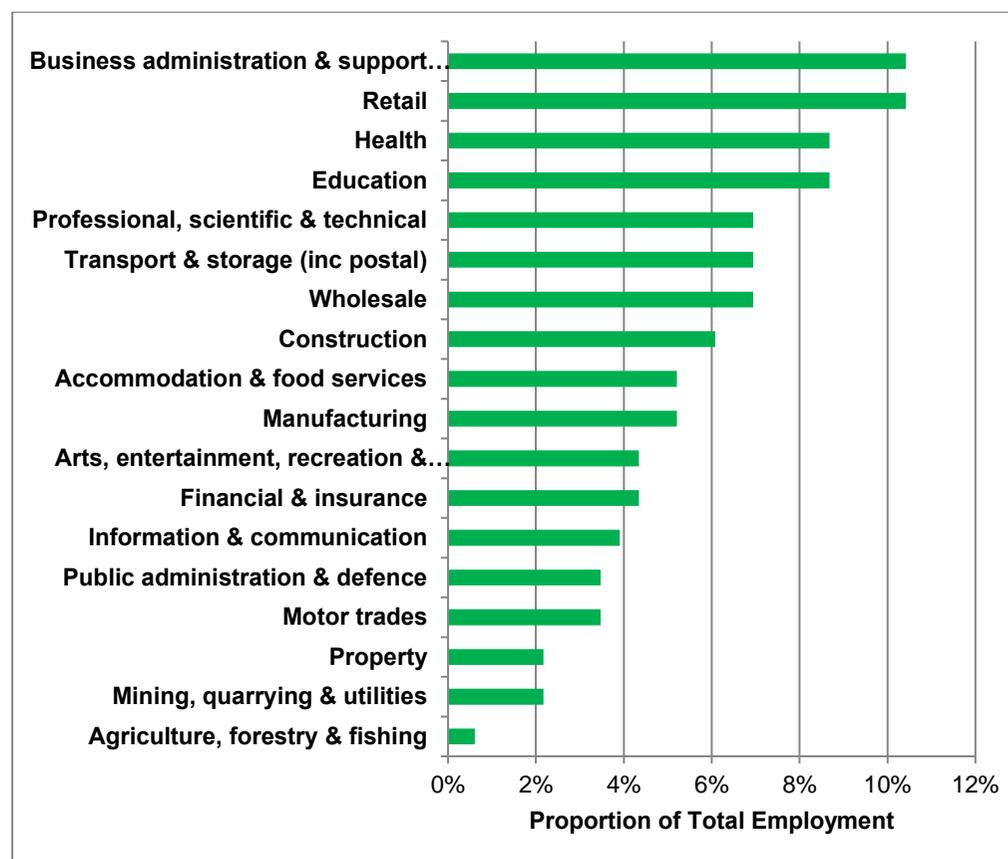


Figure 1: Key Sectors in Tonbridge and Malling (BRES, 2015)

- **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%) areas.

	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: Total Employment Change 2009-2015 (BRES)

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.

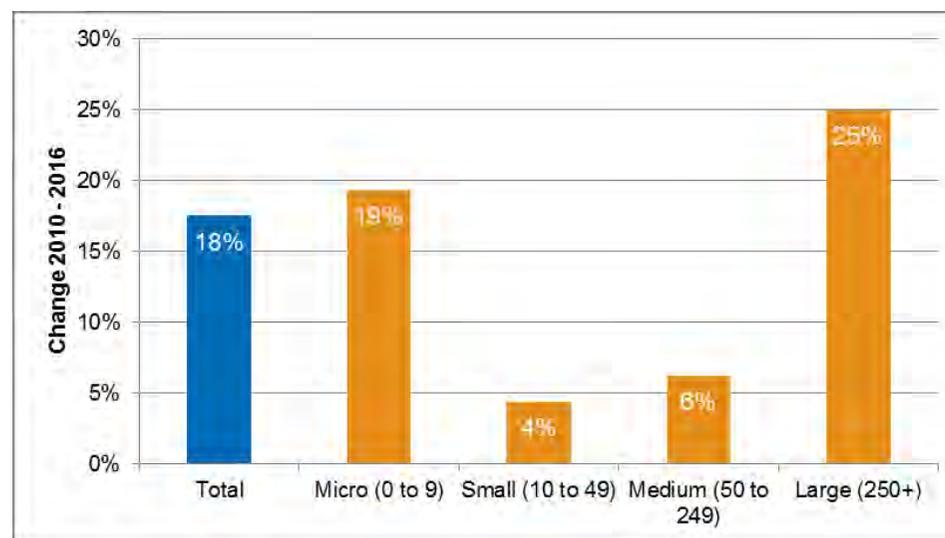


Figure 2: Business Growth 2010-2015 (UK Business Counts)

However, this growth does hide a high degree of churn within the local economy, with high levels of business set-ups and medium to high levels of business closures. 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 micro business:** The majority of businesses in Tonbridge and Malling employ fewer than 10 people (89%), broadly reflecting wider trends in West Kent and the South East. This illustrates that micro businesses represent a strong backbone to the Borough's economy and giving it an emphasis on entrepreneurialism and vibrancy.

	Enterprises	%	West Kent %	South East LEP %
Micro (0 to 9 employees)	5,105	89%	90%	90%
Small (10 to 49)	530	9%	8%	8%
Medium (50 to 249)	90	1.5%	1.5%	1.5%
Large (250+)	25	0.5%	0.5%	0.5%
Total	5,745	100%	100%	100%

Table 2: Business Demography (UK Business Counts 2018)

- **High annual earning rates:** Relatively high earnings are estimated for residents of Tonbridge and Malling in full-time employment, surpassing figures for Kent as a whole and the South East LEP area. There is, however, variance between the earnings of those living and working in the borough (as there is for comparator areas), suggesting that a significant proportion of residents commute elsewhere (particularly Central London) 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 Annual Earnings (Annual Survey of Hours and Earnings 2018)

	Residence-based	Workplace-based
Tonbridge and Malling	£33,784	£28,480
Sevenoaks	£30,186	£28,236
Tunbridge Wells	£34,694	£27,882
Kent	£31,101	£28,392
South East LEP	£31,200	£28,392

- 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, and North Tonbridge – our ‘priority communities’.

