

**ECONOMIC AND COMMUNITY DEVELOPMENT ADVISORY  
COMMITTEE**

**21 October 2014 at 7.00 pm**  
**Conference Room, Argyle Road, Sevenoaks**

**AGENDA**

**Membership:**

Chairman: Cllr. Hogarth Vice-Chairman: Cllr. Horwood  
Cllrs. Ayres, Mrs. Ayres, Ball, Mrs. Bosley, Butler, Mrs. Cook, Fittock, Maskell, Miss. Stack  
and Miss. Thornton

	<b><u>Pages</u></b>	<b><u>Contact</u></b>
<b>Apologies for Absence</b>		
1. <b>Minutes</b> To agree the Minutes of the meeting of the Committee held on 8 July 2014, as a correct record	(Pages 1 - 4)	
2. <b>Declarations of Interest</b> Any interests not already registered		
3. <b>Actions from Previous Meeting</b>	(Pages 5 - 6)	
4. <b>Update from Portfolio Holder</b>		Councillor Roderick Hogarth
5. <b>Referrals from Cabinet or the Audit Committee (if any)</b>		
6. <b>To note minutes of the Health Liaison Board</b> Minutes of the meeting held on 1 October 2014	To Follow	
7. <b>Budget: Service Reviews and Service Change Impact Assessments (SCIAS)</b>	(Pages 7 - 30)	Adrian Rowbotham Tel: 01732 227153
8. <b>The Annual Review of Parking Charges for 2015/16 and Christmas Parking 2014</b>	(Pages 31 - 48)	Gary Connor Tel: 01732 227310
9. <b>Business Continuity Strategy and System and Plan</b>	(Pages 49 - 54)	Kevin Tomsett Tel: 01732 227368
10. <b>Economic Development Strategy - Final Draft</b>	(Pages 55 - 124)	Lesley Bowles Tel: 01732 227335
11. <b>Work Plan</b>	(Pages 125 - 126)	

### **EXEMPT ITEMS**

(At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.)

To assist in the speedy and efficient despatch of business, Members wishing to obtain factual information on items included on the Agenda are asked to enquire of the appropriate Contact Officer named on a report prior to the day of the meeting.

Should you require a copy of this agenda or any of the reports listed on it in another format please do not hesitate to contact the Democratic Services Team as set out below.

For any other queries concerning this agenda or the meeting please contact:

**The Democratic Services Team (01732 227241)**

**ECONOMIC AND COMMUNITY DEVELOPMENT ADVISORY COMMITTEE**

Minutes of the meeting held on 8 July 2014 commencing at 7.00 pm

Present: Cllr. Hogarth (Chairman)

Cllr. Horwood (Vice Chairman)

Cllrs. Ball, Mrs. Bosley, Butler, Fittock, Maskell, Miss. Stack and Miss. Thornton

Apologies for absence were received from Cllrs. Ayres, Mrs. Ayres and Mrs. Cook

Cllr. Mrs. George was also present.

1. Appointment of Chairman

Resolved: That Cllr. Hogarth be appointed as Chairman of the Committee for the ensuing municipal year.

(Cllr. Hogarth in the Chair)

2. Appointment of Vice Chairman

Resolved: That Cllr. Horwood be appointed as Vice Chairman of the Committee for the ensuing municipal year.

3. Minutes

With reference to the Volunteer Award Scheme, the Chief Officer Communities and Business advised that she had attended a meeting the previous week and the voluntary sector were fully supportive and happy to promote it. It was hoped to launch this towards the end of November/early December 2014.

Resolved: That the Minutes of the meeting of the Committee held on 1 May 2014, be approved and signed by the Chairman as a correct record.

4. Declarations of Interest

No additional declarations of interest were made.

5. Actions from Previous Meeting

The actions from the previous meeting were noted. A Member advised that it should be made very clear that 'Escalate' was not for 'start-ups' but employment generation for existing businesses.

**Agenda Item 1**  
**Economic and Community Development Advisory Committee - 8 July 2014**

6. Update from Portfolio Holder

The Portfolio Holder for Economic and Community Development and Chairman of the Committee, advised that the Buckhurst 2 Car Park consultation had been progressing and the Economic Development Strategy was on the agenda, and moving in a positive direction. Last financial year the budget had been approved for a Business Development Manager. It had not been possible to recruit a suitable calibre of candidate and therefore the approach to this was being reconsidered.

7. Referrals from Cabinet or the Audit Committee

There were none.

8. Confirmation of Working Groups

Members considered the previous year's working groups and whether the groups were still required and if so reviewed the membership and terms of reference.

Resolved: That

- a) the Rural Broadband Working Group not be reconfirmed as it had completed its work; and
- b) the Car Parking Technology Working Group be reconfirmed with the original membership and terms of reference as agreed on 1 May 2014 (Minute 43).

*Action 1: The Chief Environmental & Operational Services Officer to set up a meeting date for the Car Parking Technology Working Group in September 2014.*

9. Car Parking Technology Working Group - verbal update

There was no update as the Group had not yet met.

10. Emergency Plan update

The Chief Officer Environmental & Operational Services and Head of Parking and Surveying presented a report that provided an update on current Emergency Planning practices and procedures. It was made clear that the Council had statutory responsibilities under the Civil Contingencies Act 2004 as a Category 1 responder, along with the 'Blue Light' emergency services, Kent County Council, the Environment Agency and the NHS. The District Council's main responsibilities were to provide humanitarian assistance during any event or evacuation, immediate care and longer term housing needs whilst aiding recovery, and throughout any event assisting with multi agency response, sharing information and mutual aid. An Emergency was defined, under the Act as an event or situation which threatens serious damage to human welfare or the Environment

In response the Head of Parking and Surveying advised that it had just been as he had taken on emergency planning. The leisure centre had been used as emergency shelter but it had not been necessary for a long period. In reality as it had been a small group it was more cost effective to put them up in a hotel than to keep them in the leisure centre.

In response to a question, the Head of Parking and Surveying advised that the speed of notification of Members depended on the scale of the incident. If it were small scale they would be notified as a matter of course, if it was a major incident they would inform at the earliest opportunity and keep as updated as frequently as they were able. Members agreed that it would be worth investigating a 'flash' service on the web pages for information on incidents to be more visible and readily available. Another Member suggested that a 'wash up' session should be built into the plan, it was clearly already carried out but should be clearly set out. The Head of Parking and Surveying agreed that more could be done on the website but that it was also a question of the information being timely and useful. Signposting was a key aspect, and he advised that they relied heavily on the Police for information.

*Action 2: The Head of Parking and Surveying to meet with the Communications Working Group.*

Resolved: That the report be noted.

11. Local Enterprise Partnership Regulations Bid

The Environmental Health Manager presented a report which set out how local authority regulators in the South East might work with the Local Enterprise Partnership (LEP) to help regulatory services work more effectively with business, with the aim of supporting economic regeneration. The report introduced the Better Business For All (BBFA) scheme which aligned regulators with the current push to reduce red-tape and to support economic growth. If the Council supported its regulators being involved in this initiative, it would facilitate access to skills and funding that would enable better cross working with regulatory agencies in the District, across the County and nationally. The programmes and projects that would be thus facilitated, would lead to reduced regulatory burdens and encourage greater prosperity for local businesses.

A Member queried whether there was an anonymous advice line, the Environmental Health Manager advised that it was not anonymous but business could contact them for advice but agreed that they were possibly reluctant to do so. This way forward hoped to address that and have businesses see them in a more advisory role rather than just enforcement. Whilst this was a shift to promote and help there would always be enforcement and prosecution.

A Member thought it was a great initiative that she would like to see on the Council's website.

The Environmental Health Manager advised that much work was guided by government practice and protocols so there were certain restrictions to what could be achieved, for example with food safety inspections.

**Agenda Item 1**  
**Economic and Community Development Advisory Committee - 8 July 2014**

The Chief Officer Communities and Business reprised Members of the 'team around your business' approach the Council was now taking, ensuring that any contact with any department within the Council was as joined up as possible.

Resolved: That the Council's involvement in the initiative be supported and endorsed.

12. Economic Development Strategy Consultation Draft

The Chief Officer Communities and Business presented a report which sought comments from Members on the District Council's Consultation Draft of the Economic Development Strategy. She advised that it was a very early draft arising from the workshop Members had attended previously as well as the results of a considerable number of workshops held with interested groups over the last few months. It was proposed to send the draft strategy out for consultation over the summer months with a view to bringing back a final draft to Committee in October. Members were asked to take it away and feed back any comments to the report author within the next three weeks, copying the Chairman in.

Members discussed the document. During discussions it was agreed that transport and infrastructure especially around the New Ash Green area and Swanley should be added. Comments included the need for quality hotel accommodation for tourists and businesses within the District; lack of training facilities and more connections needed with colleges outside the district; and transport links.

Members were asked to take it away and feed back any comments to the report author within the next three weeks, copying the Chairman in.

*Action 3: Chief Officer Communities and Business to circulate the most recent health profiling information.*

Resolved: That Members send in any further comments.

13. Work Plan

The work plan was noted. The Chairman advised that more items would be added as the year progressed, in the meantime if Members had any items added they should contact him.

THE MEETING WAS CONCLUDED AT 8.00 PM

CHAIRMAN

ACTIONS FROM THE MEETING HELD ON 8.07.14			
Action	Description	Status and last updated	Contact Officer
ACTION 1	Chief Environmental & Operational Services Officer to set up a meeting date for the Car Parking Technology Working Group in September 2014.	An update will be provided at the meeting	Richard Wilson x7067
ACTION 2	The Head of Parking and Surveying to meet with the Communications Working Group.	An update will be provided at the meeting	Kevin Tomsett x7368
ACTION 3	Chief Officer Communities and Business to circulate the most recent health profiling information	An email was circulated to Members on 9 July 2014	Lesley Bowles x7430

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**BUDGET 2015/16: SERVICE REVIEWS AND SERVICE PLAN IMPACT ASSESSMENTS (SCIAs)**

**Economic and Community Development Advisory Committee – 21 October 2014**

Report of Chief Finance Officer

Status: For Decision

Also considered by: Strategy and Performance advisory Committee – 7 October 2014

Housing and Community Safety Advisory – 8 October 2014

Local Planning and Environment Advisory Committee – 23 October 2014

Finance and Resources Advisory Committee – 11 November 2014

Key Decision: No

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**Executive Summary:** This report sets out updates to the 2015/16 budget within the existing framework of the 10-year budget and savings plan. The report presents proposals that have been identified which need to be considered, together with further suggestions made by the Advisory Committees, before finalising the budget for 2015/16.

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**Portfolio Holder** Cllr. Hogarth

**Contact Officer(s)** Adrian Rowbotham Ext. 7153

Helen Martin Ext. 7483

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**Recommendation to each Advisory Committee:**

- (a) Advise Cabinet with views on the growth and savings proposals identified in Appendix C (if applicable to this Advisory Committee).
  - (b) Advise Cabinet with further suggestions for growth and savings for the services within the terms of reference of the Advisory Committee.
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**Reason for recommendation:** It is important that the views of the Advisory Committees are taken into account in the budget process to ensure that the Council's resources are used in the most suitable manner.

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### Introduction and Background

- 1 The Council's financial strategy over the past ten years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:
  - implementing efficiency initiatives;
  - significantly reducing the back office function;
  - improved value for money;
  - maximising external income;
  - the movement of resources away from low priority services; and
  - an emphasis on statutory rather than non-statutory services.
- 2 Over this period the Council has focused on delivering high quality services based on Members' priorities and consultation with residents and stakeholders. In financial terms, the adoption of this strategy has to date allowed the Council to move away from its reliance on general fund reserves which has ensured that the general fund reserves have remained largely unchanged.
- 3 Due to the level of funding and other potential changes and uncertainties, it is increasingly difficult to anticipate with sufficient accuracy what the level of Government settlement is likely to be after 2015/16. However, using the data sources available to the Council, this report sets out a budget position over the 10-year period but recognises that this is a constantly changing situation and more accurate data will become available in future months.
- 4 In setting its budget for 2011/12 onwards, the Council recognised the need to address both the short-term reduction in Government funding as well as the longer-term need to reduce its reliance on reserves. The outcome was a 10-year budget, together with a four-year savings plan, that ensured the Council's finances were placed on a stable footing but that also allowed for flexibility between budget years.
- 5 With the amount of Revenue Support Grant provided by Government continuing to reduce at a significant rate it is important that the council aims to become more self-sufficient by having a balanced economy with local solutions. These solutions include:
  - continuing savings;
  - below inflation increases;
  - council tax; and
  - increased income.
- 6 The intention of this report is to provide Members of each Advisory Committee an opportunity to give their views on potential growth and savings items that could be

included in the updated 10-year budget that will be presented to Council on 17 February 2015.

- 7 The 'Financial Prospects and Budget Strategy 2015/16 and Beyond' report has been presented to Cabinet to start the budget setting process for 2015/16.
- 8 This report presents members with the following documents relating to the budget for 2015/16:
  - Service Overviews relating to the Advisory Committee (Appendix A);
  - Summary of the Council's agreed savings plan and growth items (Appendix B);
  - New growth and savings items proposed (Appendix C);
  - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to the Advisory Committee – if applicable (Appendix D);
  - 10-year budget (Appendix E);
  - Budget timetable (Appendix F).

### **Service Overviews**

- 9 This is a new document as it is the intention to provide Members with improved information during the budget setting process to provide context and inform any growth and savings ideas that Members may put forward.
- 10 The Service Overviews cover a summary of what each service provides, importantly a summary of current and future issues or pressures and details of current budget levels and previous savings for each service.
- 11 Additional information will also be sent to Members of each Advisory Committee to provide greater detail.
- 12 Appendix A contains the Service Overviews for those services directly relevant to this Advisory Committee.

### **Savings Plan**

- 13 Appendix B to this report sets out a summary of the savings and growth items approved by Council since the 10-year budget strategy was first used in 2011/12, which have allowed the Council to deliver a 10 year balanced budget.
- 14 The savings plan requires a total of £4.8 million to be saved between 2011/12 and 2015/16 which is an average saving of nearly £1m per annum. In the eleven years from 2005/06, over £10m of savings will then have been made.
- 15 Further savings are scheduled to be made in later years as agreed by Council.

## Agenda Item 7

### Proposed Growth Items

- 16 Growth items are items that are in addition to non-service issues and risks, such as grant settlements, impacts of economic change and other pressures highlighted in the 'Financial Prospects and Budget Strategy 2015/16 and Beyond' report considered by Cabinet on 12 September 2014.
- 17 A list of the growth items proposed can be found in Appendix C and a summary by Advisory Committee is shown in the following table:

<b>Advisory Committee</b>	<b>Annual Impact £000</b>	<b>10-year Budget Impact £000</b>
Economic and Community Development	-	-
Finance and Resources	381	3,610
Housing and Community Safety	-	-
Local Planning and Environment	28	280
Strategy and Performance	-	-
<b>Total</b>	<b>409</b>	<b>3,890</b>

### Proposed Savings Items

- 18 A number of savings items are also being proposed which can also be found in Appendix C and a summary by Advisory Committee is shown in the following table:

<b>Advisory Committee</b>	<b>Annual Impact £000</b>	<b>10-year Budget Impact £000</b>
Economic and Community Development	-	-
Finance and Resources	(301)	(1,990)
Housing and Community Safety	(85)	(670)
Local Planning and Environment	-	-
Strategy and Performance	-	-
<b>Total</b>	<b>(386)</b>	<b>(2,660)</b>

### Financial Summary

- 19 It is increasingly difficult to produce an accurate forecast at this early stage due to the level of uncertainty, in particular for Government Support. The assumptions currently included take into account the latest information available but a number of assumptions may change before the final budget meeting in February 2015.
- 20 Since the 'Financial Prospects and Budget Strategy 2015/16 and Beyond' report was presented to Cabinet on 2 September 2014, no further information has been obtained concerning Government Support.

- 21 Interest receipts are currently being reviewed as we work with our treasury advisors, Capita Asset Services. Different scenarios are being modelled to see which option is the most viable and realistic. The outcome will be included in the report to Cabinet on 11 December 2014. The current assumption uses the current 3 month LIBID (London Inter-Bank Bid) rate increased in line with the Capita Bank Base Rate forecast. This results in increased interest receipts over the 10-year budget due to increased bank base rate forecasts compared to one year ago, and higher balances pending use in the property investment strategy.
- 22 The 10-year budget attached at Appendix E includes the changes in interest receipts and the growth and savings proposals put forward in this report.
- 23 It is proposed to put any remaining balance into the Financial Plan Reserve which would be able to fund year 11 (2025/26) of the budget, should it still be available when the budget is set in February, it will also provide further flexibility with the 10-year budget should it be needed.
- 24 Views of the Advisory Committees on the growth and savings items proposed together with any additional suggestions will be considered by Cabinet at its meeting on 11 December 2014.

### **Process and Timetable**

- 25 This report is the second stage of the budget process as shown in the Budget Timetable (Appendix F).
- 26 It is possible that Advisory Committees may have to re-address service budgets in January if significant changes have taken place (including government support changes) leading to a large and unmanageable deficit.

### **Key Implications**

#### Financial

All financial implications are covered elsewhere in this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal implications.

For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.

Current and future pressures are included in the Service Overviews and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

Financial risks will be reviewed again when the Cabinet publishes its proposals for the annual budget.

## Agenda Item 7

### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	Yes	Individual equality impact assessments have been completed for all service Change Impact Assessments (SCIAs) to ensure the decision making process is fair and transparent.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		

### **Conclusions**

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. Any growth items agreed which are outside the existing 10-year budget will require additional savings, and subsequent service changes, to ensure a balanced budget position.

