

# Appendix 1: Economic Regeneration Strategy Update

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

# Appendix 1: Economic Regeneration Strategy Update

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

# Appendix 1: Economic Regeneration Strategy Update

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

# Appendix 1: Economic Regeneration Strategy Update

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

# Appendix 1: Economic Regeneration Strategy Update

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



# Appendix 1: Economic Regeneration Strategy Update

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

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

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

### **District and Local Centres - Grant Schemes**

During 2015/16 the following progress has been made:

#### District Centres:

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

#### Local Centres:

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

# Appendix 1: Economic Regeneration Strategy Update

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

## Appendix 1: Economic Regeneration Strategy Update

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



# Appendix 1: Economic Regeneration Strategy Update

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