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

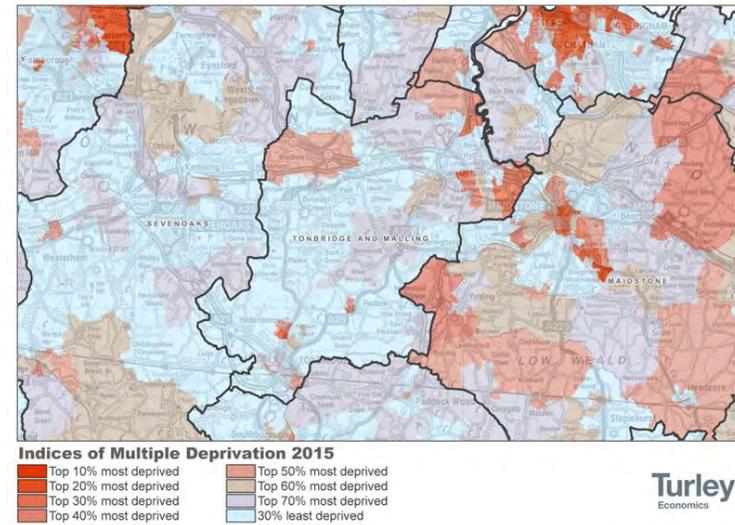


Figure 3: Map of Deprivation in Tonbridge and Malling (IMD, 2015)

- Skills Attainment:** In 2017, the percentage of the local population (aged 16-64 years) with NVQ1 and above was higher than the average for the South East and nationally – at 93.1% attainment compared with 89.5% across the South East and 85.4% for Great Britain as a whole. The percentage of the population with no qualifications has also reduced in the borough from around 20% in 2011 to less than 7% in 2017. Despite this, when it comes to higher skills attainment, the borough falls behind, with only 35.2% achieving NVQ4 and above in 2017 compared to 41.4% in the South East region and 38.6% across Great Britain.



- **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 is 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

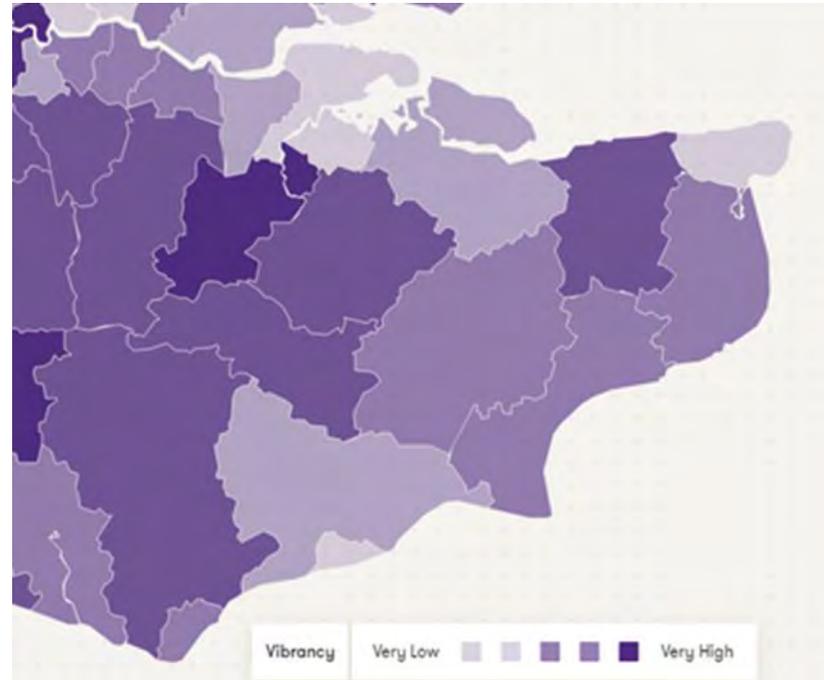


Figure 4: Map showing Vibrant Economy Index Scoring (Grant Thornton, 2018)

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 with 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, as set out in its Strategic Economic Plan 2014-2018, 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.

3. Policy Context

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

	Policy Document	Organisation	Key Messages
National	Industrial Strategy White Paper	HM Government	<p>5 foundations of productivity are set out to achieve a transformed economy:</p> <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	Economic Strategy Statement	SELEP	<p>Following on from the Strategic Economic Plan (2014-2018), the SELEP has adopted an Economic Strategy Statement which aims to:</p> <ul style="list-style-type: none"> • Work smarter to increase productivity in the SELEP area, with the aim of bridging the gap in GVA per filled job between the South East and the rest of the UK; • Deliver faster by accelerating housing and infrastructure delivery to meet planned growth; • Work better together by collaborating across the Greater South East, with Government and with business.

	South East 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 billion)
	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 <i>“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”</i></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
Local	Corporate Plan	TMBC	Identifies Economic Regeneration as a key priority of the Borough Council.
	Emerging Local Plan and Evidence Base	TMBC	Identifies a range of strategic sites and employment allocations to meet the needs of the borough up to 2031. The Local Plan is supported by the Infrastructure Delivery Plan, which sets out critical, essential and desirable infrastructure investments needed to enable growth and development.

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 key that **essential infrastructure** is delivered in order to create a more resilient transport network and ensure a high quality of life 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 emerging cohort of students and existing workforce do not get left behind. **Higher Skills attainment** in the borough is better 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 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 this high business churn is likely created by a wide variety of different factors, it does indicate that there could be a need for more targeted **information sharing, business support and advice, recruitment support and better access to suitable business premises.**



- 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 going to a park, 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 the cost of housing and transport. In addition, in a number of our villages and service centres, the traditional village shop is facing increased competition from internet shopping and is having to evolve and innovate. As well as providing an economic function, these stores are also often at the social heart of the community.

Page 33



Vision and Objectives

The Borough Economic Regeneration Strategy sets out the Council's vision which aims to:

“Maximise the unique strengths of the local area to help create a resilient, dynamic and inclusive economy that fosters sustainable growth in the borough”

The Borough Council has identified the following objectives to help underpin the vision and 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 Government, to support planned growth and address existing capacity issues. It is critical that these relationships continue to bear fruit, if not become even more fruitful, in order to ensure there is the necessary investment in our infrastructure.
- 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 contribute towards 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.

Action Plan – Priority Actions

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 associated inward investment at East Malling.	2023	NIAB EMR and the East Malling Trust	Creation of masterplan for the 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 jobs retained and secured through 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	Outline Business Case for investment completed and funding secured.
	Delivery of SMART Motorway between Junctions 3 and 5 of the M20	2020	Highways England	Delivery of Scheme
	Implementation of critical transport infrastructure as identified in the Infrastructure Delivery Plan.	2023	West Kent Partnership SELEP	Funding in place and delivery of 'short-term' (over next 5 years) investments

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 employability and skills events per year in local schools that are located within our pockets of deprivation.	Annual Event	Federation of Small Business EBP Kent WKEAN Local Employers & 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 Training Providers	No. of employers attending No. of Job Seekers attending No. of people entering employment or training
	Deliver 1 local Jobs and Training Fair per year that is located within one of our priority communities.	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
	Deliver 1 'Help me Out' event per year per year that is located within one of our priority communities	Annual Event	Jobcentre Plus Local Community Partnerships	No. of support agencies attending No of people attending
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-up and scale-up support), the Kent & Medway Growth Hub and other support activities.	Ongoing	West Kent Partnership Kent County Council	No of businesses using the service.

			Kent Invicta Chamber of Commerce National Centre for Microbusiness Kent Business School Local Districts/Boroughs	
	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 and local retailers 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 Local Retailers	No of events and initiatives delivered per annum. % vacancy rates on Tonbridge High Street
	Bring forward developments and townscape improvements to strengthen the viability and vitality of Tonbridge Town Centre, such as shopfront improvement schemes and town centre redevelopment opportunities	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 Maidstone's tourism assets through an annual 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 superfast 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.