By incorporating the proposed growth and savings items into the 10-year budget, it will allow an annual contribution to be made to the Financial Plan Reserve which will help to fund the council into year 11 (2025/26) and beyond.

### **Appendices**

Appendix A – Service Overviews relating to this Advisory Committee.

Appendix B – Summary of the Council's agreed savings plan and growth items.

Appendix C – New growth and savings items proposed.

Appendix D - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to this Advisory Committee (if applicable).

Appendix E – 10-year budget.

Appendix F – Budget timetable.

**Background Papers:**

- a) Report to Council 18 February 2014 – Budget and Council Tax Setting 2014/15
- b) Report to Cabinet 11 September 2014 – Financial Prospects and Budget Strategy 2015/16 and Beyond
- c) Budget details and performance reports

<http://cds.sevenoaks.gov.uk/ieDocHome.aspx?bcr=1>

**Adrian Rowbotham**  
**Chief Finance Officer**

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## Economic and Community Development: 2015/16 Budget Setting

### Service Overviews (SOs)

Service	Service Area	Chief Officer				
Building Control	Environmental and Operational Services	Richard Wilson				
<b>Service Overview:</b>  The Building Control Team comprises 8 full time equivalent staff with responsibility for the statutory Building Control function. The chargeable element of the Building Regulation service includes plan checking and site inspections, ensuring that building work is carried out to a minimum standard in the interest of health, safety and welfare of the occupiers and users of buildings. The building control service competes for statutory work with Approved Inspectors from the private sector.  The Building Control team also has responsibility for the statutory services of dangerous structures, disabled adaptations and street naming and numbering. They are also responsible for the Council’s statutory responsibilities for Emergency Planning and Business Continuity.  The Head of Parking and Surveying Services is also responsible for the Land Charges Service providing a range of land registry services. This small team has 1.6 FTE.						
<b>Current and Future Pressures:</b>  On 1 October 2014, a shared service arrangement commenced for the Building Control service with Tonbridge & Malling Borough Council. SDC are the host Authority and SDC’s BC Manager has been appointed as the Partnership Manager. This shared team will provide Building Control services across both Council areas.  The Business Continuity plan has recently been revised, following business continuity impact assessments being carried out for all service areas. A new Business Continuity Strategy, plan and management system will be reported to the Advisory Committee on 21 October. The plan will identify business critical services that need to be restored / maintained within certain timescales and the immediate resources required to do so.						
Budget	Gross	Income	Net	Savings	Year	Amount (£’000)
Building Control – Discretionary work	8	(9)	(1)	Joint Working and Cost Savings from Team Review	2011/12	(74)
Building Control	355	(517)	(162)	Review of team	2011/12	(5)
Civil Protection	33	-	33			

Continued on next page

**Economic and Community Development: 2015/16 Budget Setting**  
**Service Overviews (SOs)**

Budget	Gross	Income	Net		Savings	Year	Amount (£'000)
Dangerous Structure	23	-	23				
Street Naming	20	(6)	14				

## Economic and Community Development: 2015/16 Budget Setting

### Service Overviews (SOs)

Service	Service Area	Chief Officer				
Community Development	Communities and Business	Lesley Bowles				
<b>Service Overview:</b>  The Health & Communities team is responsible for a broad range of services including the District Council’s contribution to the new Health & Wellbeing Boards, health improvement and prevention, grants to help local communities and voluntary organisations, a wide range of community activities, leisure and sport. The team is also very active in terms of promoting and supporting tourism in the District.  The team employs 6 full time equivalent employees of which 3 are externally funded. A number of externally funded casual workers are responsible for delivering services for which particular funding has been obtained.  The relationship with a wide range of external partners is essential to the ongoing success of the service and its ability to deliver on issues that really matter to our local community including the safe, caring and healthy communities’ priorities and dynamic and sustainable priorities in the Community Plan.  The team also supports or runs regular events across the District. These include the Summer Fun Days and the Why Weight programme. Alongside this the team also supports a number of corporate projects which this year have included community consultation on the Council’s proposals for the Buckhurst 2 car park in Sevenoaks.						
<b>Current and Future Pressures:</b>						
2014/15 Budget	Gross	Income	Net	Savings	Year	Amount (£’000)
Community Development Service Provisions	-	(5)	(5)	Reduce core salaries with external funding and reduce health budget	2011/12	(2)
All weather pitch	-	(2)	(2)	Reduce Youth Budget – SNAP, drugs/ alcohol	2011/12	(13)
Community Plan	45	-	45	Reduce grants budget	2011/12	(3)
Grants to Organisations	181	-	181	Arts Development	2011/12	(5)

**Economic and Community Development: 2015/16 Budget Setting**  
**Service Overviews (SOs)**

2014/15 Budget	Gross	Income	Net		Savings	Year	Amount (£'000)
Health Improvement	45	-	45		Sustainability – delete remaining cost	2011/12	(4)
Leisure Contract	315	(20)	295		Health – reduced activity	2011/12	(17)
Leisure Development	20	-	20		West Kent Partnership	2011/12	(2)
Tourism	29	-	29		Grants	2011/12 2012/13	(25) (20)
Youth	48	-	48		Leisure – Asset Maintenance	2011/12 2012/13	(70) (70)
					Leisure – Reduced Management Fee	2011/12 2012/13	(80) (80)
					Youth – reduced activity, only statutory duty remains	2011/12 2012/13	(20) (60)
					Share of Corporate Targets	2011/12 2012/13	(3) (2)
					Youth - 8-12's project	2012/13	(23)
					Tourism - reduced activity	2012/13	(30)
					STAG agreement expiry	2013/14	(25)

## Economic and Community Development: 2015/16 Budget Setting

### Service Overviews (SOs)

Service	Service Area	Chief Officer				
Economic Development	Communities and Business	Lesley Bowles				
<p><b>Service Overview:</b></p> <p>Economic Development as a function has emerged as one of the Council’s main priorities over the last 18 months, with a clear promise in the Corporate Plan to support and develop the local economy.</p> <p>Currently the staff resource allocated to the service totals just 2 full time equivalent employees, with one of those posts filled by a graduate intern. However the service is currently being restructured and progress is being made to recruit a Head of Economic Development and Property who will be supported by 4 full time equivalent employees to support the Council in delivering its Economic Development Strategy, to take forward Council Property investment projects and proactively seek to attract new business to the District and new income for the Council.</p>						
<p><b>Current and Future Pressures:</b></p> <p>The Sevenoaks District has limited opportunities to bring forward new development with the planning constraints it is faced with and is perceived by many to be affluent and a high performing area.</p> <p>This creates challenges in identifying sites to allow businesses to expand and grow within the District or to attract new businesses to set up here. The perceived lack of relative need and the planning constraints faced in building new homes or creating additional jobs has made it difficult to access funding from the Local Enterprise Partnership and the Regional Growth Fund to take forward projects. This requires the service to identify and successfully bid for alternate sources of funding and to make the very best use of limited Council resources to ensure the long term benefits of economic growth can be realised.</p> <p>Current pressures include the requirement to bring together a new team to take forward the Economic Development and Property service. This service will bring together Economic Development skills with Property skills to ensure that the Council can invest to generate additional income as well as help the local economy to thrive.</p>						
2014/15 Budget	Gross	Income	Net (£’000)	Savings	Year	Amount (£’000)
Economic Development	69	-	69	None.		
Broadband & Business Development	80	-	80			

## Economic and Community Development: 2015/16 Budget Setting

### Service Overviews (SOs)

Service	Service Area	Chief Officer
Parking	Environmental and Operational Services	Richard Wilson

#### Service Overview:

Covers provision, maintenance and enforcement of car parks and on street parking. Enforcement of on street parking is undertaken as agents of KCC. There are 1,572 pay and display car park spaces in the District, predominantly in Sevenoaks, Swanley and Westerham and approx. 536 pay and display on street spaces. There are also permits issued for residents parking schemes and business permits, plus season tickets in certain car parks. The Civil Enforcement Officers enforce all on street parking restrictions.

There is an annual review of parking charges as part of the budget process.

New and revised on street parking measures are introduced following extensive consultation with residents and approval by Members, through the Joint Transportation Board.

The parking team has 11.3 FTE including the Parking Manager. Of the 11.3 fte the Council employs 7 Civil Enforcement Officers.

#### Current and Future Pressures:

An under supply of car parking in Sevenoaks town, particularly for long stay parking. Council have agreed to build an additional 300 spaces on the existing Buckhurst 2 car park and a planning application has been submitted which will be considered by the Development Control Committee on 6 November. If approved, construction will start in early January 2015, for 4 Months. During this period alternative temporary parking will have to be provided for the existing users of the Buckhurst 2 car park (285 spaces). Options are currently being explored.

2014/15 Budget	Gross	Income	Net	Savings	Year	Amount (£'000)
Car Parks	364	(2,095)	(1,731)	Joint Working	2011/12	(26)
On-Street Parking	467	(897)	(430)	Civil Enforcement – review structure	2011/12	(34)
				Sencio parking fees reimbursement at Sevenoaks cancelled	2011/12	(26)
				Reduction in admin costs	2012/13	(13)
					2013/14	(14)

SCIA		Description	2011/12	2012/13	2013/14	2014/15	2015/16	Later Years	Total
Year	No.		£000	£000	£000	£000	£000	£000	£000
		<b>Economic and Community Development</b>							
2014/15	2	Broadband and business growth (reversal of temporary growth item)						(80)	
2014/15	20	Building Control: Shared working with Tonbridge & Malling BC					(9)		
		<b>Finance and Resources</b>							
2011/12	62,63	Staff terms and conditions - savings agreed by Council 18/10/11					(117)	(979)	
2014/15	18	Corporate Projects (reversal of temporary growth item)						(60)	
2014/15	21	Customer Services: Channel shift programme						(20)	
		<b>Housing and Community Safety</b>							
2014/15	13	Housing efficiency review - Housing Initiatives (reversal of temporary savings item)					7		
		<b>Local Planning and Environment</b>							
2014/15	15	Planning: Use CIL funds for monitoring						(50)	
2014/15	16	Planning: Efficiency review					(35)		
		<b>Total Savings</b>	(2,984)	(841)	(314)	(479)	(154)	(1,049)	(4,618)
		<b>Total Growth</b>	371	45	50	327		(140)	793
		<b>Net Savings</b>	(2,613)	(796)	(264)	(152)	(154)	(1,189)	(3,825)

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**New Growth and Savings Proposals**

**Appendix C**

Growth				Annual Impact	10-year Budget Impact	
SCIA	Description		Year	Ongoing	£000	£000
Year	No.					
		<b>Economic and Community Development</b>				
		none				
		<b>Finance and Resources</b>				
2015/16	1	Staffing: Employers National Insurance increase from April 2016 - implications due to change in legislation	2016/17	yes	200	1,800
2015/16	2	Estates Management: loss of income following previous sale of assets	2015/16	yes	48	480
2015/17	3	Estates Management: STAG - loss of maintenance income	2015/16	yes	14	140
2015/16	4	IT: Microsoft licence price increase	2015/16	yes	45	450
2015/16	5	IT: 'COCO' compliance additional costs	2015/16	yes	32	320
2015/16	6	Legal: income reduction	2015/16	yes	32	320
2015/16	7	Treasury Management: debit and credit card fees	2015/16	yes	10	100
		<b>Housing and Community Safety</b>				
		none				
		<b>Local Planning and Environment</b>				
2015/16	8	Parks Rural: Timberden Farm - loss of rent when sold	2015/16	yes	28	280
		<b>Strategy and Performance</b>				
		none				
		<b>Total</b>			<b>409</b>	<b>3,890</b>

Savings		Description	Year	Ongoing	£000	£000
SCIA						
Year	No.					
Economic and Community Development						
none						
Finance and Resources						
2015/16	9	Finance: Business Rates Discretionary Relief	2015/16	yes	(106)	(1,060)
2015/16	10	Finance: External audit fee reduction	2015/16	3 years	(30)	(90)
2015/16	11	Dartford BC partnerships: revised split of costs	2015/16	no	(90)	(90)
2015/16	12	Legal: efficiency savings to offset the income reduction	2015/16	yes	(32)	(320)
2015/16	13	Property: additional income from Argyle Road office rent	2015/16	yes	(18)	(180)
2015/16	14	Revenues: Council Tax court costs	2015/16	yes	(25)	(250)
Housing and Community Safety						
2015/16	15	Youth: Youth Development efficiency savings	2015/16	yes	(10)	(100)
2015/16	16	Community Safety: Project costs to be matched by ext. funding	2015/16	yes	(5)	(50)
2015/16	17	Housing Advice: Bed and breakfast reduction	2015/16	no	(10)	(10)
2015/16	18	Housing Advice: Private Sector Letting scheme	2015/16	no	(10)	(10)
2015/16	19	Housing Standards: Disabled Facility Grants	2015/16	yes	(50)	(500)
Local Planning and Environment						
none						
Strategy and Performance						
none						
Total					(386)	(2,660)

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**SERVICE CHANGE IMPACT ASSESSMENT**

There are no Service Change Impact Assessments (SCIAs) for this Advisory Committee.

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## Ten Year Budget - Revenue

	Budget 2014/15	Plan 2015/16	Plan 2016/17	Plan 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	13,800	14,136	14,338	14,876	15,752	16,195	16,546	17,345	17,754	18,163	18,574
Inflation	488	533	551	518	714	567	596	409	409	411	409
Superannuation Fund deficit: actuarial increase	0	0	0	520	0	0	390	0	0	0	0
Net savings (approved in previous years)	(152)	(154)	(323)	(162)	(301)	(216)	(187)	0	0	0	0
<b>New growth</b>	<b>0</b>	<b>209</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New savings</b>	<b>0</b>	<b>(386)</b>	<b>110</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Service Expenditure b/f</b>	<b>14,136</b>	<b>14,338</b>	<b>14,876</b>	<b>15,752</b>	<b>16,195</b>	<b>16,546</b>	<b>17,345</b>	<b>17,754</b>	<b>18,163</b>	<b>18,574</b>	<b>18,983</b>
<b>Financing Sources</b>											
Government Support											
: Revenue Support Grant	(2,225)	(1,503)	(1,344)	(1,201)	(1,072)	(956)	(851)	(757)	(672)	(596)	(527)
: Retained Business Rates	(1,898)	(1,951)	(1,990)	(2,030)	(2,071)	(2,112)	(2,154)	(2,197)	(2,241)	(2,286)	(2,332)
New Homes Bonus	(1,389)	(1,802)	(2,215)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)
Council Tax	(9,011)	(9,244)	(9,577)	(9,921)	(10,277)	(10,646)	(11,028)	(11,423)	(11,831)	(12,254)	(12,692)
Interest Receipts	(244)	(262)	(449)	(675)	(643)	(612)	(574)	(530)	(485)	(439)	(393)
Contributions to/(from) Reserves	(192)	(183)	(183)	(303)	(303)	(303)	(303)	(303)	(129)	(129)	(585)
<b>Total Financing</b>	<b>(14,959)</b>	<b>(14,945)</b>	<b>(15,758)</b>	<b>(15,459)</b>	<b>(15,695)</b>	<b>(15,958)</b>	<b>(16,239)</b>	<b>(16,539)</b>	<b>(16,687)</b>	<b>(17,033)</b>	<b>(17,858)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>(823)</b>	<b>(607)</b>	<b>(882)</b>	<b>293</b>	<b>500</b>	<b>588</b>	<b>1,106</b>	<b>1,215</b>	<b>1,476</b>	<b>1,541</b>	<b>1,125</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>823</b>	<b>607</b>	<b>882</b>	<b>(293)</b>	<b>(500)</b>	<b>(588)</b>	<b>(1,106)</b>	<b>(1,215)</b>	<b>(1,476)</b>	<b>(1,541)</b>	<b>(1,125)</b>
<b>Unfunded Budget Gap (surplus)/deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Remaining balance / (shortfall) in Budget

Stabilisation reserve:	6,291	7,018	8,020	7,727	7,227	6,639	5,533	4,318	2,842	1,301	176
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<b>Assumptions</b>	
Revenue Support Grant:	-32% in 15/16, -10% later years
Retained Business Rates:	2% all years
Council Tax:	1.99% in 15/16, 3% later years
Interest Receipts:	0.75% in 15/16, 1.2% in 16/17, 1.8% later years
Pay award:	1% in 15/16, 1.5% in 16/17 - 17/18, 2% later years
Other costs:	2.25% in all years
Income:	3.5% in all years

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### 2015/16 Budget Setting Timetable

	Date	Committee
<b>Stage 1</b>		
<b>Financial Prospects and Budget Strategy 2015/16 and Beyond</b>	2 September	Finance & Resources AC
	11 September	Cabinet
↓		
<b>Stage 2</b>		
<b>Review of Service Plans and Service Change Impact Assessments (SCIAs)</b>	7 October	Strategy & Performance AC
	8 October	Housing & Comm. Safety AC
	21 October	Economic & Comm. Dev. AC
	23 October	Local Planning & Env. AC
	11 November	Finance & Resources AC
↓		
<b>Stage 3</b>		
<b>Budget Update</b> (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees & Other Consultation)	11 December	Cabinet
↓		
<b>Stage 4</b>		
<b>Budget Update</b> (incl. Government Support information)	15 January	Cabinet
↓		
<b>Stage 5</b>		
<b>Budget Update and further review of Service Change Impact Assessments (if required)</b>	January	Advisory Committees
↓		
<b>Stage 6</b>		
<b>Budget Setting Meeting</b> (Recommendations to Council)	5 February	Cabinet
↓		
<b>Stage 7</b>		
<b>Budget Setting Meeting</b> (incl. Council Tax setting)	17 February	Council

Note: The Scrutiny Committee may 'call in' items concerning the budget setting process.

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**ANNUAL REVIEW OF PARKING CHARGES FOR 2015/16 AND CHRISTMAS PARKING 2014**

**Economic & Community Development Advisory Committee – 21 October 2014**

Report of                      Chief Officer Environmental and Operational Services

Status:                      Consideration and comment

Also considered by:      Cabinet 13 November 2014

Key Decision:              Yes

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**Executive Summary:** This report is the annual review of parking charges. It proposes car park and on-street parking charge options for 2015/16, and includes consideration of free Christmas parking for 2014

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**This report supports the Key Aims of** the effective management of Council resources and supporting and developing the local economy

**Portfolio Holder**        Cllr. R Hogarth

**Contact Officer(s)**      Gary Connor x7310

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**Recommendation to Advisory Committee:** It be resolved that the following proposals be considered and that the views of this Committee be submitted to Cabinet for consideration in relation to:

- (a) the proposed car park charges for 2015/16, subject to consultation as noted in the report;
- (b) the proposed on-street parking charges for 2015/16, subject to consultation as noted in the report; and
- (c) the dates for free Christmas parking to be provided in all car parks and on-street parking areas throughout the district for two Saturdays before Christmas 2014; and the cost in terms of lost income be funded from Supplementary Estimates.

**Recommendation to Cabinet:** That the following be resolved:

- (a) the proposed car park charges for 2015/16 be confirmed, subject to consultation as noted in the report;
  - (b) the proposed on-street parking charges for 2015/16 be confirmed, subject to consultation as noted in the report; and
  - (c) the dates for free Christmas parking to be provided in all car parks and on-street parking areas throughout the district for two Saturdays before Christmas 2014 be confirmed; and that the cost in terms of lost income be funded from Supplementary Estimates.
-

**Recommendation to Council:** It be resolved that:

cost in terms of lost income for free Christmas parking to be provided in all car parks and on-street parking areas throughout the district for two Saturdays before Christmas 2014 be funded from Supplementary Estimates.

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**Reason for recommendation:** To ensure car parking charges are set to support a sustainable local economy.

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**Introduction and Background**

- 1 One of the primary considerations when reviewing parking charges is to ensure the Council makes the best use of its parking spaces for the benefit of the local economy.
- 2 The Council's approach has been to ensure our parking charges are set to encourage people to visit our towns while at the same time promoting a good turnover of parking spaces for the benefit of businesses and visitors.
- 3 This has resulted in high use of the Council's car parks and on-street parking spaces, benefitting retailers. Past studies by the Local Data Company concluded that Sevenoaks town has one of the healthiest high streets in the country with the fewest number of empty shops for a town of its size. The Council's approach to setting parking charges has contributed to this success.
- 4 At the same time additional income generated from parking charges will allow the Council to cover the increased cost of providing parking, including maintenance, business rates and utility costs.
- 5 Any surplus income is invested in District Council services by contributing towards the Council's budget requirements at a time when the Council faces the biggest reductions in Government funding in its history.
- 6 The Council's 10 year budget, approved by Council in February 2014 assumes an increase in the levels of income of 3.5% to enable a balanced budget to be delivered. This includes income from parking.
- 7 This report sets out options for parking charges from April 2015 and also recommends that the Council considers repeating its free parking concession on two Saturdays before Christmas, to support local businesses

**Background Information**

- 8 Car park ticket machines do not accept bronze coins, and because of the general lack of availability of 5p coins, parking tariffs are usually set to the nearest 10p. This practice is commonly adopted by local authorities. Although a tariff increase of 10p may be relatively low in monetary terms, it can be high in percentage terms depending upon the scale of the charge, particularly in relation to lower tariffs.

- 9 For guide purposes, current car parking charges for neighbouring authorities are attached as Appendix A.
- 10 For information, in relation to parking in the vicinity of rail stations, the current day charge for the station car parks operated on behalf of Southeastern Trains is £6.70 at Sevenoaks, £6.00 at Swanley and £3.50 at Knockholt station. Annual season ticket charges at Sevenoaks are £1,212 for Car Park 4 (off Morewood Close) and £1,467 for Car Park 1 (adjacent the station).

### **CAR PARKS**

- 11 A 3.5% budget increase for 2015/16 amounts to £73,215.
- 12 As at the end of September 2014 (approximate figures given), there was a shortfall of £30,000 for total car park income against budget target. Income from pay and display charges was £43,000 below target, whilst income from season tickets was £11,000 above target.
- 13 To achieve the additional income approved by Cabinet in respect to this financial year, after 6 months we would expect income from pay and display charges to be up by £31,000 on last year. Actual income is up nearly £34,000 compared to the same period last year. This shows, therefore, that the expected additional income is being achieved for this current year. It is worth noting that this is despite the reduction in spaces brought about by the Marks & Spencer development, as mentioned below.

### **The Blighs Development**

- 14 The development to provide a new Marks & Spencer store in London Road, Sevenoaks began in June 2013. As a result, 54 short stay spaces were lost from the Blighs car park, of which 5 formed part of the main Blighs car park. In June 2014, the Pembroke Road car park with 54 long stay spaces, which had initially been reduced to 33 spaces, was also lost to the development. No adjustment has been made to the budget target for parking income for the current year to take account of the significant reductions in parking spaces.
- 15 Due to the opening of the new Marks & Spencer store on 8 October, the overall parking situation in the town centre remains somewhat unsettled.
- 16 The Marks & Spencer development included the provision of a VMS (variable message signing) system for the town centre. Electronic signs have been installed on the main approaches to the town centre which indicate the number of spaces available in the town centre car parks, thus encouraging better use of parking facilities in the town.
- 17 The small upper, surface car park associated with the development (30 spaces) will be managed and operated by the Council as part of the Blighs car park, with the same conditions and charges applying. Transfer arrangements should be in place from the time of the store opening. The undercroft car park (49 spaces) is to be privately managed and, as far as we are aware, is not directly linked, in management terms, to the M&S store.

### **Proposals for the Buckhurst 2 Car Park**

- 18 The Council has recently submitted a planning application to provide approximately 300 additional parking spaces at the Buckhurst 2 car park. The proposals for the additional spaces form part of a separate investment strategy and, therefore, do not feature as part of this review. The existing spaces, however, were not included in the financial calculations and, hence, they do need to be included in the review.
- 19 It should be noted that any recommendations in respect to parking charges for the existing parking spaces at the Buckhurst 2 car park will automatically apply to the additional spaces proposed as part of the scheme.
- 20 The business case for the new car park was assumes an annual increase of 3% for pay and display and season ticket charges to enable the costs of the scheme to be self financing. The proposals contained in this review for 2015/16 take this into account.

### **Car Park Charges**

- 21 Proposals and options for car park charges are provided and attached as Appendix B. There are two versions shown, B1 and B2, to take account of whether a change to the evening parking charge is to be recommended. B1 assumes that a change to the evening charge is not included, whereas B2 assumes that it is. A proposal for the evening charge is discussed below. All income figures quoted are net of VAT.
- 22 The proposals within each option are not exclusive to that particular option, but can be interchanged or swapped with those in other options to provide a preferred set of proposals should Members so wish. However, care should be taken to maintain charging differentials, particularly between Blighs car park and the other short stay car parks in the town centre.
- 23 Included in Appendix B, as an example and as a possible option, is the income that could be derived from a flat 10p increase to all pay and display tariffs and a £10 increase to all season tickets.
- 24 In formulating the options, an attempt has been made to avoid the areas where increases were applied as a result of the previous review for the current financial year.

### **Westerham Parking Charges**

- 25 As noted in the appendix, the performance of the parking charges introduced in Westerham this year in response to the parking policies proposed by the Westerham Town Partnership, are being discussed with the Town Partnership and the Westerham Town Council. Therefore, this section of the appendix has not been completed. It is intended to report details at the time of the meeting.

### **Evening Charge**

- 26 The £1.00 evening charge was introduced in 2004. Over the years the use of a one-off payment for the evening period has caused confusion to car park users. This continues to be the case. Members may wish to consider removing the evening charge and instead extending the daytime charges through into the evening period. If this were to be done, a cut-off of 9.00pm is recommended as there are few parking purchases after this time.

### **Car Park Options**

- 27 Option 1 in Appendix B1: mainly proposes increasing the 30 minute and 1 hour charges in Blighs, which were not included last year, and increasing the 2, 3 and 4 hour charges in the other town centre car parks to try and maintain the charging differential. As previously stated, increases for the Buckhurst 2 car park are in line with the investment strategy for the proposed scheme. In respect to Swanley, a nominal 10p increase is proposed to the long stay charges in Swanley in order to reduce the amount of coinage required.
- 28 Option 2 in Appendix B1: includes an increase to the 2 hour charge in Blighs which enables the 2 hour charge in the other town centre car parks to be removed. Otherwise, this option is much the same as option 1.
- 29 Option 3 in Appendix B1: applies increases to the longer parking periods in all the town centre car parks to encourage the turn-over of spaces and to maintain the average hourly cost for each set of charges.
- 30 Options 1, 2 & 3 in Appendix B2: the inclusion of the evening charge enables the extent of the increases to the other parking charges to be reduced.
- 31 The two day ticket in the Bradbourne car park will be automatically adjusted to twice the day ticket rate.
- 32 The cost of altering ticket machines and signing has been taken into account in the budget figures provided.
- 33 The adjustment of car park charges will require an amendment to the Council's Off-Street Parking Places Order. The process requires the Council to undertake statutory public consultation by way of Public Advertisement of the proposals. To enable any revised charges to take effect at the beginning of April 2015, the proposals would need to be advertised and any objections received reported to Cabinet for consideration.

### **ON-STREET PARKING**

- 34 A 3.5% increase for 2015/16 amounts to £19,947.
- 35 As at the end of September 2014 (approximate figures given), income from on-street parking charges was £49,000 above target. The account as a whole was £30,000 in surplus.

## Agenda Item 8

- 36 Income from pay and display charges for the first 6 months of this year is up by £38,000 compared to the same period last year. To achieve the additional income approved by Cabinet in respect to this financial year, we would expect to be £25,000 up at this point. This indicates, therefore, that the expected additional income is being achieved for the current year.
- 37 In view of the better than expected level of income received, Members may wish to consider freezing on street parking charges for 2015/16..
- 38 Three options are provided for consideration in Appendix C. The appendix comprises two pages, C1 and C2. C1 shows all the current charges for the different parking areas within the district. However, with the parking charge structure being more or less standardised across the district, the suggested increases can be shown against each parking period as opposed to each parking area, as shown in Appendix C2. Any increase approved would automatically be applied to any area where it featured within the district.

### **Westerham On Street Parking Charges**

- 39 As noted in the appendix, the performance of the parking charges introduced in Westerham this year in response to the parking policies proposed by the Westerham Town Partnership, are being discussed with the Town Partnership and the Westerham Town Council. Therefore, this section of the appendix has not been completed, but it is intended to report details at the meeting.

### **On-Street Options**

- 40 Option 1: in view of the positive situation of the on-street parking account, this option proposes freezing the current parking charges. .
- 41 Option 2: suggests a nominal 10p increase to the 30 minute charge. This achieves a 2.0% increase in the on street parking income which, taking into consideration the performance of the parking account, may be acceptable.
- 42 Option 3: applies a 20p increase to the 2 and 4 hour charges. This is aimed at improving the turn-over of spaces. The increases achieve 2.7% in respect to the budget target. Should additional income be required to achieve 3.5%, a 10p increase on the day charge in all areas would produce £5,900 of additional income providing an overall budget increase of 3.7%.
- 43 Any changes to the on-street parking charges would require an amendment to the Traffic Regulation Order. The process requires the Council to undertake statutory public consultation by way of Public Advertisement of the proposals.

### **CHRISTMAS PARKING 2014**

- 44 In previous years, to encourage people to shop locally and to support local businesses, the Council has provided free parking in all car parks and on-street parking areas on two Saturdays before Christmas. Members are recommended to consider repeating this free parking concession this year.

- 45 It should be noted that this would only apply to Sevenoaks and Westerham as parking charges in Swanley and in Halstead (outside Knockholt station) only apply Monday to Friday.
- 46 In connection with free Christmas parking, we understand that a request will be made by the Government's Department for Business Innovation & Skills and Department for Communities and Local Government to repeat the "UK Small Business Saturday" this December. The request is aimed at supporting small businesses and the viability of town centres. One of the suggested measures is the waiving of town centre parking charges for the day..
- 47 We are in the process of inviting the views of the Sevenoaks Chamber of Commerce, the Sevenoaks Town Council, the Westerham Town Council and the Westerham Town Partnership regarding the preferred dates for the free parking concession and the Small Business event. Any responses received will be reported at the time of the meeting.
- 48 It should be noted that the provision of free parking will enable people to park up to the maximum period of stay for the car parks should they so wish. This is likely to reduce the turnover of spaces. However, all parking areas will be enforced as normal to ensure compliance with the general conditions of use.
- 49 As for last year, all ticket machines will be closed-off with suitable signing provided to advise users that parking is free.
- 50 The parking areas operated by Sencio Community Leisure at the Sevenoaks leisure centre form part of the Suffolk Way car park. Sencio has always joined the Council in providing free parking at Christmas and will be requested to confirm its support again for this year.
- 51 It is estimated that the loss of income for all car parks and on-street areas throughout the district for each Saturday would be in the region of £9,000. Therefore, the total cost of providing free parking for two Saturdays is estimated at £18,000. It is suggested that should the free parking concession for 2014 be approved, it be funded from the Supplementary Estimates.

### **CHRISTMAS LIGHTS EVENTS 2014**

- 52 Members are advised that the provision of free parking in connection with Christmas Lights and Late Night Shopping events being held in Westerham on 27 November (free parking from 5pm) and in Sevenoaks on 28 November (free parking from 6pm) has recently been approved by the Council's Portfolio Holder for Economic and Community Development. The Council is pleased to support these annual events. It should be noted that the Sevenoaks event is also supported by Sencio Community Leisure.

### **Key Implications**

#### Financial

## Agenda Item 8

- 53 The Council's 10 year budget, approved by Council in February 2014 assumes an increase in the levels of income of 3.5% to enable a balanced budget to be delivered. This includes income from parking. .
- 54 The financial implications are evident in the report and appendices.

### Legal Implications and Risk Assessment Statement.

- 55 As mentioned earlier in this report, any changes to the car park charges will necessitate an amendment to the Car Park Order and similarly, any changes to the on-street parking charges will necessitate an amendment to the Traffic Regulation Order. There are set legal processes to be followed in respect to both of these Orders.
- 56 The estimated figures are based upon current levels of patronage. The introduction of higher parking charges could lead to reduced patronage and, hence, the under-achievement of the income levels estimated in this report.

### Equality Impacts

- 57 There is a low risk that any of the options presented will have an adverse impact on people with 'protected characteristics' under the Equality Act. There are no apparent issues of direct relevance to parking charges as our car parks are open to use by anyone who chooses to do so. Free parking is generally available in roads just out from the town centres, although in some cases this might be limited to 2 hours. Free parking is offered for those with disabilities who hold a Blue Badge and this remains unaffected. Any issues will be monitored through complaints received.

### **Conclusions**

- 58 Proposals and options to review the car parking charges for 2015/16 are detailed in the appendices to this report. It is important that the proposals are considered making reference to the Parking Charges for Neighbouring Authorities.

### **Appendices**

Appendix A – Parking Charges for Neighbouring Authorities  
Appendix B – Options for Car Park Charges  
Appendix C – Options for On-Street Parking Charges

**Mr Richard Wilson**  
**Chief Officer Environmental and Operations Services**



**CURRENT PARKING CHARGES FOR NEIGHBOURING AUTHORITIES – AS AT OCTOBER 2014**

(Charges shown relate to town centre car parks)

	Dartford ❶	Gravesham	Maidstone ❷	Orpington (L.B. of Bromley)	Oxted (Tandridge)	Sidcup (L.B. of Bexley)	Tonbridge & Malling ❸	Tunbridge Wells ❹	Sevenoaks
<b>Charges apply:</b>	8am – 6.30pm Mon - Sat	8am - 6pm Mon - Sat	8am – 6.30pm Mon - Sun	7.30am - 6.30pm Mon - Sat	7am–5pm Mon - Frid	8am - 6pm Mon - Sun	8am - 6pm Mon - Sat	8am - 6pm Mon - Sat and 10am - 5pm On Sundays	8.30am - 6.30pm Mon - Sat
<b>Short Stay</b>									
0 – 30 minutes	---	---	50p	---	Up to 4 hours free parking except in one car park where the charge is £4.60 for parking before 10am.	---	50p	---	(Blighs in brackets) --- (70p)
0 – 1 hr	£1.00	80p	90p	30p		50p – 90p	£1.00	£1.00 - £1.20	£1.00 (£1.30)
1 – 2 hrs	£1.00	£1.50	£2.00	30p		£1.00 – £1.20	£1.70	£1.70 - £2.20	£1.80 (£2.70)
2 – 3 hrs	£2.00	£1.50	£2.00	---		£1.50 – £1.60	£2.30	£2.40 - £3.20	£2.50 (£4.50)
3 – 4 hrs	£2.00	£2.00	£3.00	---		£1.50 – £1.60	£3.00 – £3.50	£3.20 - £4.20	£3.50 ---
Evenings	£1.00	---	£1.50	---		---	---	£1.00	£1.00
<b>Long stay</b>									
All day	£4.00	£3.00- £6.50	£6.00	n/a		£3.80 – £10.00	£5.20	£4.70 – £10.00	£4.40

❶ Dartford: one car park has 50p for up to 1 hour; the evening charge does not apply to all car parks

❷ Maidstone: charges apply 7 days a week; a £1.50 charge applies evenings and overnight.

❸ Tonbridge &amp; Malling: the 50p charge for 30 minutes is not available in all car parks.