Page 38

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

Economic Indicator	Previous Performance			Current Trend	Targets					
	2015	2016	2017		2018	2019	2020	2021	2022	2023
VAT Registrations (Start-Ups)	775	770	730		750	760	770	780	790	800
VAT De-registrations	575	560	670		640	620	600	570	560	550
3 Year Business Survival Rates (%)	60.6	62.2	65.0		65	66	66	67	67	68
Median Gross Weekly Workplace Earnings (£)	517.10	550.80	547.70		550	560	570	580	590	600
Model-based Unemployment Rate (%)	4.1	3.7	3.3		3.1	3.0	2.9	2.8	2.7	2.6
18-24 year olds claiming out of work benefits (%)	1.6	1.7	1.7		1.6	1.55	1.5	1.45	1.4	1.4
National Vocational Qualification Level 3+ (%)	57.1	55	59.7		60	61	62	63	64	65
Happiness Score (out of 10)	7.4	7.7	7.9		7.9	7.95	8.0	8.05	8.1	8.15

Appendix 1 – List of Key Partners

Action with Communities in Rural Kent	Locate in Kent
Better Business For All – Regulatory Services	Mid Kent College
Business Doctors	National Centre for Micro-Business
Clarion Housing	Network Rail
Department for International Trade (DIT)	NIAB East Malling Research
Deskrenters (Castle Lodge)	North Kent Enterprise Zone Steering Group – including Medway Council
East Malling Trust	Produced in Kent
Education Business Partnership Kent	Royal British Legion Industries
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	Tonbridge Town Team
Homes England	Town & Parish Councils
JobCentre Plus	Visit Kent
Kent Apprenticeships	West Kent Adult Skills Forum
Kent County Council	West Kent Chamber of Commerce and Industry
Kent Farmers Market Association	West Kent College (Hadlow Group)
Kent International Business	West Kent Enterprise Adviser Network
Kent Invicta Chamber of Commerce	West Kent Partnership – including Sevenoaks DC & Tunbridge Wells BC
Kent Supported Employment	

TONBRIDGE & MALLING BOROUGH COUNCIL
ECONOMIC REGENERATION ADVISORY BOARD

17 June 2019

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 BUSINESS RATES RETENTION PILOT SCHEME INITIATIVES – UPDATE

This report sets out an update on the Business Rates Retention Pilot Initiatives, and seeks approval to scope out a shopfront improvement scheme for local centres and parades.

1.1 Background

- 1.1.1 In December 2017, it was announced that the Borough Council, as part of a Kent-wide submission, had been successful in bidding to Central Government to become a Business Rates Retention Pilot ahead of planned reforms in 2020/21. The retained business rates growth is being used in two ways – supporting authorities to manage additional costs associated with growth (the Financial Sustainability Fund) as well as supporting authorities to drive forward housing growth and economic development.
- 1.1.2 At the Advisory Board meeting in November 2018, Report ERG 18/28 highlighted a range of proposed economic initiatives to be funded through the Business Rates Retention Pilot based on expected income. One of the initiatives set out in Report ERG 18/28 was to provide grants of up to £5,000 to independent town and district centre businesses or property owners to help renovate and improve their commercial frontages. A total funding pot of £100,000 was agreed in order to deliver this initiative. Progress on this, and other initiatives is set out below.
- 1.1.3 In addition, now that the 2018/19 financial year has passed, a more accurate figure has been calculated for the income received through the Pilot Scheme. This has illustrated that the total sum towards economic regeneration from the Pilot is £567,000 rather than the original estimate of £315,000 for each of the three West Kent authorities. This means that, subject to approval from Kent County Council, there are further opportunities for delivering initiatives that support growth in the local economy. It is suggested that a report comes back to the next Advisory Board with possible projects for consideration, including a local centres shopfront improvement scheme.

1.2 Business Rates Retention Pilot Initiatives

1.2.1 The following initiatives were endorsed at the board meeting in November 2018:

- Town and District Commercial Frontages Grant Scheme (to be delivered during 2019/20).
- Tonbridge Town Centre Initiatives – including pop-up shop initiative (2018/19), contribution towards Christmas activities (2019/20) and a pilot wi-fi initiative (2020/21).
- Mallings Centres Promotion through Visit Kent (2019/20).
- Flexible Co-Working Space for start-ups at Kings Hill (2019/20)
- Business Accommodation Grant Scheme (2020/21).

1.2.2 The Town and District Commercial Frontages Grant Scheme is the furthest advanced and information on this initiative is provided in section 1.3.

1.2.3 Under the Tonbridge Town Centre initiatives scheme, a pop-up shop to support creative start-up businesses was delivered in the lead up to Christmas 2018 (17 October – 09 December 2018) in partnership with Tonbridge Creates. In addition to providing a High Street outlet to a number of start-up businesses, links were also made with students at West Kent College, who were given an opportunity to show case their work, and with students at Oakley School who were able to gain valuable work experience. In addition, the shop held a series of creative workshops which were attended by over 250 people. This project followed on from a previous pop-up shop which was piloted in February 2018.

1.2.4 The other initiatives are yet to be launched, although it is clear from progress made to date on the co-working space at Kings Hill that the level of funding originally envisaged for this project is unlikely to be required.

1.3 Town and District Centres Commercial Frontages Scheme

1.3.1 The Town and District Centres Commercial Frontages Grant Scheme was launched at the end of March 2019, with 350 letters sent out to eligible premises in 10 settlements across the borough – Tonbridge, West Malling, Snodland, Borough Green, Larkfield, Kings Hill, East Peckham, Hadlow, Aylesford and Wrotham.

1.3.2 As of May 2019, 101 businesses had responded to the letter to ask for the guidance notes and application form. Of these, 6 applications have been approved – 3 from Tonbridge and 3 from West Malling – amounting to just over £12,000 of grant funding contributions towards shopfront improvements. These improvements have included re-rendering and painting, new signage, and the refurbishment of (or introduction of new) awnings.

1.3.3 Three further applications (from businesses in Tonbridge, Borough Green and West Malling) are currently going through the necessary internal checks for improvement works.

1.3.4 The Borough Council is working closely with Kent Rural Retailers (a branch of Action with Communities in Rural Kent) to help businesses that take up the offer with pulling together their applications and the required associated paperwork, and also, where requested, providing general business support and advice. Through this service, and through correspondence with the Economic Regeneration Team, it is expected that at least a further 12 applications will be submitted in the next few weeks.

1.4 Potential Additional Economic Initiatives

1.4.1 As mentioned at the start of this report, there is scope to undertake additional economic initiatives using the income from the Business Rates Retention Pilot. One potential opportunity could be to expand the above shop frontages scheme into other parts of the borough. It is therefore proposed that some initial scoping is undertaken to look into the possibility of delivering a similar scheme for our local centres and parades across the Borough, albeit with a lower level of funding due to the smaller number of shops that would be eligible to apply under such a scheme. The Economic Regeneration Team already has a good working relationship with the local independent businesses in the local centres and parades as a result of work undertaken with them during 2015-2017 as part of the District and Local Centres projects, which were funded through the High Street Innovation Fund.

1.4.2 The initial scoping would entail:

- High level audit of frontages within local centres and parades – identifying whether there is a strong need for intervention.
- Discussions with a small sample survey of local independent businesses to ascertain the level of interest.
- Producing an outline framework for the programme – including eligibility criteria and levels of grant funding.

1.4.3 The intention would then be to report back to the board on this initiative, along with other potential initiatives for the consideration of the advisory board.

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 These initiatives will be funded through the Business Rates Retention Pilot Scheme.

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

1.9.1 That the contents of this report **BE NOTED**.

1.9.2 That permission to undertake initial scoping work on a local centres shopfront improvement scheme **BE APPROVED** with a view to coming back to the next advisory board with information on this scheme along with a list of potential other initiatives.

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
Manager

Julie Beilby
Chief Executive

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

17 June 2019

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 VISIT KENT SERVICE LEVEL AGREEMENT 2019

This report provides information on the Service Level Agreement that the Council currently has with Visit Kent and sets out proposals for 2019/20.

1.1 Background

1.1.1 The most recent statistics relating to tourism in Tonbridge & Malling come from the Cambridge Economic Impact Research (published in December 2018). These statistics show that in 2017:

- Around 3.03 million people visited the borough (up from 2.80 million in 2015), of these around 2.8 million were day visitors (up from 2.6 million in 2015).
- Spending from these visits added approximately £174 million into the local economy (up from £160 million in 2015).
- Tourism activity in the borough supports in the region of 3,430 jobs (up from 3,150 jobs in 2015).

1.1.2 Although tourism is comparatively a small contributor to the local economy in comparison to other parts of the county, the Borough Council currently has an annual Service Level Agreement with Visit Kent that aims to promote and increase awareness of Tonbridge & Malling as a tourism destination.

1.2 Overview of the Service Level Agreement for 2018/19

1.2.1 The Visit Kent Service Level Agreement was £3,590 in 2018/19, having been reduced over the course of a few years from just over £13,000 in 2015/16. In 2018/19, the agreement covered the following areas:

- Digital Marketing – including dedicated destination pages for Tonbridge and Malling as well as promotional features on the Visit Kent website; promotion of attractions and accommodation through social media and Visit Kent blog posts.
- Press Releases – including dedicated press releases circulated to media contacts, inclusion within the '48 hours in....' itineraries and support for press trips.

- Marketing Campaigns – opportunities for inclusion within the ‘Big Weekend’, ‘2for1’ and ‘Kent Tourism Awards’ campaigns
- Research – use of the business barometer, access to the Cambridge Model Economic Impact Study and other research on the Visit Kent business website.
- Business Support and Development – including Familiarisation Trips, Tourism Business Advisory Service and District Dashboard, which provides information about the area for hotel developers and press.
- Communications – invitations to update meetings and networking events, as well as supply of monthly e-newsletter.

1.2.2 In addition to the activities set out above, Visit Kent also highlight other activities that could be undertaken for an additional cost – such as involvement in the ‘Kent Contemporary’ campaign, ‘World Host customer service training sessions for local tourism businesses, or additional research activities. TMBC did not pursue any of these additional activities during 2018/19.

1.3 Delivery during 2018/19

1.3.1 Over the course of 2018/19, Visit Kent delivered a range of activities to promote Tonbridge and Malling as a tourist destination. These are:

Digital Marketing - in total there were just under 10,000 page views on the Tonbridge destination page of the Visit Kent website and around 5,000 page views on the Malling destination page. In addition Tonbridge and Malling attractions featured as themed content on the homepage on 20 separate occasions.

Marketing Campaigns – A total of 6 local businesses signed up to (and benefited from) the Big Weekend – Great Comp Garden, the Hop Farm Family Park, Ightham Mote, Tonbridge Castle, Nemes Diving & Water Sports Academy and Aylesford Pottery. This campaign had a total media reach of 700,000 people.

Research – 25 businesses in Tonbridge and Malling now contribute to the Business Barometer and receive the resulting research analysis. Work on the Cambridge Model Economic Impact Study has also been undertaken, providing the information set out under paragraph 1.1.1.

Travel Trade – Staff from TMBC went to the Eurotunnel Terminal in Coquelles to promote Tonbridge Castle to French Group Travel organisers in October 2018. There was a lot of interest in Tonbridge Castle as a stop off destination on the route into London. Outside of this event, Tonbridge Castle was also recommended to two European travel trade operators.

Business Support – a Familiarisation Tour of the Borough was undertaken in spring 2018 helping to raise the profile of the borough amongst Visit Kent staff, and a ‘District Dashboard’ has been produced containing key information about the Borough.

Communications – series of networking events delivered and monthly e-newsletters provided.

1.4 Proposed Next Steps

1.4.1 Although Visit Kent have clearly done a considerable amount of work to promote the borough as a tourism destination, given the continued pressures on budgets it is proposed that the Borough Council maintains a similar level of expenditure for the 2019/20 Service Level Agreement. This will equate to an increase of £90 due to inflationary costs (total £3,680). This cost will be met through existing economic development budgets.

1.4.2 As a minimum, the Borough Council would look to include the following as a minimum within the agreement:

- Dedicated presence for both Tonbridge and Malling on www.visitkent.co.uk
- Continued publicity for the Borough, and especially Borough Council owned attractions, in order to help raise its profile and increase visitor numbers.
- Increased opportunities for local tourism businesses to link in to Visit Kent campaigns.
- Inclusion of the Borough and local attractions within Press Releases and Social Media
- Receipt of regular e-bulletins and useful business intelligence.

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 These are addressed in Section 1.4.1 of this 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

1.9.1 That the proposal to continue the Service Level Agreement with Visit Kent in 2019/20 at the level set out in 1.4.1 (a maximum of £3,680) **BE AGREED.**

1.9.2 That the inclusion of the activities set out in 1.4.2 **BE AGREED.**

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.

Background papers:

None

contact: Jeremy Whittaker,
Economic Regeneration
Manager

Julie Beilby
Chief Executive



VISIT KENT ANNUAL REPORT

1ST JANUARY – 31ST DECEMBER 2018



CONTENTS

DIGITAL MARKETING 3

PR..... 11

MARKETING CAMPAIGNS..... 12

RESEARCH..... 13

BUSINESS SUPPORT 14

ADDITIONAL OPPORTUNITIES..... 18



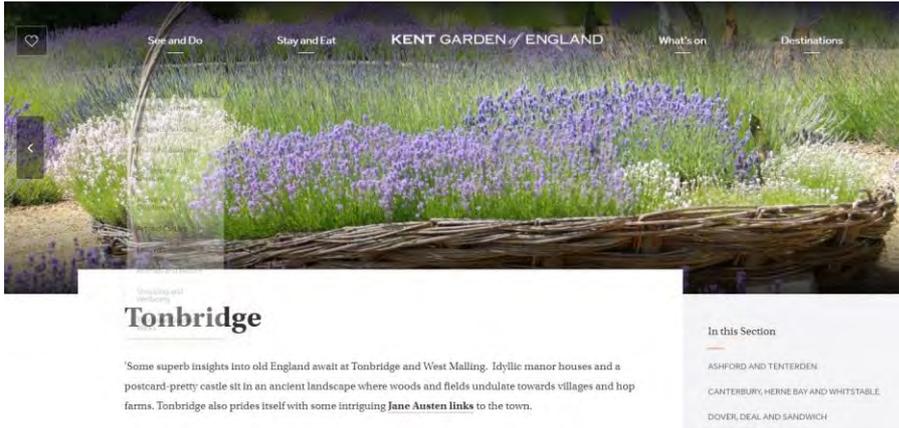
DIGITAL MARKETING

2018 Visit Kent digital marketing stats:

www.visitkent.co.uk	2,357,232-page views
---------------------	----------------------