❹ Tunbridge Wells: charges apply 7 days a week (but from 10 to 5 on Sundays).

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OPTIONS FOR CAR PARK CHARGES

CAR PARK TARIFFS - OPTIONS 1				Example		Proposed Increases			Estimated Income		
Item No.	Description	Charge Period	Current Charge	Income from 10p/£10 increase		Option 1-1	Option 1-2	Option 1-3	Option 1-1	Option 1-2	Option 1-3
1.0	SEVENOAKS TOWN CENTRE - Blighs										
1.1	Short stay	30 minutes	70p	10p	£7,000	10p	10p		£7,000	£7,000	
1.2	" "	1 hour	£1.30	10p	£10,000	20p	20p		£20,000	£20,000	
1.3	" "	2 hours	£2.70	10p	£7,000		30p	30p		£21,000	£21,000
1.4	" "	3 hours	£4.50	10p	£1,800			30p			£5,500
	Buckhurst 1, South Park, Suffolk Way										
1.5	Short stay	1 hour	£1.00	10p	£14,000						
1.6	" "	2 hours	£1.80	10p	£8,500	20p	20p	20p	£17,000		
1.7	" "	3 hours	£2.50	10p	£3,600	30p	30p	50p	£11,000	£11,000	£18,000
1.8	" "	4 hours	£3.50	10p	£2,300	30p	30p	50p	£7,000	£7,000	£12,000
	Buckhurst 2										
1.9	Long stay	all day	£4.40	10p	£2,800	20p	20p	20p	£5,600	£5,600	£5,600
1.10	Season tickets	year	£839	£10	£1,000	£20	£20	£20	£2,000	£2,000	£2,000
2.0	SEVENOAKS STATION										
2.1	Long stay	all day	£6.80	10p	£2,500	20p	20p	20p	£4,000	£4,000	£4,000
	Season tickets:										
2.2	Bradbourne	year	£1,090	£10	£1,300		£20	£20		£2,600	£2,600
2.3	Sennocke	year	£1,130	£10	£700		£20	£20		£1,400	£1,400
3.0	SEVENOAKS ST JOHNS HILL										
3.1	Short stay	30 minutes	20p	10p	£1,000			10p			£1,000
3.2	" "	1 hour	40p	10p	£1,000			10p			£1,000
3.3	" "	2 hours	60p	10p	£700			10p			£700
3.4	" "	3-4 hours	£1.00	10p	£800			10p			£800
3.5	Long stay	all day	£3.10	10p	£150			10p			£150
4.0	SWANLEY										
4.1	Short stay	30 minutes	20p	10p	£300			10p			£300
4.2	" "	1 hour	40p	10p	£300			10p			£300
4.3	" "	2 hours	60p	10p	£300			10p			£300
4.4	" "	3-4 hours	£1.00	10p	£800			10p			£800
4.5	Long stay	all day	£3.90	10p	£300	10p	10p	10p	£300	£300	£300
5.0	WESTERHAM - Darent										
5.1	Short stay	1 hour	free								
5.2	" "	2 hours	free								
5.3	" "	3 hours	free								
5.4	" "	4 hours	£1.20								
5.5	Long stay	all day	£3.10								
	WESTERHAM - Quebec Avenue										
5.6	Short stay	15 minutes	10p								
5.7		30 minutes	20p								
5.8	" "	1 hour	50p								
5.9	" "	2 hours	70p								
5.10	" "	4 hours	£1.20								
5.11	Long stay	all day	£3.10								
	WESTERHAM - Vicarage Hill										
5.12	Short stay	15 minutes	10p								
5.13	" "	30 minutes	20p								
5.14	" "	1 hour	60p								
5.15	" "	2 hours	£1.50								
			Total:		£68,150			Total:	£73,900	£81,900	£77,750
			Percentage:		3.26%			Percentage:	3.53%	3.92%	3.72%

Possible options for the Westerham car parks have not been included at the time of writing this report as they are subject to discussion with the Westerham Town Partnership and the Westerham Town Council. It is intended to provide details to Members at the meeting.

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CAR PARK TARIFFS - OPTIONS 2				Example		Proposed Increases			Estimated Income		
Item No.	Description	Charge Period	Current Charge	Income from 10p/£10 increase		Option 2-1	Option 2-2	Option 2-3	Option 2-1	Option 2-2	Option 2-3
1.0	SEVENOAKS - Evening Charge										
	Short stay	evening	£1.00			Extend daytime charges to 9.00pm			£24,000	£24,000	£24,000
	Blighs										
1.1	Short stay	30 minutes	70p	10p	£7,000	10p			£7,000		
1.2	" "	1 hour	£1.30	10p	£10,000	10p	20p	20p	£10,000	£20,000	£20,000
1.3	" "	2 hours	£2.70	10p	£7,000	10p	30p	30p	£7,000	£21,000	£21,000
1.4	" "	3 hours	£4.50	10p	£1,800						
	Buckhurst 1, South Park, Suffolk Way										
1.5	Short stay	1 hour	£1.00	10p	£14,000						
1.6	" "	2 hours	£1.80	10p	£8,500	20p		20p	£17,000		£17,000
1.7	" "	3 hours	£2.50	10p	£3,600						
1.8	" "	4 hours	£3.50	10p	£2,300						
	Buckhurst 2										
1.9	Long stay	all day	£4.40	10p	£2,800	20p	20p	20p	£5,600	£5,600	£5,600
1.10	Season tickets	year	£839	£10	£1,000	£20	£20	£20	£2,000	£2,000	£2,000
2.0	SEVENOAKS STATION										
2.1	Long stay	all day	£6.80	10p	£2,500		20p			£4,000	
	Season tickets:										
2.2	Bradbourne	year	£1,090	£10	£1,300						
2.3	Sennocke	year	£1,130	£10	£700						
3.0	SEVENOAKS ST JOHNS HILL										
3.1	Short stay	30 minutes	20p	10p	£1,000						
3.2	" "	1 hour	40p	10p	£1,000						
3.3	" "	2 hours	60p	10p	£700						
3.4	" "	3-4 hours	£1.00	10p	£800						
3.5	Long stay	all day	£3.10	10p	£150						
4.0	SWANLEY										
4.1	Short stay	30 minutes	20p	10p	£300						
4.2	" "	1 hour	40p	10p	£300						
4.3	" "	2 hours	60p	10p	£300						
4.4	" "	3-4 hours	£1.00	10p	£800						
4.5	Long stay	all day	£3.90	10p	£300	10p	10p	10p	£300	£300	£300
5.0	WESTERHAM - Darent										
5.1	Short stay	1 hour	free								
5.2	" "	2 hours	free								
5.3	" "	3 hours	free								
5.4	" "	4 hours	£1.20								
5.5	Long stay	all day	£3.10								
	WESTERHAM - Quebec Avenue										
5.6	Short stay	15 minutes	10p								
5.7		30 minutes	20p								
5.8	" "	1 hour	50p								
5.9	" "	2 hours	70p								
5.10	" "	4 hours	£1.20								
5.11	Long stay	all day	£3.10								
	WESTERHAM - Vicarage Hill										
5.12	Short stay	15 minutes	10p								
5.13	" "	30 minutes	20p								
5.14	" "	1 hour	60p								
5.15	" "	2 hours	£1.50								
			Total:		£68,150			Total:	£72,900	£76,900	£89,900
			Percentage:		3.26%			Percentage:	3.49%	3.68%	4.30%

Possible options for the Westerham car parks have not been included at the time of writing this report as they are subject to discussion with the Westerham Town Partnership and the Westerham Town Council. It is intended to provide details to Members at the meeting.

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ON-STREET PARKING TARIFFS				Proposed Increases			Estimated Income		
Item No.	Description	Charge Period	Current Charge	Option 1	Option 2	Option 3	Option 1	Option 2	Option 3
<b>6.0</b>	<b>SEVENOAKS TOWN CENTRE (High Street, London Road, South Park)</b>								
6.1	Short stay	30 minutes	20p						
6.2	" "	1 hour	60p						
6.3	" "	2 hours	£1.30						
<b>7.0</b>	<b>SEVENOAKS TOWN COMMUTER AREAS (Plymouth Drive, Holly Bush Lane)</b>								
7.1	Short stay	30 minutes	20p						
7.2	" "	1 hour	60p						
7.3	" "	2 hours	£1.30						
7.4	long stay	all day	£2.60						
<b>8.0</b>	<b>SEVENOAKS RAIL COMMUTER and COURTS AREAS (St Botolphs, Morewood Close)</b>								
8.1	Short stay	30 minutes	20p						
8.2	" "	1 hour	60p						
8.3	" "	2 hours	£1.30						
8.4	" "	4 hours	£2.40						
8.5	long stay	all day	£5.50						
<b>9.0</b>	<b>SWANLEY (Azalea Drive, Goldsel Road)</b>								
9.1	short stay	30 minutes	20p						
9.2	" "	1 hour	60p						
9.3	" "	2 hours	£1.30						
9.4	" "	4 hours	£2.40						
9.5	long stay	all day	£3.50						
<b>10.</b>	<b>KNOCKHOLT STATION</b>								
10.1	short stay	4 hours	£2.40						
10.2	long stay	all day	£3.50						
<b>11.0</b>	<b>WESTERHAM (The Green, The Grange, Market Square)</b>								
	short stay	15 minutes	10p						
11.0	" "	30 minutes	20p						
11.1	" "	1 hour	60p						
11.2	" "	2 hours	£1.50						
	<b>WESTERHAM (Croydon Road and Fullers Hill)</b>								
<b>11.3</b>	short stay	15 minutes	10p						
11.4	" "	30 minutes	20p						
11.5	" "	1 hour	60p						
11.6	" "	2 hours	£1.50						
11.7	" "	3 hours	£2.50						
					Total:		£0	£0	£0
					Percentage:		0.00%	0.00%	0.00%

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ON-STREET PARKING TARIFFS			Proposed Increases			Estimated Income		
Item No.	Charge Period	Current Charge	Option 1	Option 2	Option 3	Option 1	Option 2	Option 3
Standard Charges Structure (excludes Westerham)								
	30 minutes	20p		10p		nil	£11,200	
	1 hour	60p				nil		
	2 hours	£1.30			20p	nil		£13,600
	4 hours	£2.40			20p	nil		£1,600
	Day	varies				nil		
					Totals:	£0	£11,200	£15,200
					Percentage:	0.0%	2.0%	2.7%
Note:	Possible options for the Westerham car parks have not been included at the time of writing this report as they are subject to discussion with the Westerham Town Partnership and the Westerham Town Council. It is intended to provide details at the meeting.							
Example: Additional Income from 10p Increases (excludes Westerham)								
	Charge Period	Current Charge	10p increase	Additional income				
	30 minutes	20p	10p	£11,200				
	1 hour	60p	10p	£7,500				
	2 hours	£1.30	10p	£13,600				
	4 hours	£2.40	10p	£1,600				
	Day	varies	10p	£5,900				

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## **BUSINESS CONTINUITY PLANNING**

### **Economic and Community Development Advisory Committee – 21 October 2014**

Report of                      Chief Officer Environmental and Operational Services

Status:                        For approval

Also considered by        Cabinet - 13 November

Key Decision:              No

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**Executive Summary:** This report provides an update to the Advisory Committee on the current Business Continuity Plan. The revised plan incorporates recommendations from a recent audit and provides a framework for the organisation to continue delivery of services at acceptable predefined levels following a disruptive incident.

This will improve the Council's resilience against the disruption of its ability to achieve its key objectives, and improve its ability to recover from any such disruption while protecting welfare and safety.

A Business Continuity Strategy is included within the revised Business Continuity Management Plan and is reproduced within this report.

---

**This report supports the Key Aim of** Safe Communities; Healthy Environment; sustainable economy and effective management of Council resources.

**Portfolio Holder**        Cllr. R Hogarth

**Contact Officer(s)**      Kevin Tomsett – Head of Parking and Surveying Services  
Ext: 7368

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**Recommendation to Economic and Community Development Advisory Committee:**  
That the Advisory Committee recommend to Cabinet that the revised Business Continuity Plan and Strategy be approved.

**Recommendation to Cabinet:** That it be resolved that the revised Business Continuity Plan and Strategy be approved

---

### **Introduction and Background**

- 1        Members last considered a report on business continuity at the Performance and Governance Committee on 19 February 2008. Since that time the arrangements for the Council fulfilling its statutory duties with regard to business continuity have changed considerably.

## Agenda Item 9

- 2 Following a budget saving agreed in 2010, the post of a dedicated Emergency Planning & Business Continuity Officer was deleted from the establishment and responsibility for the function was absorbed into the Building Control team with a greater emphasis on corporate responsibility and greater resilience in knowledge and response being spread over a number of Officers rather than through one dedicated Officer.
- 3 An internal audit of the Business Continuity Plan was undertaken prior to the 2012 Olympic and Paralympics Games and recommendations made, however, due to the unique demand of this period and the District being a host Authority to the Paralympic Road Cycling Event, bespoke PAN Kent Multi agency plans were put in place for this event.
- 4 The key recommendations were to review the business continuity plan to:
  - Reflect the new management organisational arrangements.
  - Review currency of critical functions and priorities.
  - Remove references to the Major Emergency Plan and incorporate relevant information within the Business Continuity Management Plan to create a stand alone document.
  - Provide additional information on exercising, maintaining and reviewing of the plan.
  - Creation of a glossary of terms
  - Incorporation of a Business Continuity Management strategy.

### **Statutory Responsibilities**

- 5 The Council has statutory responsibilities under the Civil Contingencies Act 2004 to have business continuity arrangements in place to ensure that they can continue to provide their critical functions in the event of a disruptive challenge.
- 6 This type of event could also require an emergency planning response to the community; as such there are appropriate links with the Emergency Plan and with its supporting documentation.

### **Business Continuity Management Plan**

- 7 The revised business continuity plan follows the principles of BS 25999 (ISO 22301) and is the ongoing management and governance process supported by management and appropriately resourced, to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and to ensure continuity of service, through training, exercising, maintenance and review.
- 8 A Business Impact Assessment for each service function of the Council (as outlined in the Business Continuity Management Strategy), has been undertaken

which involved gathering information from each Service Manager on the level of criticality of each of their functions.

- 9 Each function was classed into one of four categories ranging from functions that must be operational within 24 hours, to those which could be left for over 7 days. For any function under seven days, minimum levels of staff, resources, IT and critical suppliers were identified. This information is compiled into the Business Impact Analysis.
- 10 Once implemented, staff will receive training on the plan, their function and role in any given scenario and recovery procedures before completing a table top exercise of the plan involving key staff and services.
- 11 The Business Impact Assessments and Plan will be reviewed on an annual basis, or, after any business continuity incident.

### **Key Components**

- 12 The revised draft (Version 11.0) of the Business Continuity Management Plan is attached as an appendix to this report. The key features of the plan are:
  - A business continuity management strategy, see extract below.
  - Alerting procedures, which are very similar to those in the Major Emergency Framework Document
  - Guidance on possible incident management structures. The exact structure required will be incident dependant, but it should be a clear structure for efficient command and control. For consistency the same concept is used as in the Major Emergency Framework Document
  - A section on pre-identified roles and responsibilities. This includes damage assessment, salvage, personnel issues and media relations. It also outlines mutual aid that may be available from other Kent local authorities
  - Incident management guidance for the different incident consequences (derived from the analysis of the impact assessments), including denial of premises, denial of IT and paper record systems, denial of staff, denial of utilities and denial of supplies and services
  - Guidance for the recovery phase
  - Guidance on function prioritisation, derived from the business impact analysis
  - As a denial of premises event will probably lead to a substantial extension of home-working, agreed guidance on the human resources implications of this
  - Schedules of premises, equipment, vehicles, agents, contractors that may be required

### **Business Continuity Management Strategy**

## Agenda Item 9

13. The objective of Business Continuity Management is to allow the Council to continue to provide its critical functions, and as many non-critical functions as possible, in the event of an unexpected disruption.
14. This will improve the Council's resilience against the disruption of its ability to achieve its key objectives, and improve its ability to recover from any such disruption while protecting welfare and safety.
15. To achieve this objective, the guidance and processes shown in national standards (BS 25999 – ISO 22301) will be used and having regard to good practice elsewhere.
16. There is a generally accepted cycle to this process:
  - Understanding the organisation
  - Determine BCM Strategy
  - Develop and implement BCM response
  - Exercise, maintain and review plans
17. With overarching programme management. For the business continuity process to be as effective as possible there is a need to embed business continuity management into the organisation's culture.
18. Understanding the organisation includes identifying the functions that the Council undertakes and compiling a Business Impact Analysis on each of those functions. It also includes the identification of the hazards that could cause a business disruption and undertake a Business Risk Assessment on those hazards.
19. The Business Impact Analysis and the Business Risk Assessment provide the information to compile a Business Continuity Plan. The aim of the Business Continuity Plan is to provide a framework in which to manage the response of the Council to an event which is likely to seriously obstruct it in the performance of its functions.
20. The objective of the plan is to enable the Council to exercise its functions in the event of an emergency, so far as is reasonably practicable.
21. Not all functions need be kept operating at normal levels. The plan should facilitate functions being at an acceptable level of operation within acceptable timeframe.
22. There is also a need to train staff. This should include general awareness training for managers and staff groups and specific training for 'key players' identified in the plans. This should assist in the embedding of Business Continuity into the organisation's culture.
23. There will be a need for ongoing management and maintenance of the Business Continuity capability and documentation.

### **Key Implications**

#### Financial

The Council has a small budget for Business Continuity and Civil protection (£33,000) which is largely salary allocations for key staff responsibilities. In the event of invoking business continuity procedures and actions funding would need to be found from Partner Agencies, or from Council reserves, depending on the nature of the response.