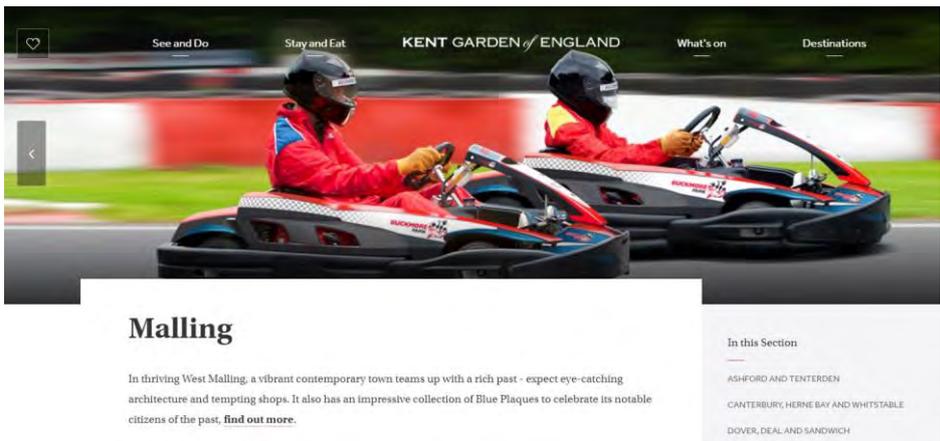
1. Dedicated destination pages for Tonbridge and Malling on www.visitkent.co.uk

Tonbridge - <https://www.visitkent.co.uk/destinations/tonbridge/>



Target for 2018 (1 st January – 31 st December)	14,340
Number of visits from 1 st January 2018 – 31 st December 2018	9,252

Malling - <https://www.visitkent.co.uk/destinations/malling/>



Target for 2018 (1 st January – 31 st December)	8,186
Number of visits from 1 st January 2018 – 31 st December 2018	4,670

2. 48 hours in ... itinerary page, linked to from destination page

Target	1
Delivered	1

<https://www.visitkent.co.uk/see-and-do/itineraries/48-hours-in-tonbridge/>



48 Hours in Tonbridge & Malling

3. Enhanced promotional features on www.visitkent.co.uk

Featured Destination

	Tonbridge & Malling Borough Council booked slot
Target	3
Delivered	3



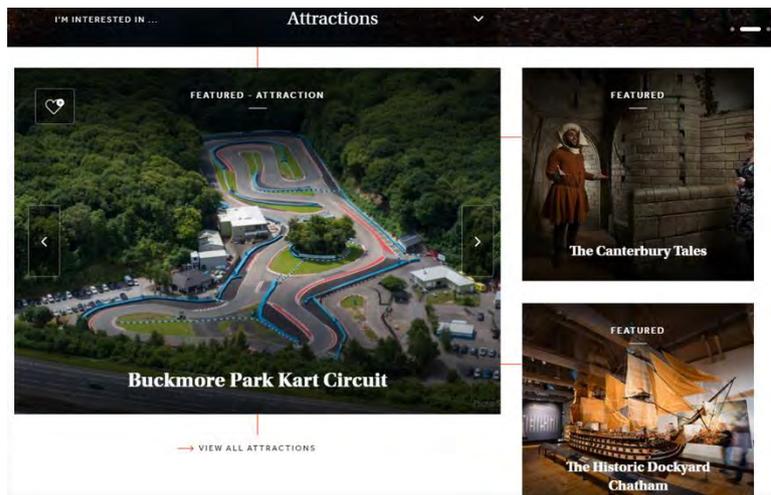
January 2018 – Tonbridge

July 2018 – Tonbridge

October 2018 – Tonbridge

Attraction Feature

	Tonbridge & Malling Borough Council booked slot	Investor Partner booked slot
Target	2	
Delivered	0	2



July 2018 – Rock UK, Carroty Wood

October 2018 – Buckmore Park

Event Feature

	Tonbridge & Malling Borough Council booked slot	Investor Partner booked slot
Target	2	
Delivered	0	4



April 2018 – Rock UK, Carroty Wood

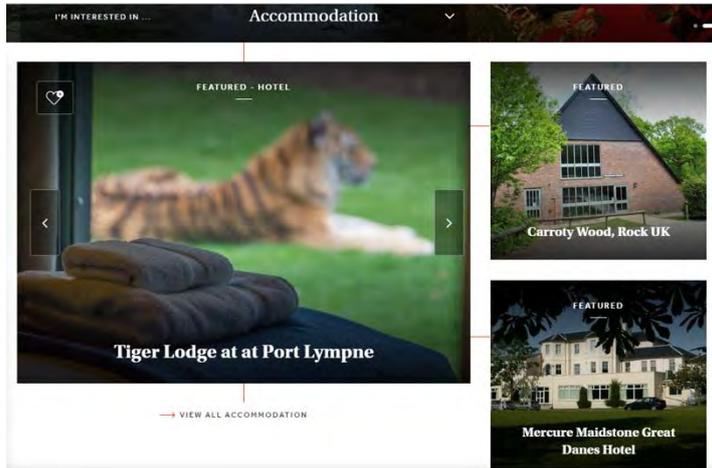
May 2018 – Ightham Mote

June 2018 – Ightham Mote

July 2018 – Ightham Mote

Accommodation Feature

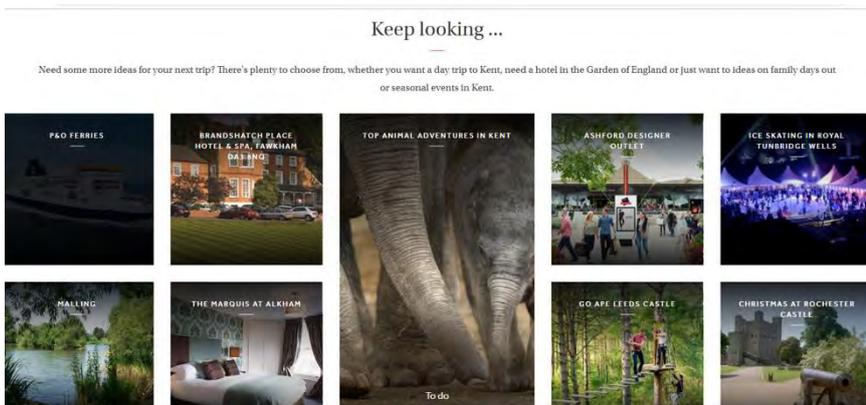
	Tonbridge & Malling Borough Council booked slot	Investor Partner booked slot
Target	2	
Delivered	0	1



September 2018 – Rock UK, Carroty Wood

Keep Looking

	Tonbridge & Malling Borough Council booked slot	Investor Partner booked slot
Target	1	
Delivered	1	1



April 2018 – Rock UK, Carroty Wood

November 2018 – Malling

Top things to do

	Tonbridge & Malling Borough Council booked slot	Investor Partner booked slot
Target	4	
Delivered	1	4

Our top things to do



February 2018 – Café 1809

March 2018 – Tonbridge; Buckmore Park

April 2018 – Café 1809

July 2018 – Café 1809

See and Do

	Tonbridge & Malling Borough Council booked slot	Investor Partner booked slot
Target	1	
Delivered	0	2



May 2018 – Rock UK, Carroty Wood

August 2018 – Rock UK, Carroty Wood

Stay and Eat

	Tonbridge & Malling Borough Council booked slot	Investor Partner booked slot
Target	1	
Delivered	1	2



February 2018 – Tonbridge

April 2018 – Café 1809

June 2018 – Café 1809

Social Media

Visit Kent Channels



Facebook
20,260 likes increase of 25%
70,226 engagement increase of 36% from 2017



Instagram
15,573 follows increase of 27%
98,180 engagement increase of 126% from 2017



Twitter
45,977 follows increase of 10%
80,087 engagement increase of 20% from 2017

4. Featured destination page shared on Visit Kent social media channels

Target	1
Delivered	January 2018 October 2018



Additional Delivery

Visit Kent Blog Posts

These blog posts are circulated across all channels, increasing engagement and showcasing the destination.



Tonbridge Farmers' Market – Second Sunday of the month

Just yards away from the best example of a Motte-and-Bailey Gate - Tonbridge Castle - lies one of the region's best loved farmers' markets. Every second Sunday of the month, treat yourself to tempting street food and pick up tips from the best with a little cookery theatre. Plus, as no budding chef would be without the best tools, there is a knife sharpener on site to sharpen up your skills.

Tour Tonbridge Farmers' Market

Delivered across all Visit Kent blog posts

Page views	111,085
Average Dwell Time	01:58
Investor Partner inclusions	16
Non-Investor Partner inclusions	6

Date	Blog	Businesses Included
February 2018	Snowdrop spotting in Kent	Ightham Mote
February 2018	Our favourite ideas for February half term	Ightham Mote
March 2018	Kent farmers' market	Tonbridge Farmers' Market; Hadlow College Farm Shop; Aylesford Farmers' Market; West Malling Farmers' Market
March 2018	Spring flowers in Kent	Ightham Mote
March 2018	Memories made in Kent this Mother's Day	Ightham Mote
March 2018	Nice & Niche festivals	The Hop Farm
April 2018	Food festivals in Kent	The Hop Farm
May 2018	May Half term fun	Ightham Mote
June 2018	Escape the world cup this summer	Buckmore Park
July 2018	School summer holidays in Kent	Ightham Mote; Rock UK, Carroty Wood
October 2018	Top tips to get your fall fix	Rock UK, Carroty Wood
October 2018	Enjoy October Half Term in Kent	Ightham Mote
October 2018	Tales of Kentish Christmas Markets	Ightham Mote
November 2018	Christmas Gifts with a Difference and How to Wrap Them	Buckmore Park
November 2018	10 family days out	Buckmore Park; Rock UK, Carroty Wood
November 2018	Top 10 Hidden Gems	Tonbridge Castle

November 2018	Best places to visit Santa in Kent	The Hop Farm
December 2018	Health & well-being in Kent	Ightham Mote

PR

8. Dedicated press release circulated to media contacts highlighting your district, including key businesses and events of your choosing

Target	1
Delivered	Available on request - not requested

9. 48 hours in...itinerary circulated to media contacts

Target	1
Delivered	Delivery in 2019

10. 48 hours in...itinerary featured in InsideKENT magazine

Target	1
Delivered	Delivery in 2019

11. Tourism businesses in Tonbridge & Malling Borough included in press releases

Date	Title	Businesses Included
March 2018	Memories made in Kent this Mother's Day	Ightham Mote
May 2018	Kent 2FOR1 deals are back for 2018	Ightham Mote
July 2018	Music by the sea and food in the garden - What's coming up during Kent's festival season	War and Peace Revival; Truckfest
July 2018	School's out for summer in Kent	Ightham Mote

12. Opportunity to provide recommendations and support for press trips

- As per demand from press

Additional Delivery

Press Events

TravMedia's IMM Event

March 2018 – Visit Kent attended TravMedia's international media marketplace event which is established as the leading event for travel and tourism brands to meet the media. As an exhibitor, Visit Kent had a dedicated branded exhibition stand and 1:1 appointments with top travel journalists, editors and broadcasters to discuss news, events and developments across the county. As a single-day networking and relationship-building opportunity for journalists and travel & tourism brands, IMM is unrivalled.

Visit England Media Showcase Event

October 2018 – Visit Kent attended the annual VisitEngland PR Workshop & 2019 Media Showcase. Split into two sessions, the afternoon workshop provided an opportunity to learn more about Visit England's press activity over the last year and what campaign opportunities are available to us throughout 2019. Meanwhile, the evening media showcase gave us a chance to showcase Kent's 2019 destination stories to both domestic and international press in an informal networking environment.

MARKETING CAMPAIGNS

13. Encourage SMEs to participate in free campaigns

	Target	Delivered	Participating Businesses	Campaign Numbers
Big Weekend	6	6	Aylesford Pottery; Rock UK, Carroty Wood; Hop Farm Family Park; Scuba Diving at Nemes Diving & Water Sports Academy; Great Comp Garden; Ightham Mote	Ticket applications: 232,867 Page views: 1,180,233 Total media reach: 698,197 Twitter reach: 365,260
2FOR1	2	1	Ightham Mote	Campaign Figures from May 2018 – February 2019 Registrations: 19,577 Vouchers downloaded: 11,960 Page views: 94,086 Leaflets distributed: 170,000 Best performing Facebook post: 25,000 reach
Kent Tourism Awards	1	4	Buckmore Park; Hop Farm Ightham Mote; Rock UK Carroty Wood	97 entries Social media reach (Twitter) over 1 million Over 4,000 votes 13,773 page views