## Legal Implications and Risk Assessment Statement

The Council has statutory responsibilities under the Civil Contingency Act 2004 to prepare and maintain a Business Continuity Plan. Failure to have a plan in could potentially lead to critical services not being delivered in the event of a major incident.

## Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		

## **Conclusions**

**Background Papers:** Business Impact Assessments

[SDC Major Emergency Plan](#)

**Appendix** Business Continuity Management Plan

**Richard Wilson**  
**Chief Officer Environmental and Operational Services**

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## **ECONOMIC DEVELOPMENT STRATEGY**

### **Economic and Community Development Advisory Committee - 21 October 2014**

Report of                      Chief Officer Communities and Business

Status:                        For consideration

Also considered by:        Cabinet, 11 December 2014

Key Decision:                No

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#### **Executive Summary:**

This report asks Members to consider the revised final draft of the three year Economic Development Strategy and three year Action Plan (2015-2018), following the public consultation period in August and September 2014.

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**This report supports the Key Aim of** the Community Plan's Dynamic & Sustainable Economy priorities and the District Council's Corporate Plan

**Portfolio Holder**        Cllr. Hogarth

**Contact Officer(s)**      Lesley Bowles Ext 7335

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#### **Recommendation to the Economic and Community Development Advisory Committee**

Members consideration is sought in advance of decision by Cabinet on 11 December

#### **Recommendation to Cabinet**

Members are asked to approve the final draft of the Economic Development Strategy and Action Plan

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**Reason for recommendation:** comments made by Economic and Community Development Advisory Committee will be used to make amendments to plan before it is taken to Cabinet for decision

---

#### **Introduction and Background**

- 1        The Sevenoaks District Community Plan makes a commitment to a thriving local economy where businesses flourish, where people have the skills for employment and where tourism is supported. The Community Plan also commits to a sustainable economy where people can live, work and travel more easily and are empowered to shape their communities. One of the Council's five promises in the Corporate Plan is to support and develop the local economy.

## Agenda Item 10

- 2 The Council's Economic Development Strategy and Action Plan will help us to prioritise our ambitions and provide support for our local economy. Officers and Members have held consultation workshops with interested groups including Town and Parish Councils, town partnerships, business support and inward investment organisations, rural support groups, businesses, tourism groups, young people and Council officers engaged in associated work. Members were invited to consultation workshops and the Advisory Committee held its own workshop. Businesses were also consulted by way of a survey which was e-mailed to them and publicised in the Council's e-publication 'real Business'.
- 3 The results of the consultation were used to inform a draft consultation strategy. The public consultation draft was circulated to all groups, agencies, partners, support organisations and Members of the Council, together with a response form. This gave further opportunity to make suggestions for amendments or additions to the strategy and action plan. While the public consultation response period closed on 26 September, the Council agreed to receive comments from some organisations outside of the public consultation period.
- 4 The final draft Economic Development Strategy and Action Plan for the next three years (2015-2018), included as Appendix A, takes into account the changes made as a result of the responses received during the public consultation stage. A summary of all the public consultation responses received, responses to the comments and a list of changes made to the Economic Development Strategy document and action plan is included at Appendix B.

### Conclusions

- 5 Members of the Economic and Community Development Advisory Committee are asked to consider the final draft of the Economic Development Strategy and Action Plan for the period 2015-2018.

### Key Implications

#### Financial

There are no financial implications associated with the Economic Development Strategy. Work identified in the action plan will be funded within existing resources or from external funding where this can be accessed.

#### Legal Implications and Risk Assessment Statement.

There are no legal implications associated with this report.

#### Equality Impacts

A full Equalities Impact Assessment has been completed.

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	Yes	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?	N/A	

### Sustainability Checklist

A sustainability checklist have been completed.

**Appendices** Final Draft Economic Development Strategy - Appendix A

Summary of Public consultation responses received – Appendix B

**Background Papers:** South East LEP Growth Deal and Strategic Economic Plan

<http://www.southeastlep.com/about-us/activities/262-developing-a-growth-strategy-and-prioritising-investment-in-the-south-east>

West Kent Priorities for Growth.

<http://cds.sevenoaks.gov.uk/ieListDocuments.aspx?CId=291&MId=1661&Ver=4>

**Lesley Bowles**  
**Chief Officer Communities and Business**

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# Sevenoaks District Council: Economic Development Strategy and Action Plan

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Agenda Item 10

## Foreword

Sevenoaks District offers both exciting opportunities and interesting challenges in terms of its economy. With strong retail offers, a highly skilled workforce and unrivalled connectivity; the District can look forward to a prosperous and bright future. We continued to perform excellently throughout the recession, with town centre vacancies some of the lowest in the country and business survival rates continuing to be higher than the county and national averages. We continue to attract strong inward investment and ensure that the most innovative and exciting companies stay here in Sevenoaks District.

Despite the success of the local economy, this is no time to rest on our laurels. As a council we are proud of being proactive with our businesses. One of our biggest challenges is retaining land in employment use at a time when residential values are compelling for potential developers. This strategy aims to support business, attract inward investment and growth and provide more innovation and employment opportunities. We want to continue to make this a great place to live, do business and prosper.

## Signature

Cllr Roddy Hogarth

Portfolio Holder for Economic Development

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## Introduction

This document sets out the major priorities for economic development in the District over the next three year period (2014-2017). Sevenoaks District Council is committed to developing the local economy and securing future jobs and growth. The document sets out 6 key priorities which support the vision set out in the Sevenoaks District Council Corporate Plan and the Sevenoaks District Council Community Plan. Specifically, it supports *Promise 5* in the Corporate Plan which is 'Supporting and developing the local economy'. It also supports the 'Dynamic Economy' and 'Sustainable Economy' priorities in the Community Plan.

We have consulted widely with the business community and partners to shape the content of this Consultation Draft strategy. We have tried to capture the concerns and aspirations of those businesses, communities and others already consulted.

The key priorities and draft action plan is available to view on page 23. We are now asking for your comments, suggestions and any additional information, priority locations or actions you would like to put forward.

## Who have we consulted?

The following groups have been consulted in the preparation of this document:

- Businesses through a District-wide questionnaire.
- Business Support organisations
- Inward investment organisations
- Tourism groups and businesses
- Rural support groups , businesses and landowners
- Sevenoaks District Council Members
- Town Partnerships
- Town and Parish Councils
- Sevenoaks District Council officers engaged in Planning, Property and Housing and Business Rates
- Young people at the Youth Café at Stag Community Arts Centre, Edenbridge House Project and students at Hextable School



## About Sevenoaks District

Sevenoaks is a large District lying to the south east of London with an overall area of just over 143 square miles (370 square km). It is long and relatively narrow measuring 20 miles north-south by about 7 miles east-west. The Thames Gateway lies to the north, Surrey and East Sussex to the west and south and the rest of Kent, including Tonbridge and Tunbridge Wells to the east and south east.

Despite adjoining the outer edge of London it is predominantly rural with 93% of the District designated as Green Belt. The quality of the landscape is a distinctive feature of the area. The national significance of the landscape is recognised by the inclusion of 60% of the District within either the Kent Downs (to the North) or High Weald (to the South) Areas of Outstanding Natural Beauty. There are also extensive areas recognised for their nature conservation importance. It is rare to find such extensive areas of high quality landscape so close to London. This uniqueness makes Sevenoaks District one of the most desirable places to live and work in the Country. Development to accommodate growth has to be balanced against protecting the landscape.

The District has a thriving business community and strong foundations in place for future economic growth. The resident workforce is very highly skilled, with nearly 50% of the resident population educated to degree level or above. There is a culture of entrepreneurialism; we have a very small number of larger employers. The vast majority of businesses are what are called 'microbusinesses' which have 5 employees or less. We also have some of the highest levels of homeworking, self-employment and home-based businesses in the County.

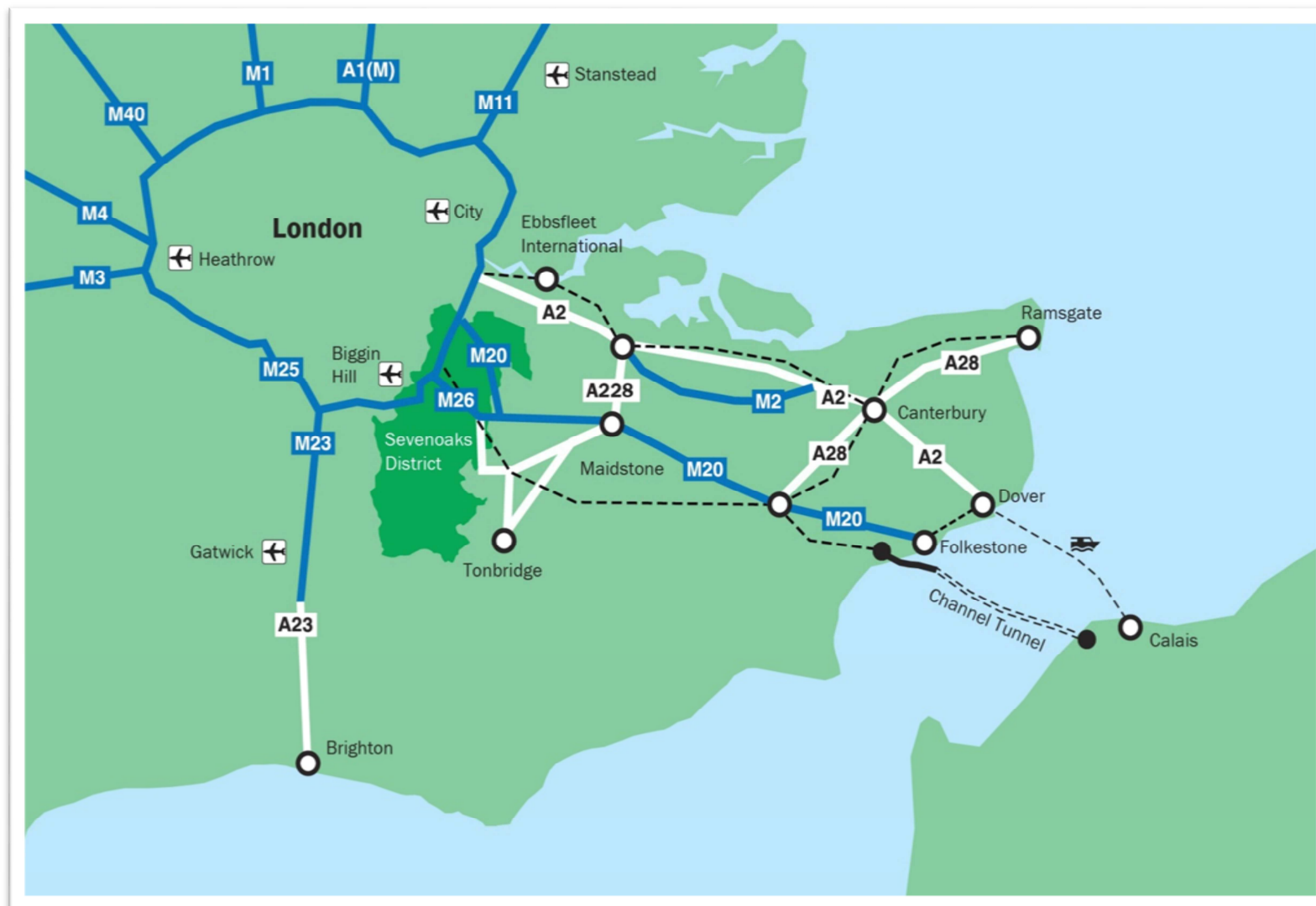
Our highly skilled local population is reflected in our large finance sector and continually growing businesses in the 'knowledge economy'. These firms and others are brilliantly placed to access the powerhouse of the finance industry, the City of London, often in less than 40 minutes.

Locating in Sevenoaks District gives them distinct advantage of far lower overheads, cheaper business rates and access to a highly skilled, yet competitively priced workforce.

Even during a time of fiscal conservatism, the District's main urban settlements have continued to attract strong inward investment. The land West of Bligh's in Sevenoaks Town Centre is being redeveloped by Marks and Spencer. Late in 2014 a new supermarket store and apartments will be completed. Swanley Town Centre has made a remarkable recovery since the recession, with a number of new high street brands opening in the shopping centre. Edenbridge Town Centre is awaiting the start of construction on a brand new Sainsbury's store and recently welcomed Waitrose to the town. In the large modern village of New Ash Green there is an opportunity to regenerate or redevelop the central business and shopping area to redress the problems stemming from it's outdated 1960s design.

The District has an important tourism offer and historic and cultural legacy with 17 nationally designated historic parks and gardens including Knole House and Park. Sevenoaks has a number of historic houses including Penshurst Place, Hever Castle and Lullingstone Roman Villa. The District features a substantial legacy of historic towns and villages, with 40 Conservation Areas, 2,112 listed buildings and 23 scheduled ancient monuments. We hosted the Paralympic Games 2012 at Brands Hatch which boosted our profile even further. This legacy acts as an important base for our burgeoning tourist industry which is worth over £232 million a year, and is continuing to grow.

The rural economy plays a large part in the economic success of the District with over half of the population living in the 40 or so villages and hamlets around the District. The success of the West Kent Leader Programme highlights the strength of our rural business offer. The recent investment in Westerham by the Westerham Brewery and Squerryes Estate are examples of the strength of this sector.





# The Economy

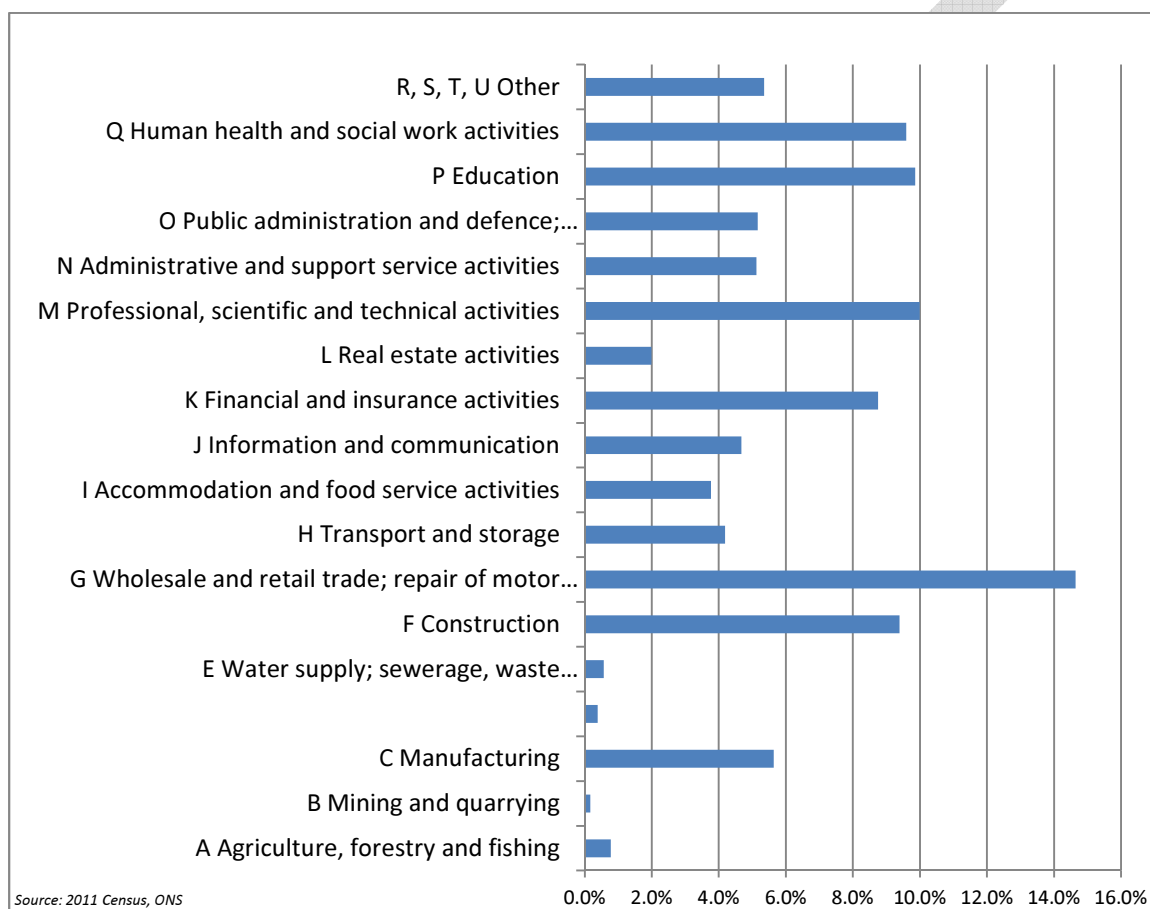




## The Economy

The economy in Sevenoaks is broadly based. There are no dominant sectors or large employers that substantially skew the balance of employment. The District has low public sector dependency.

**Figure 1: Employment by industry**

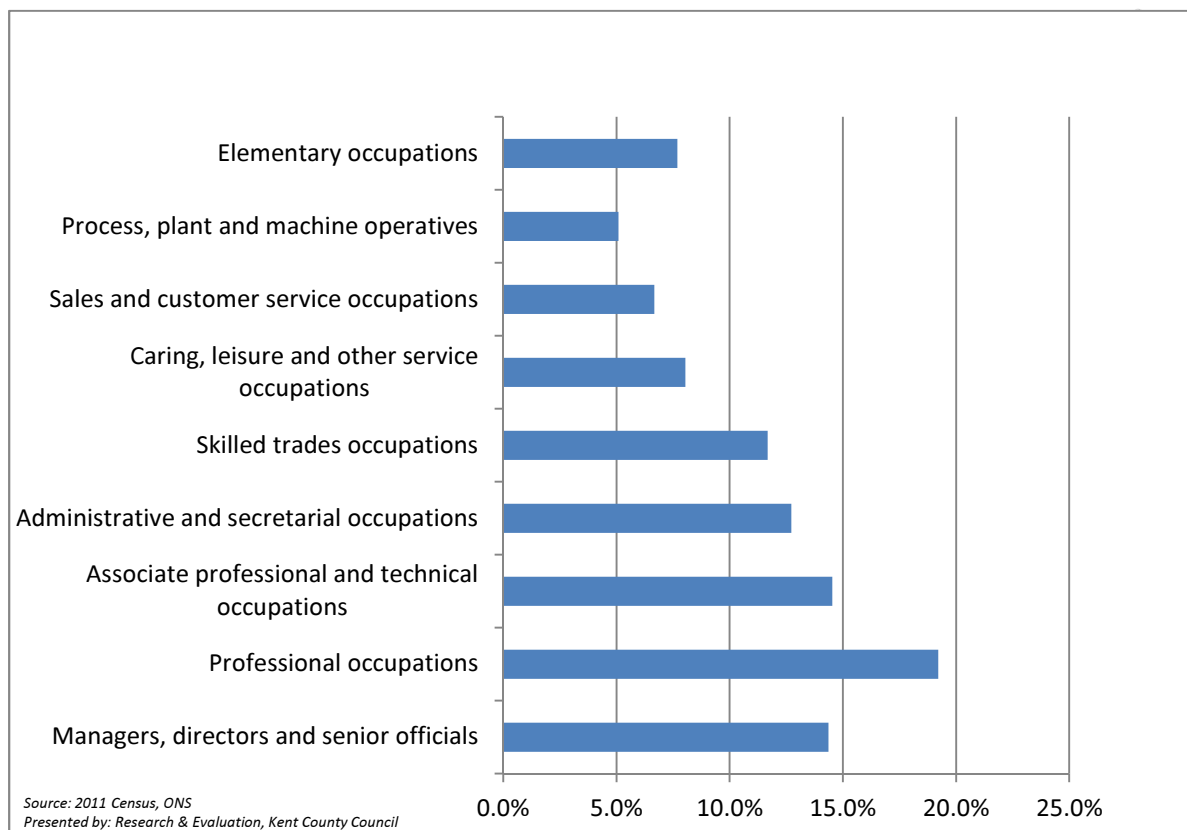


The District has a large 'knowledge economy' with around 7,500 jobs in 2010. Sevenoaks has one of the highest concentrations of jobs in knowledge rich sectors in Kent. Using Kent County Council's definition of the knowledge economy it is evident that the majority of these are in scientific research and development, most of which are likely to be linked to operations at Fort Halstead.

There are also notable concentrations of employment in head office and management consultancy activities (800), legal and accounting services (700), architectural and engineering activities (700), activities auxiliary to financial services and insurance activities (600) and computer programming and related activities (500).

Such employment tends to be focused in smaller sized organisations. In 2008 around 40% of knowledge economy jobs were in businesses of 1 to 10 employees and a further 20% were in businesses of 11 to 49 employees. There were only around 20 knowledge economy businesses with 50 employees and over in the District.

**Figure 2: Employment by occupation**



The District is not dominated by large employers; 87% of businesses employ less than 10 people. Businesses employing 50 or more staff only account for 2% of the total businesses in the District. This is further reflected in the very high percentage of home-based workers, home-based businesses and self-employed people we have in the District



## **Workforce (Economically Active population)**

Economic activity relates to a person who was aged 16-74 and working, looking for work or not working at all at the time of the 2011 Census. Those who are economically active include, employees (both full and part time), the self employed, full-time students and the unemployed. Those who are economically inactive include, a person looking for work but not able to start within two weeks, as well as anyone not looking for work or unable to work such as people who are retired, looking after home/family or disabled.

Sevenoaks District has a current economic activity rate of 71.5%. This is above the county average of 69.9% and the national average of 69.7%. However Sevenoaks will see a 6.4% decline in the resident workforce up to 2030.

## **Earnings**

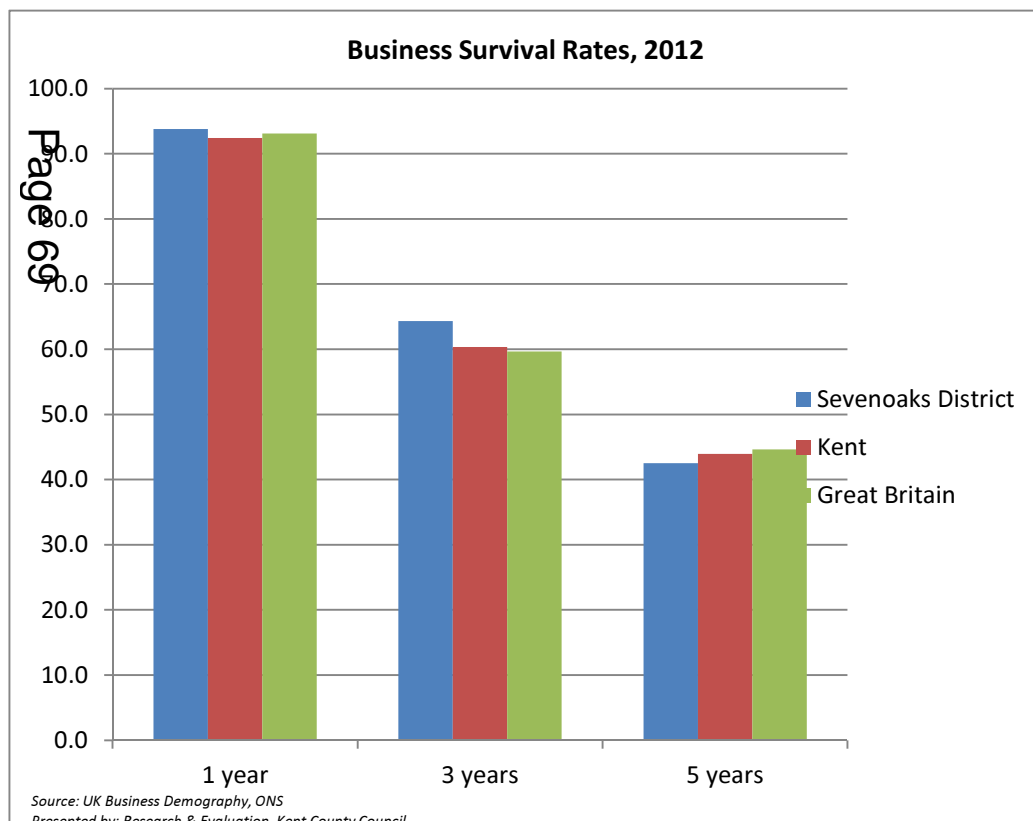
Average earnings for those resident in the District are typically far higher than the County and national average. Median weekly full-time earnings in the district are £690.70, compared with £610.40 in Kent and £558.80 in Great Britain. This translates to high local spend potential and undoubtedly has a positive impact upon our high streets and cultural attractions. The median workforce earnings show a similar trend. Median full-time earnings in the District are £602.00, compared with £542.70 in Kent and £558.30 in Great Britain. Median workforce earnings are slightly higher, reflecting the highly skilled nature of the resident workforce.

There is a significant disparity between the resident earnings and workplace earnings in the District. The likely reason for this is the high level of out commuting that the District experiences, with median earnings in London significantly higher than in Kent.

## Business Survival Rates

Business survival rates in Sevenoaks in Year 1 and Year 3 are above the County and national average. Survival rates are below the County and national average for Year 5. This indicates that although businesses find it easy to start up and survive within the District in the first instance, they are slightly less likely to sustain this than average.

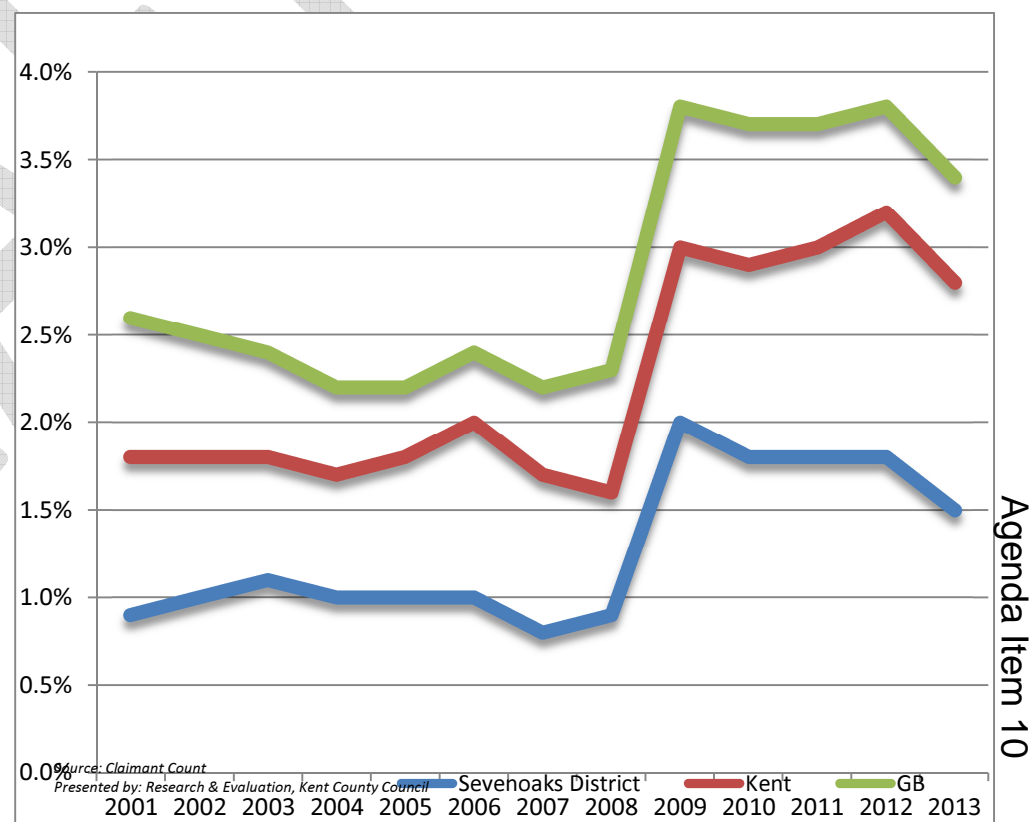
**Figure 3- Business Survival Rate, 2012**



## Unemployment

Unemployment is typically low in most parts of the District. The average rate of unemployment has consistently stayed below the regional and national averages, even during the 2008 recession. The District has pockets of unemployment which are above the regional averages; these are found in Swanley and Edenbridge.

**Figure 4- Annual Average Unemployment Rate- 2001-2013**



## Economic Output (Gross Value Added)

Gross Value Added (GVA) is a measure of economic output. It is primarily used to monitor the performance of the national economy and is now the measure preferred by the Office for National Statistics to measure the economic wellbeing of an area. GVA and Gross Domestic Product (GDP) are not the same. GVA measures the economy excluding tax and subsidies.

Sevenoaks District has a GVA of (£mil) 2,090; this is the 6<sup>th</sup> largest in the County. The GVA per head is also the 6<sup>th</sup> largest in the County at 18, 112.

We must exercise caution with these estimates for a number of reasons. Firstly, national statistics are not available for District GVA. It is an approximation based on the total GVA for Kent. This can be misleading as the estimate is based on the number of employees, rather than actual productivity. Secondly the estimate excludes the self-employed. We have one of the highest self-employed workforces in Kent. Thirdly the GVA per head figure is grossly affected by out-commuting. A high proportion of our residents commute to London each day.



## **Connectivity**

The connectivity in Sevenoaks District is often seen as one of its most appealing traits for the commercial sector. There are excellent transport links to London, Europe and the Thames Gateway via rail, air and road. There is also easy access to a number of major roads which cross the District including the M25, M26, M20, A25, A20 and A21. The rail services are excellent, with services to London, Kent/Sussex coasts, Redhill, Uckfield and East Croydon. The main priority airports are easily accessible and the Port of Dover is just over an hour away.

Large areas of the District have been part of the countrywide expansion of the 4G service for mobile communications. Broadband is one of the top issues for businesses throughout the District. There has already been significant investment in this area through the BDUK project led by KCC, independent providers and community based projects. However broadband speeds are still substandard in some parts of the District and this must be addressed. This form of connectivity is vital to the ongoing growth of the rural economy and will continue to be a priority



## Economic Strengths

The economy continues to perform strongly in the face of increasing economic uncertainty and pressure:

- There are strong levels of **inward investment** such as Blighs (Sevenoaks) and the West Kent Cold Store (Dunton Green). We host some of the most exciting companies in Europe and the rest of the world such as BT, Siemens Nixdorf, QinetiQ and Marks and Spencer.
- Sevenoaks District has **exceptional connectivity**. There is excellent access to London (London Bridge, Waterloo, Charing Cross, London Victoria and Blackfriars) from any of the major towns in the District (Sevenoaks: 25 minutes, Swanley: 26 minutes and Edenbridge: 40 minutes). All of the major airports in the south east (Gatwick, Heathrow, Stansted and London City) are easily accessible by rail or car. Road access is exceptionally good with strong links to the M25, M26, M20, A25, A20 and A21. Access to Europe is easy with the Port of Dover a short distance away.
- Sevenoaks District has a strong base of **very high skilled** workers. Nearly 50% of workers in the area have qualifications at NVQ4 and higher level. This is far above the UK and South East average.
- There are a number of **key sectors** with strong growth potential such as: Tourism, Financial Services and Professional Scientific and Technical
- **Unique landscapes and scenery** which attract people from all over the world.
- Superb **cultural and leisure** facilities.
- The District has a **very high quality of life**. Sevenoaks is consistently named as one of the top places to live in the UK, combining beautiful countryside with a host of cultural attractions.
- The **tourism industry** continues to grow strongly year upon year. It is now worth over £230 million annually and continues to go from strength to strength.
- Resilient and **entrepreneurial** culture. Our business survival rates in Year 1 and Year 3 are better than the UK and County average. We have some of the highest levels of **self-employment** in the County.
- Robust **retail offering**. Sevenoaks, Westerham, Swanley and Edenbridge have some of the lowest retail vacancy rates in the County, offering an eclectic mix of independent shops and high street brands.

## Key Challenges

The local economy faces a number of challenges that need to be addressed in order to facilitate further growth:

- Swanley Town Centre has seen some incremental improvements since the recession, however there are still areas in the town centre which could be improved and regenerated. **Bevan Place and the Meeting Point** are key strategic sites for regeneration.
- New Ash Green Village Centre struggles to provide the services and amenity that residents now require. **Regeneration** of this area is a key strategic priority for the Council.
- **Fort Halstead** is a major developed site within the green belt. The current occupier is DSTL, who have announced that they will be leaving the site in 2017. This one of the largest employment sites in West Kent and as such, needs strong commercial development.
- **Bat and Ball and the BT Exchange** have been identified as potential regeneration sites within Sevenoaks Town. The future development of these sites will play a vital role in the prosperity of the town in years to come.
- Loss of **employment land to residential**
- Supporting growth in our burgeoning **tourism industry** through increased marketing and the availability of suitable accommodation for tourists.
- Making sure **broadband speeds** are superfast in rural areas of the District.
- **Graduate retention** is falling and more higher level skilled staff are being lost to London due to out-commuting.
- Ensuring we continue to have the best transport links to London. Enabling **Zone 6** in Swanley and Bat and Ball will kick start regeneration and further improve connectivity.
- A high proportion of the District have a high level of skills and qualifications, however there is still a small proportion that **lack skills** and **work readiness**.
- Apparent affluence masking pockets **of deprivation** and low levels of educational attainment.

## National Policy Context

The vast majority of public funding to support the local economy and employment is channelled through various national, regional and sub-regional agencies. The government has introduced a series of policy initiatives and legislative changes designed to assist economic growth. The main channels for stimulating economic growth are:

### Localism Act

The Localism Act aims to give more power to local authorities and communities to influence planning and housing decisions. In particular, the Community Right to Bid could potentially foster a spirit of entrepreneurialism in local communities. Another important aspect of this act is Neighbourhood Planning, allowing communities the opportunity to get the right type of development for their community.

### Local Enterprise Partnerships

In 2010 the government decided to abolish the Regional Development Agencies (RDAs) and replace them with Local Enterprise Partnerships (LEPs). LEPs are private/public sector partnerships that have a clear remit to drive sustainable private sector led growth. Sevenoaks is part of the South East Local Enterprise Partnership (SELEP), which consists of Kent, Essex and East Sussex. The Lord Heseltine review 'No Stone Unturned' in 2013 encouraged the government to devolve further powers and funds to LEPs so that they can drive economic growth. The

SELEP has developed a strategic growth plan which includes two major growth areas in the District, Fort Halstead and Swanley.

Our submission to the LEP included a number of other areas for growth which they have not currently accepted into their plans but that we think is vital to the further regeneration and prosperity of the District. They are listed as priorities later in this document

### Growing Places Fund

The Growing Places fund is designed to improve local funds in order to unlock growth on specific development sites, infrastructure projects and stimulate economic growth.

### Regional Growth Fund

The £1.4 billion Regional Growth Fund has been developed to support the creation of more private sector jobs. Currently, businesses in Sevenoaks are able to access the £5.5 million Escalate fund. Escalate is designed for high growth businesses in the Sevenoaks District and other Districts along the A21 corridor.

## Regional and Local Context

At the District and sub-regional level there are a number of plans that either link or support delivery of our economic priorities.

### **Unlocking Kent's Potential**

Unlocking Kent's Potential sets out Kent County Council's overarching vision for how the County should look in the next 10 years. It assesses the major opportunities and challenges facing the County.