Additional delivery

Discover England Funded Project - Gardens and Gourmet Pass

Businesses Included
Great Comp Garden

RESEARCH

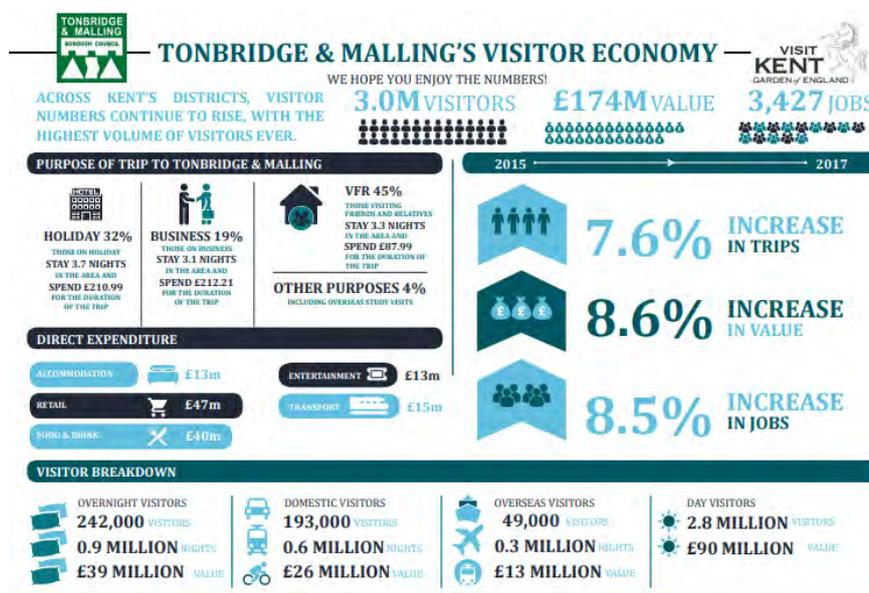
- Support for encouraging and recruiting businesses to input into the Business Barometer. Monthly and annual reports available for all businesses to access on Visitkentbusiness.co.uk

Please note that this list is to act as a guide and not a target as the businesses will naturally vary. For example, this can be due to a B&B choosing not to operate one month.

Non-Accommodation	Accommodation
Tonbridge & Malling VIC	Premier Inn Tonbridge
Ightham Mote	Great Comp Garden

- Opportunity to partner in Cambridge Model Economic Impact Study

Invited and accepted to participate in the Cambridge Model Economic Impact Study 2017



From the most recent Cambridge Economic Impact study conducted by Visit Kent in 2017, tourism has had significant impact on Tonbridge and Malling's economy and the wider Kent economy. Tourism in the Tonbridge and Malling Borough has grown with the total value of tourism (day and overnight visits) up by 8.6% to £174 million. Similarly, tourism related employment has seen a healthy growth of 8.5% and now represents 6% of all employment across Tonbridge and Malling. Tourism plays a significant role in

contributing towards the local economy and therefore is important to continue to support the sector to encourage growth.

16. Access to free research on visitkentbusiness.co.uk for Tonbridge & Malling Borough Council and tourism businesses in Tonbridge & Malling.

- Ongoing opportunity

BUSINESS SUPPORT

17. Visit Kent staff to visit Tonbridge & Malling Borough for a fam trip organised by Tonbridge & Malling Borough Council. Staff will include a minimum of one marketing team and one destinations team member. Findings will be presented to the wider Visit Kent team during monthly meeting. The details of the SMEs visited will be added to the Visit Kent contact database for further communications and will have the opportunity to arrange a 1-2-1 meeting with Visit Kent.

Target	1
Delivered	Friday 16 th March 2018 – Louisa Mungall and Lana Crouch visited: Tonbridge Castle, Jane Austin Walking Tour, The Bakehouse at 124 and West Malling Blue Plaque Trail.

18. Provision of Kent Accommodation Charter

- Ongoing opportunity

19. Tourism Business Advisory Service

- Available on request from businesses – not requested

20. District Dashboards containing key information about Tonbridge & Malling Borough feature on visitkentbusiness.co.uk in the toolkit for hotel developer's and press. Content is provided and approved by Tonbridge & Malling Borough Council.

Target	1
Delivered	http://www.visitkentbusiness.co.uk/library/Tonbridge_Malling_District_Dashboard_v3.pdf

21. Invitation to District Officer (DO) meetings

Target	2
Delivered	24 th May 2018 28 th November 2018

22. Invitation to Visit Kent networking events

Invitations Sent to		
Target	4	
Delivered	Tuesday 6 th March 2018 Monday 18 th June 2018 Friday 28 th September 2018 Monday 3 rd December 2018	Jeremy Whittaker

23. Monthly B2B e-newsletters sent

Communications Sent to		
Target	12	Jeremy Whittaker Stephen Gregg Karena Harmer
Delivered	60 New communication style, separate newsletters will be sent throughout the month (i.e. Partner news) as well as any dedicated communications (i.e. Tourism Awards) rather than one monthly newsletter.	Jeremy Whittaker Stephen Gregg Karena Harmer

24. One member of Visit Kent team to attend one Tonbridge & Malling Borough tourism business

- Available on request – not requested

25. Opportunity to hold a half day SME workshop. Tonbridge & Malling Borough Council to provide venue and co-ordinate invitations. Visit Kent will provide three speakers, Tonbridge & Malling Borough Council to choose from the topics including:

Social media	Available on request – Not requested
Travel trade	
Quality	
Regulation body / trading standards	

Additional delivery

Travel Trade

Eurotunnel Showcase Event – 1:1 meetings with French coach operators

Date	Businesses Who Attended
October 2018	Tonbridge Castle

Tonbridge & Malling businesses recommended to travel trade for inclusion in their itineraries

Date	Tour Operator	Businesses included
March 2018	Rover European - Travel Trade Pack	Tonbridge Castle
October 2018	Tumlare	Tonbridge Castle

Feature in travel trade newsletter: July 2018

PAINTING REMAINS AT IGHTHAM MOTE

After a successful fundraising campaign, the Singer Sargent painting 'A Game of Bowls' will remain at Ightham Mote. The unique painting is a rare and original piece of Ightham Mote's history, capturing the 14th century moated manor house in 1889, along with its American tenant enjoying a game of bowls.

[READ MORE >](#)



Opportunity to submit content for the Travel Trade pack and Group Guide

Businesses in Tonbridge & Malling district featuring in 2019 Group Guide	
Ightham Mote	
Rock UK, Carroty Wood	

Businesses in Tonbridge & Malling district featuring in 2019 Travel Trade Pack	
Tonbridge Castle	

Interreg 2 seas PROFIT project

SME's invited to attend business support workshop funded by the Interreg 2 seas PROFIT project.

Date	Event	Businesses Included
May 2018	Improving your competitiveness workshop – Business expert panel	Great Comp Garden; Rock UK, Carroty Wood
November 2018	Innovation masterclass – securing customer loyalty and how to sustain it	Tonbridge Castle

B2B newsletter feature

Partner News: June & July 2018



NATIONAL TRUST IGHTHAM MOTE SECURES NATIONAL LOTTERY FUNDING

National Trust Ightham Mote has secured a grant of £7,900 from the Heritage Lottery Fund (HLF) and an additional £4,900 from Istock Enover Trust for their work on bat monitoring and habitat creation project. The project focuses on local volunteers identifying, monitoring and recording information on the bat populations throughout the properties near Sevenoaks.

[CLICK HERE TO FIND OUT MORE](#)

PAINTING REMAINS AT IGHTHAM MOTE

After a successful fundraising campaign, the Singer Sargent painting 'A Game of Bowls' will remain at Ightham Mote. The unique painting is a rare and original piece of Ightham Mote's history, capturing the 14th century moated manor house in 1889, along with its American tenant enjoying a game of bowls.

[READ MORE >](#)



ADDITIONAL OPPORTUNITIES

26. Participate in Kent Contemporary campaign
 - Available on request – not requested

27. Tonbridge & Malling Borough Council to receive subsidised fee for World Host customer service training sessions as required
 - Available on request – Not requested

28. Opportunity to partner in research projects as they arise
 - Ongoing opportunity

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

17 June 2019

Report of the Chief Executive

Part 1- Public

Matters for Information

1 ECONOMIC OVERVIEW OF TONBRIDGE AND MALLING BOROUGH

This report sets out an economic overview of the borough in order to demonstrate recent trends and to provide the most up-to-date statistics on the current performance of the local economy.

1.1 Background

1.1.1 From time to time, we report to the Board on the overall economic position of the Borough to keep Members informed of any emerging economic issues.

1.1.2 Over the past 15 years, Tonbridge and Malling has seen significant positive and negative changes – including inward investment at Kings Hill, the economic downturn in 2008 and the closure of Aylesford Newsprint in 2015. However, the local economy continues to perform well overall within the county-wide and national context. The statistics provided in this report provide the most up-to-date statistics on the performance of the borough across a range of economic indicators.

1.2 Economic Overview

1.2.1 The following is a brief analysis of the performance of the Tonbridge and Malling economy in comparison to Kent and Great Britain:

- **Economic Activity (2018):** The total number of people living in the borough aged 16-74 years is 91,700. Breaking this down into age groups, the largest number of economically active people are aged between 45 and 59 years of age. The number of economically active people drops off after 60, although with recent changes in legislation, the contribution made by people aged 60 and over is increasing.
- **Employment Rate (2017):** whilst there is variation between males and females, as well as different age groups, around 75% of Tonbridge and Malling residents aged 16-64 years are in employment. This is slightly lower than the Kent average, which is around 77%.

- **Unemployment Rate (2017):** changes in the unemployment rate in Tonbridge and Malling have broadly mirrored figures for Kent and Great Britain over the period 2001-2017, with a clear increase in 2008/09, a plateau between 2009 and 2012, followed by a steep decrease as the economy started to recover in 2012/13. Unemployment in Tonbridge and Malling has consistently been lower than that for the county and the country as a whole, ranging from 0.9-2.2%, with Kent 1.5-3.2% and Great Britain 2.2-3.8%.
- **Size of Firms (2018):** this data clearly shows that the economy of Tonbridge and Malling is predominantly made up of enterprises that employ 0-4 people (at 78.2% of all businesses in the borough). This is very similar to the situation for Kent (78.2%) and England & Wales (78.0%). Conversely, fewer than 0.5% of all businesses in the borough employ over 250 staff, again broadly reflecting the countywide (0.3%) and national picture (0.4%).
- **Employment by Industry (2017):** by far the biggest employer in the borough is wholesale and retail (including motor repairs), which accounts for around 19% of all jobs. This is followed by the education sector (8.7%), health and social care (around 8.3% of jobs); and construction (7%). Significant contributions are also made by professional, scientific and technical services (7.0%); manufacturing (6.1%); and finance and insurance (4.3%), which has grown hugely since the late 1990s as a result of the development of Kings Hill.
- **Qualification Attainment (2016):** around 35% of Tonbridge and Malling residents have achieved NVQ4+ (diploma/degree), yet this compares unfavourably in comparison to Kent (37%) and Great Britain (38.2%). However, in Tonbridge and Malling borough, only 5.3% of residents have no qualifications, compared to 7% across Kent and 8% across Great Britain.
- **Median Weekly Full Time Earnings – Workplace Based (2018):** these statistics illustrate that overall the median weekly full time earnings from jobs in Tonbridge and Malling (£547.70) is slightly higher than for Kent as a whole (£542.00), but lower than for Great Britain (£570.90) predominantly due to the influence of London.
- **Median Weekly Full Time Earnings – Resident Based (2018):** residents in Tonbridge and Malling have a higher earning power (£649.70) than is the case for Kent (£598.10) and Great Britain (£571.10) as a whole. This (together with the workplace statistics above) demonstrates that a significant number of Tonbridge and Malling residents commute outside of the borough (chiefly central London) to secure high earnings.
- **VAT and/or PAYE based Enterprises (2018):** this shows the business make-up of the borough is diverse, with a strong representation from professional, scientific & technical businesses (1,200); administration & support services businesses (570) and information & communication

businesses (515). Although there are 685 retail businesses in the borough, this equates to a smaller percentage of all businesses compared to that for both Kent and Great Britain.

- **Business Survival Rates (2017):** the statistics indicate that on average in the first three years of its life, a business set up in Tonbridge and Malling has a slightly lower chance of closing (39.4%) than on average for businesses in Kent (40.4%) and Great Britain (40.5%). If a business makes it successfully through its first three years, then the figures show that after five years the survival rates are also slightly better for Tonbridge and Malling based businesses on average than for Kent and Great Britain.

1.3 Comparison across West Kent

- 1.3.1 Although the information under section 1.2 provides some comparators with the picture across Kent and Great Britain, Table 1 also provides an overview of how Tonbridge and Malling Borough compares to Sevenoaks District and Tunbridge Wells Borough in order to provide an indication of how Tonbridge and Malling fares within the West Kent context.
- 1.3.2 One of the key findings from this overview comparison is that the economic performance of the district and boroughs in West Kent is relatively strong, with each area performing better than the others in specific aspects of the economy. For example, within West Kent, Tonbridge and Malling borough has the highest % of economically active residents, has the highest median weekly full time earnings (workplace based) and also has a higher output (Gross Value Added) than Sevenoaks District and Tunbridge Wells Borough. However, has a marginally higher unemployment rate and a lower 3 year survival rate.
- 1.3.3 Whilst Tonbridge and Malling Borough is home to a lower number of businesses than the other two areas, it also has a lower percentage of micro-businesses (those employing 0-4 people). Conversely, Tonbridge and Malling Borough has a higher number of businesses employing over 250 people.

Indicator	Tonbridge and Malling Borough	Sevenoaks District	Tunbridge Wells Borough
% Economically Active Population (aged 16-64) (2018)	83.2%	78.1%	82.0%
Employment Rate (2017)	74.6%	73.6%	82.9%
Unemployment Rate (2017)	0.9%	0.7%	0.8%
Output (Gross Value Added) (2016)	£3,690m	£3,204m	£3,047m

Number of Businesses (2017)	5,745	6,580	6,365
% firms employing 0-4 people (2018)	78.2%	79.5%	80.0%
3 Year Business Survival Rates (2017)	60.6%	61.9%	63.4%
Median Weekly Full Time Earnings (Workplace Based) (2018)	£547.70	£543.00	£536.20
Median Weekly Full Time Earnings (Resident Based) (2018)	£649.70	£580.50	£667.20

Table 1: Economic Performance of West Kent Boroughs and District

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 and value for money considerations arising from 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.

Background papers:

None

contact: Jeremy Whittaker,
Economic Regeneration
Manager

Agenda Item 9

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

This page is intentionally left blank

Agenda Item 10

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**

This page is intentionally left blank

Agenda Item 11

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

This page is intentionally left blank