### **West Kent Priorities for Growth**

The WKP for Growth is a strategy developed by the West Kent Partnership which is an economic partnership of Sevenoaks District Council, Tonbridge and Malling Borough Council and Tunbridge Wells Borough Council. The strategy sets out a proactive and strategic approach to the future investment needed to support the West Kent economy now and in the future.

### **Sevenoaks District Council Core Strategy**

The Core Strategy was adopted by full council in February 2011. It sets out the vision and policies for future development in the District up to 2026. The core strategy sets the general approach to the scale and location of development. It does not deal with specific development sites, nor does it deal with the most detailed policy issues which are considered by the Allocations and Development Management Plan. The Core Strategy will soon be reviewed to bring it in line with current government guidance and the ADMP.

### **Sevenoaks District Council Draft Allocations and Development Management Plan (ADMP)**

The ADMP allocates specific sites for development such as housing and employment land. The examination hearing sessions considering the soundness of the plan have recently closed. If found sound, the Council will be able to adopt the plan.

### **Sevenoaks District Council Corporate Plan**

The Corporate plan sets out the Council's vision up to 2015. It commits to 5 promises in the coming years which are to provide value for money, to work in partnership to keep the District of Sevenoaks safe, to collect rubbish efficiently and effectively, to protect the green belt and to support and develop the local economy. The overriding vision for Sevenoaks District is "to sustain and develop a fair, safe and thriving economy".

### **Community Plan**

The Economic Development Strategy has been developed to complement the Sevenoaks District Community Plan. The Community Plan sets the long term vision for Sevenoaks District and encompasses the community's priorities for action. This vision already includes a number of priorities related to economic growth and employment. The document is a 15 year vision which is the result of widespread consultation with the community.



## Section 2: Strategic Objectives

## **Strategic Objective 1: Inward Investment**

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## Inward Investment

The core aim of any Economic Development strategy is to deliver projects and actions which facilitate business growth, expansion, inward investment and to create an atmosphere of entrepreneurialism.

It means that we have to ensure that businesses already located here are sufficiently supported in being able to grow. The Sevenoaks Business Demand Survey, compiled by URS in September 2013; has given us a robust evidence base for understanding the needs of businesses in the future. The following results give us a strong steer for our future objectives:

- The top issue affecting businesses surveyed was the 'Building or site size'.
- The majority of respondents to the survey expected the market to grow gradually over the next five years.
- For businesses intending to move, the most popular reason is that they are ready to expand and need larger premises. Furthermore, the majority of businesses intending to move required larger office space.
- 87% of those businesses planning to move premises want to stay within Sevenoaks District. This is a 23% increase since the last telephone business survey in 2005.

It is clear that businesses want to stay within the District, and are anticipating strong growth in the future. It is vital that the size

and quality of office space is developed to ensure that these businesses stay here.

Our own consultations corroborated the findings from the business survey and identified additional need for employment space that is required. Start up business units or a 'business hub' was frequently mentioned throughout the consultations. It was felt that there is a lack of space for people starting a business who might need flexibility with their working arrangements until they are able to grow their business and move into a longer term lease on a property. This is a need which has also been identified in the West Kent Investment Strategy. Additional units or hubs would help engender a stronger sense of entrepreneurialism and ensure that more businesses develop and grow in the district.

A recent report compiled by Locate in Kent confirmed that there is significantly less commercial property to choose from in Sevenoaks District in comparison with the rest of West Kent and the County.

Our pro-business attitude at the Council has led to significant amounts of inward investment such as the recent Marks and Spencers development in Blighs. A number of innovative multinational companies have chosen to locate and invest in the District such as BT, Siemens Nixdorf and Bayerngas. As well as growing businesses already located here, we want to ensure that the District continues to attract strong investment and the most exciting businesses.



We cannot achieve significant economic growth in the District without enforcing strict protections on our current employment land. Current land values mean that it is more profitable for developers to build housing than good quality commercial premises. Our planning policy stipulates that we will protect employment land where there is a market for it now or there is likely to be one in the future. This is vital if we are to attract and keep businesses in the District.

**The following aims will be progressed by the Council and its partners in order to achieve this ambition:**

- **Aim 1.1: Market Sevenoaks District as a place to invest and grow**
- **Aim 1.2: Encouraging viable and vibrant town centres through a range of partnerships**
- **Aim 1.3: Maintain and protect employment land and commercial premises**

## **Strategic Objective 2: Skills and Support**

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## Skills and Support

Sevenoaks has a very highly skilled population who are primarily educated outside the District in some of the highest achieving schools in the country. The District has a higher proportion of individuals with NVQ4 and NVQ3 and above equivalent qualifications compared to the South East (41.9% in Sevenoaks District compared to 36.2% in the South East and 32.9% in Great Britain). The District has a higher proportion of individuals with NVQ3 and above equivalent qualifications (62.7% in Sevenoaks compared to 56.7% in the South East and 52.7% in Great Britain). People correctly point out that we have a very skilled populace.

We also have a high proportion of residents with very low qualifications. The proportion of individuals in Sevenoaks District with no qualifications is higher than for the South East as a whole, but lower than Great Britain (11.1% in Sevenoaks District compared to 9.1% in the South East and 12.3% in Great Britain). Evidence of low skills has been corroborated by a number of local businesses who have had to appoint workers from outside the District due to a skills shortage at the local level. A common theme throughout the whole consultative process is that businesses struggle to find the right staff with the right attitude.

The following points are just a selection of those that were mentioned during consultation:

- Not enough young people with the right attitude to work
- Generational worklessness
- Poor links to training for young people in the District
- More links with businesses needed.
- Gap in sector skills
- 

A number of consultees emphasised that there has been a strong focus on young peoples' training and employment. There needs to be a focus on getting people over 50 retrained and back to work. This is an often neglected populace whose unemployment rose dramatically during the recession.

The Local Strategic Partnership Employment sub-group; which is a multi-agency partnership of organisations who work to reduce unemployment were also consulted. They highlighted two important issues: the trouble young people have in getting to work from rural areas in the District and the lack of links between themselves and the private sector. A similar response was encountered in the consultations with young people who found public transport expensive and unreliable and wanted more links with local businesses so that they can build up their experience. In the north of the District many young people make use of schools and colleges in Dartford and Gravesend and in the south many access schools in Tonbridge, Tunbridge Wells and other adjoining districts.

Unemployment in Sevenoaks District is below the County and country average. The perception is that unemployment is low throughout the District. This is incorrect. There are a number of unemployment hotspots throughout the District. Job fairs are an excellent opportunity for the Council to bring unemployed people and employers together in these areas.

We are unfortunate in that we do not have a Jobcentre Plus within the District or a College. Therefore we must ensure that we make excellent links to colleges and training establishments outside the District, for example Hadlow College, Bromley College and West Kent College. We should also take advantage of better links with Universities and training colleges in London. There are a plethora of underemployed and capable graduates in London who would like to work with growing, innovative companies. We need to ensure that our businesses are able to capture the talents of underemployed or unemployed graduates in London.

The District Council delivers a number of services to businesses. It is vital we ensure that different departments in the Council communicate with one another to enable businesses to feel welcomed into the District and that they can turn to the Council if they need assistance. Whether it be for a planning application, business rates or licensing, it is clear that we need to be able to work more closely together to ensure that businesses are nurtured and feel supported by the District Council rather than simply looking upon us as the billing authority.

Our consultations identified a need for the Council to provide more clarity with regards to businesses support and what funding

is available. Businesses sometimes find the large amounts of information on offer confusing and don't know who to contact in order to get the best information. We need to ensure that the Council is providing clear, concise advice that businesses find easy to access.

## Strategic Objective 3: Transport and Infrastructure

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## Transport and Infrastructure

Infrastructure is vital to the continuing economic growth of the District. There are a number of key infrastructure projects that need to be delivered over the timescale of this strategy in order for us to facilitate economic growth. The Sevenoaks District Strategy for Transport (2010-2026) is a document which sets out the range of transport issues facing the District. The Economic Development strategy seeks to support the initiatives identified in the strategy for transport. Our consultation process identified a number of other key areas for improvement in the District such as improvements to Swanley and Bat and Ball stations and inclusions of some stations within Zone 6.

The Sevenoaks Business Survey (2013) indicated that Transport and Infrastructure were still very important considerations for businesses throughout the District. This has been corroborated by local parishes and other groups who are keen for us to lobby for integrated and improved public transport.

The consultations highlighted that many areas want to take advantage of our close proximity to London. In particular, those in Sevenoaks and Swanley want to be included in Zone 6. This has obvious advantages for businesses and residents. For Swanley, inclusion in zone 6 would help to kick start significant regeneration in the area and create new jobs. For Bat and Ball, zone 6 would take pressure off the service to London Bridge and also stimulate local regeneration projects. Train services from the District to London are not undergoing the improvements

necessary to keep pace with other areas. Commuters are being unfairly targeted with high prices which are being used to subsidise new and improved services in other parts of the South-East. The London Bridge redevelopment is having a negative impact upon commuters in Sevenoaks. The recent timetable changes for 2015 mean that commuters can no longer stop at London Bridge on the London Charing Cross service.

The flooding and bad weather that visited us over Christmas 2013 had dire consequences for residents and businesses. Our consultations identified that those areas flooded would like additional support from us to engage with the Environment Agency on flood protection and funding for those affected.

Car parking has been another consistent theme during the consultative process. Businesses and local communities are very concerned about future parking capacity. There are also significant concerns about the capacity of the road network in Sevenoaks and Swanley. The Sevenoaks District Transport Strategy and Cycling Strategy identify a number of schemes which would help ease congestion and promote sustainable forms of transport. The enabling of the Lower Thames Crossing would take considerable pressure off M25, M26 and M20 junctions; benefitting traffic flow in the District.



Broadband is a vital 21<sup>st</sup> century amenity for both residents and businesses. The speed and access to services can have a severely detrimental effect on business performance and has the potential to negatively affect house prices. The 2013 business phone survey indicated that broadband is now the number 1 concern of businesses within the District. Many of our businesses are located in rural areas which may not feel the benefit of normal

commercial broadband upgrades. For the District to remain competitive we must ensure that superfast broadband services are rolled out to all areas of the District. The number one concern for businesses in the 2014 Business Survey was access to superfast broadband services; 91% of those surveyed thought that this was the most important issue. In the face to face consultations with business groups this was highlighted as the most important infrastructure upgrade in the District. To help solve this problem in the most rural areas of the District we should engage the landowners to try and find an effective solution. There are examples of successful community and landowner led schemes in the District.

Our consultations also highlighted another important issue. Mobile phone signals and 3G/4G signals are often very poor in the rural parts of the District. We must ensure that future

connectivity is first rate. Wifi is an increasingly sought after service and currently the service is limited. Increasing the scope of Wifi is vital for the visitor experience, for those accessing services and shopping in our main towns.

**The following aims will be progressed by the Council and its partners in order to achieve this ambition:**

- **Aim 3.1: Inclusion of Swanley in Zone 6 and improvements to the rail station**
- **Aim 3.2: Inclusion of Bat and Ball in Zone 6 and improvements to the rail station**
- **Aim 3.3: Support efforts to improve car parking in the District**
- **Aim 3.4: Support efforts to ease congestion in Sevenoaks and Swanley**
- **Aim 3.5: Ensure areas are sufficiently protected from extreme weather and flooding**
- **Aim 3.6: Ensure that the District has 21<sup>st</sup> Century connectivity to encourage growth and promote well-being.**
- **Aim 3.7: Lobby for fairer and improved train services and better integrated public transport**

## **Strategic Objective 4: Energy and Sustainability**

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## Energy and Sustainability

Local authorities are being encouraged to make cuts in energy costs and 'go green'. Businesses are also looking to cut overheads in the face of ever climbing energy prices. The 2013 and 2014 Sevenoaks District Council business surveys indicated that energy costs were one of the most important concerns for businesses looking forward.

The District Council is supporting the Climate Local initiative led by Kent County Council. This is a Local Government Association initiative to drive, inspire and support council action on climate change. As part of this we are committed to a number of actions to reduce our carbon footprint and ensure that residents and businesses are given the right information to cut costs and go green.

We have already started a number of initiatives to support this exciting programme of work. In partnership with the KCC Low Carbon Team we have delivered two Steps to Environmental Management (STEM) workshops. We are also developing an information pack for businesses so that they can make the right decisions when it comes to being energy efficient. Our consultations showed that there was some confusion amongst businesses and other organisations as to what schemes are operating and that there needs to be greater clarity and understanding about what support and funding is available.

We need to ensure that the green infrastructure is in place to enable businesses and residents to be able to buy more energy efficient vehicles. Charging points for electric vehicles are becoming increasingly prevalent in London and surrounding boroughs. The installation of charging points in the District will be a priority.

**The following aims will be progressed by the Council and its partners in order to achieve this ambition:**

- **Aim 4.1: Ensure that businesses are able to access training and funding opportunities to become more energy efficient**
- **Aim 4.2: Install charge points for electric vehicles in the District**

## **Strategic Objective 5: Places for growth and improvement**

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## Places for Growth and Improvement

After consulting our corporate plans, emerging local plans and the business community a number of areas were identified for improvement:

### Swanley

Swanley is the second largest town in the District. It is located adjacent to Junction 3 of the M25.

It has services which include a youth and community centre, leisure centre, library, civic centre, schools, railway station and a range of other community facilities and support services.

Improvements to the library and information centre will facilitate the continued provision of good services to local people. The town centre itself contains a pedestrianised shopping centre which includes a major food superstore.

The Retail Study update 2009 showed that the town was at that time only capturing a low proportion of available spend, particularly for non-food goods and suggested that the town could be more attractive to shoppers if larger units were available in order to attract more high street names. Currently there is no additional land available adjacent to the pedestrianised centre to enable this. It is important that the retail offer satisfies the needs of local people and encourages visitors to the town.

The local market continues to attract a large number of people into the centre and there is scope for additional marketing and support for this event.

There is scope for improvement to the land at the vehicular entrance to the town centre, which could provide additional employment, possibly a small business hub for new businesses and workshops. This could nurture a new generation of businesses which will go on to stimulate further economic growth and jobs in the town. Land at Bevan Place is earmarked for housing. These two sites together could improve the attractiveness of the 'gateway' to the town.

A key part of the regeneration of Swanley is ensuring that the transport links are of sufficient quality and dealing with traffic congestion. The train station is not currently up to standard, it lacks many of the facilities you would expect at a top quality commuter station. The accessibility is poor and it lacks appropriate signage and links to the Town Centre. The inclusion of the station in Transport for London's Zone 6 would assist in progressing the much needed improvements and encouraging regeneration in Swanley. The Transport Strategy for the District has identified the need to deal with congestion.

Another opportunity to help skills and employment in Swanley would be to bring back into use the technical and vocational centre at the Orchards Academy. A new Job Centre Plus service will soon be available when the new Swanley gateway opens in February/March 2015. We will work proactively to market the services available here.

## Fort Halstead

Fort Halstead is a previously developed site situated in the Green Belt and the Kent Downs AONB that was originally a Ministry of Defence research establishment and is still occupied by defence related industries. It is currently the largest employment site in the District.

Since the adoption of the Core Strategy, DSTL, the largest employer, has announced its intention to withdraw from the site by 2017. The Council is working with DSTL, QinetiQ and the site owners to develop proposals for the future. In line with our policy (Fort Halstead is identified as a Major Employment Site in the Green Belt) we expect future development to be employment led.

The site currently employs over 1200 people. The District Council expects that any future redevelopment would provide the same number of jobs. QinetiQ have indicated that they plan to stay on the site. There are excellent opportunities to develop the site with other partners such as Biggin Hill Airport. Our ambition is that Fort Halstead is transformed into a park specialising in science and engineering. We want to develop a new studio school onsite which will provide businesses with the specialist skills they need and young people with the bespoke training, education and experience that will help them into employment straight after leaving school. We want to take advantage of the excellent strategic position and expansive location at Fort Halstead and develop a start up business hub. Our vision is that the site will harness the skills and expertise of residents in West Kent with

new innovative start up businesses and an assortment of high flying science and engineering firms. There is also space on the site for a high quality hotel with conference facilities. This would support business visitors and take care of a well established need in the district for high quality conference facilities. It would also accommodate our growing tourism industry.

## New Ash Green Village Centre

New Ash Green was developed as a new community in 1960s with its own village centre. The centre has proved to be far less successful than other aspects of the development and continues to suffer from a high amount of vacant units and environmental issues. The local community are enraged by the dilapidated state of the town centre and are disappointed by the lack of action by the local landowners. Significant improvements are needed in the village centre.

The Council is attempting to work with landowners and the local community to develop proposals for its regeneration so that it better meets the needs of the local community, while retaining a scale appropriate to the size of the community it is intended to serve and a form that respects the distinctive character of the settlement. An element of residential development could be included as part of the regeneration scheme. The final form of development will follow local consultation and will be mixed use to adhere to the established planning policy.

## Sevenoaks Town Centre and Bat and Ball

Sevenoaks has a successful town centre. Despite competition from other larger centres outside the District and increased vacant premises during the recession, it has one of the lowest vacant premises rates in the country. It benefited from the completion of the Bligh's Meadow development in 2007 and has a good range of independent shops and services and multiple stores.. Recent and current investment includes a major Waitrose store and a new Marks and Spencer store. Both of these developments should help Sevenoaks town to remain an important shopping centre in the future, attracting further high street names as well as boosting footfall to the benefit of the smaller, independent traders. The town has a high quality environment that needs to be maintained and enhanced as it continues to develop. An active town partnership ensures a focus on the town with a variety of events and marketing activities.

Parking for the town has been an issue and the District Council is seeking to remedy this by creating additional long-stay spaces at Buckhurst Hill. Congestion has also been identified as an issue for the town centre and this may require a range of solutions including smarter technology to improve traffic flows.

Further growth will be needed over time if the town is to maintain its position relative to other centres. Vital to this is two main regeneration projects, Bat and Ball and the BT Exchange.

Bat and Ball lies just to the north of Sevenoaks Town and has some properties that are empty or substandard. The rail station is of a substandard quality and the surrounding environment could be significantly upgraded in order to support the vibrant

business atmosphere at the Bat and Ball Enterprise Centre. The inclusion of Bat and Ball in Zone 6 is key to the regeneration of this area and will hopefully take pressure off the London service from the nearby Sevenoaks town station.

The BT Exchange site is located in the centre of Sevenoaks Town. This has been identified for future redevelopment.

### **Vestry Estate**

The Vestry Estate is located on the edge of Sevenoaks Town with access to the motorway network via Junction 5 of the M25. The estate comprises a mix of industrial, warehouse and workshop units covering a range of sizes. Some of the B1 and B8 properties located on this site are old and need redevelopment. This site has been identified as an area appropriate for new business development within these areas, including the provision of sites for small and medium sized businesses and start up facilities.

**The following aims will be progressed by the Council and its partners in order to achieve this ambition:**

- **Aim 5.1: Improve and redevelop places for growth and employment in the District**

## Other sites for Development

A number of other sites are listed in the draft ADMP which are identified for retention, intensification and regeneration for B1-B8 uses:

- Erskine House, Sevenoaks
- Hardy's Yard, Riverhead
- High Street, Sevenoaks
- London Road, Sevenoaks
- Morewood Close (excluding housing area), Sevenoaks
- South Park, Sevenoaks
- Lime Tree Walk, Sevenoaks
- Wested Lane Industrial Estate, Swanley
- Swanley Town Council Offices, Swanley
- Swan Mill, Goldsel Road, Swanley
- Media House, Swanley
- Moreton Industrial Estate, Swanley
- Park Road Industrial Estate, Swanley
- Teardrop Industrial Estate, Swanley
- The Technology Centre, Swanley
- Edenbridge/Warsop Trading Estate
- Station Road, Edenbridge
- Westerham Trading Centre, Westerham
- Blue Chalet Industrial Park, West Kingsdown
- West Kingsdown Industrial Estate, West Kingsdown
- Horton Kirby Trading Estate, South Darenth
- 160 London Road, Sevenoaks
- Broom Hill, Swanley
- Powder Mills, Leigh
- United House, Swanley

## **Strategic Objective 6: Rural Economy**

DRAFT

## Rural Economy

The rural economy is a significant part of the District's economic output. We have some of the highest levels of homeworking, self-employment and home businesses in the County. We also have a broad and diverse agricultural industry which continues to dominate in the smaller rural hamlets and villages throughout the District. Our draft planning policies recognise the benefits to the local economy of tourist accommodation and visitor attractions and seek to protect existing facilities from conversion, where they remain viable.

In consultations with rural landowners and rural businesses a number of important issues were identified:

- Rural housing- especially for seasonal workers
- Support for change of use for agricultural buildings
- Support for Produced in Kent
- Rural skills and employability

A key part of our support for the rural economy is the West Kent Leader programme. This £1.5 million pound fund worked diligently to support rural enterprise. We are hopeful that the next funding round will start in 2015 and continue to support rural businesses in accessing funding and providing local jobs.

### **The following aims will be progressed by the Council and its partners in order to achieve this ambition:**

- Aim 6.1: Enhance and improve the rural economy
- Aim 6.2: Work with rural landowners and rural businesses to ensure that appropriate business support is in place
- Aim 6.3: Work with rural landowners and businesses to ensure that council policies take into account rural needs of the District



## **Strategic Objective 7: Tourism**

DRAFT

## Tourism

The tourism industry is a major contributor to economic growth in the District. We have a wealth of excellent tourist attractions which bring hundreds of thousands of visitors every year. The tourism industry is worth over £230 million to the local economy and visitors are increasing on a yearly basis. The District hosted the Paralympic Cycling events as part of the 2012 Olympics and Paralympics at Brands Hatch and has a high profile in the South East. We also have the highest number of tourist destinations in the County. During our consultation with tourism businesses and town and parish councils a number of important issues were raised:

- Join things up with Visit Kent- more work with other local businesses and providers
- Limited accommodation is an issue
- Improve parking and integrated transport
- The need for a large central hotel to help more visitors to stay in the District and to offer a better range of staying accommodation
- Tourism hub

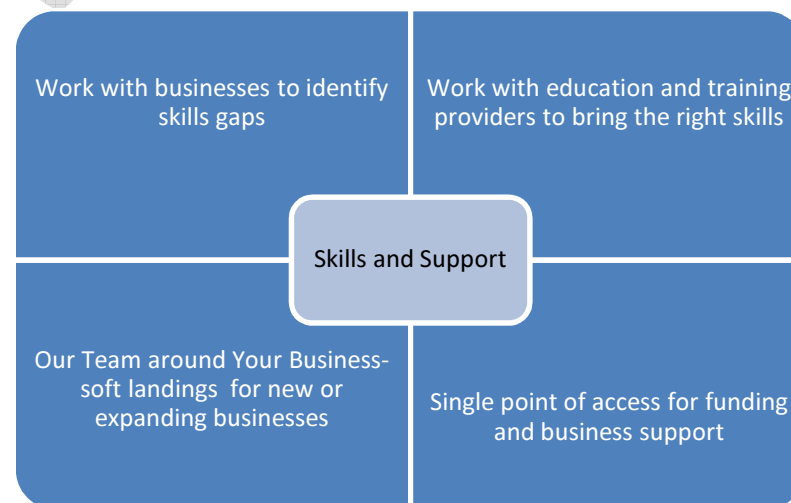
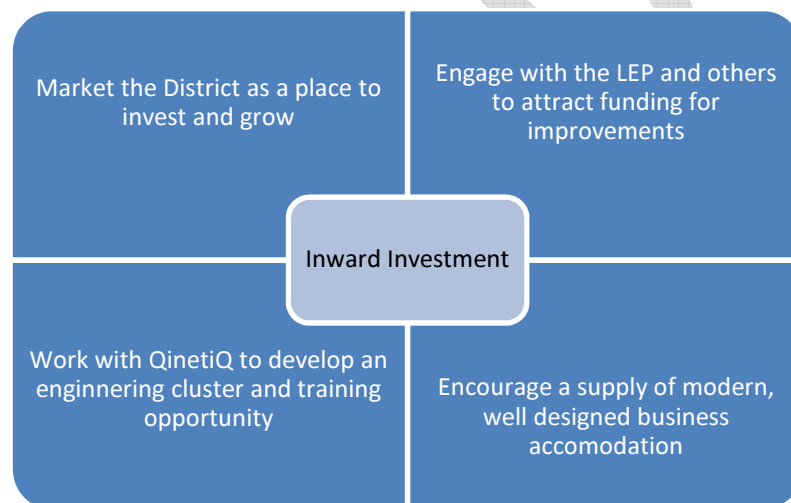
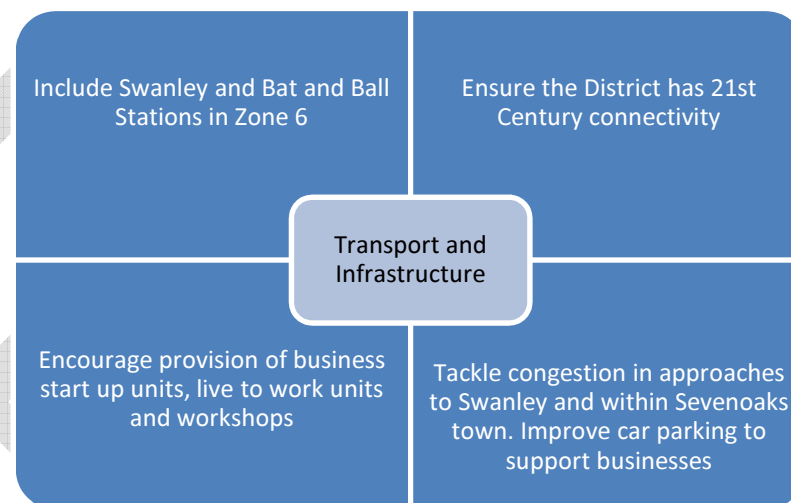
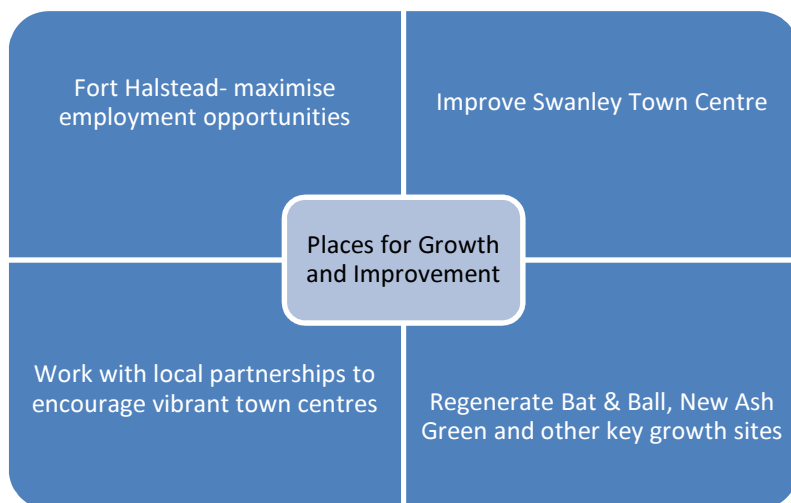
Working with tourism attractions and accommodation providers we have identified a need to develop a Destination Management Plan with local stakeholders and develop a new microsite in partnership with Visit Kent and other tourism providers. This will ensure that all partners are working holistically to achieve economic benefits and tourism outcomes for the District.

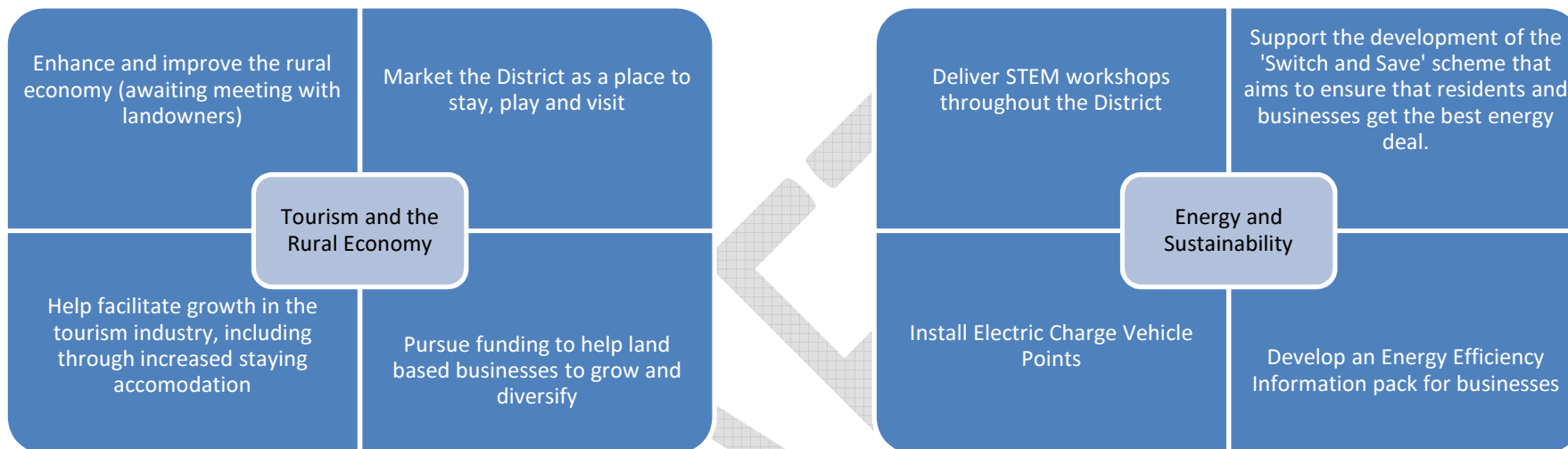
The District council has facilitated a number of tourism networking events bringing together accommodation providers and tourist attractions. The events have been very well received and useful to participants and we will provide further opportunities in the future.

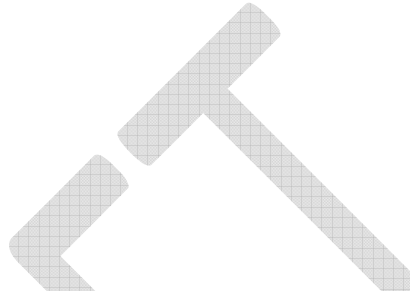
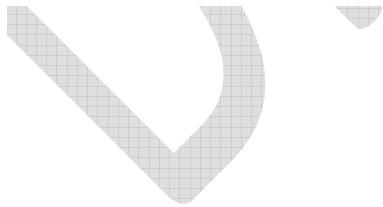
### **The following aims will be progressed by the Council and its partners in order to achieve this ambition:**

- Aim 7.1: Market the District as a place to work, live, travel and stay.
- Aim 7.2: Help facilitate growth in the tourism industry'

## Summary of Corporate Priorities







## Economic Development Strategy Action Plan

Ref	Action	Target	How will we do this ?	Timescale	Lead	Delivery Supported by
<b>Strategic Objective 1: Inward Investment</b>						
1.1	Market Sevenoaks District as a place to invest and grow	<p>1.1A Increase the number of businesses locating or setting up in Sevenoaks District over the plan period</p> <p>1.1B Increase in commercial space</p>	<ul style="list-style-type: none"> <li>Establish a new Business and Regeneration Team</li> <li>Create an investment prospectus featuring the unique selling points and case studies of successful businesses.</li> <li>Work closely with partners; especially Locate in Kent to advertise business development opportunities.</li> <li>Set up the 'team around the business'- the purpose of the team is to assist businesses coming into the District.</li> <li>Develop start up units and work hubs</li> <li>Promote small rate relief and investigate other rate discounts</li> </ul>	2015-2018	SDC	<p>LSP Partners and Sub Groups</p> <p>Locate in Kent</p> <p>West Kent Partnership</p>
1.2	Encouraging viable and vibrant town centres through a range of partnerships	<p>1.2A At least 70% A1 frontage within Primary Frontage of Sevenoaks Town Centre</p> <p>1.2B At least 45% of A1 frontage within Primary frontage of Edenbridge Town Centre</p>	<ul style="list-style-type: none"> <li>Work with town partnerships to help them progress their objectives.</li> <li>Help town partnerships access funding and support for local priorities</li> </ul>	2015-2018	SDC	Town Partnerships
1.3	Maintain and protect employment land and commercial premises	<p>1.3A Measure the change in employment space in non allocated sites through the floor the</p> <p>1.3B No loss of Employment allocations in Major Developed Employment Sites the Green Belt</p>	<ul style="list-style-type: none"> <li>Allocating and safeguarding the District Council's planning policy land for employment use.</li> <li>Resisting changes of use from employment to other planning use classes</li> <li>Work proactively with</li> </ul>	2015-2018	SDC	Developers

			developers to identify new brownfield sites for development as part of the review of the core strategy.				
Strategic Objective 2: Skills and Support							
2.1	Enable businesses to access support and advice and finance	2.1A	Number of business accessing 1:1 support	<ul style="list-style-type: none"><li>• Work with colleagues in the West Kent Partnership to develop a business support offer that reflects local concerns and needs.</li><li>• Ensure the District Council website provides clear, up to date information on funding and support available to businesses</li></ul>	2015/16	SDC	Kent Libraries Business Information Team  Business Support Organisation s
		2.1B	The number of businesses in the District accessing Escalate	<ul style="list-style-type: none"><li>• Publicise and engage with businesses interested in the Escalate fund.</li></ul>	March 2015		
		2.1C	Increase the amount of LEP funding obtained	<ul style="list-style-type: none"><li>• Engage with the South East Local Enterprise Partnership (SELEP) to ensure that we can access funds and specialist advice.</li></ul>	Ongoing		
		2.1D	Amount of European funding leveraged into the District increased	<ul style="list-style-type: none"><li>• Work with partners to investigate further European funding opportunities</li></ul>	Ongoing		
2.2	Improve the skills and employability of residents in the District.	2.2A line	Reduce the number of NEETs in with targets set KIASS	<ul style="list-style-type: none"><li>• Supporting 16-24 year olds into employment through a range of training courses.</li><li>• Ensure that jobs and training within the District is well marketed and available to all people</li><li>• Work with the Local Strategic Partnership to progress actions</li></ul>	2015	KIASS  SDC	LSP Supporting Young People into Employment Group  Kent Foundation

			<div>on employment issues throughout the District.</div> <ul style="list-style-type: none"><li>Engage Kent Foundation</li></ul>			<div>Job Centre Plus</div> <div>SDC Access Group</div>
	2.2B Reduce the number of JSA claimants	<ul style="list-style-type: none"><li>Provide more coordinated support for business start ups and encourage entrepreneurship</li><li>Establish Annual Entrepreneurship event</li><li>Support people over 50 in retraining and access to skills and employment opportunities</li><li>Work with businesses to identify skills gaps.</li><li>Engage landowners and rural businesses about rural skills</li></ul>		LSP Supporting Young People into Employment Group	<div>SDC</div> <div>Job Centre Plus</div> <div>LSP Older People Sub Group</div> <div>Older Peoples Forums Land/estate owners</div> <div>Business Support Organisations</div> <div>Land based business Support organisations</div> <div>West Kent Partnership</div> <div>SDC Access Group</div>	
Strategic Objective 3: Transport and Infrastructure						



3.1	Inclusion of Swanley in Zone 6 and improvements to the Rail Station	3.1A .A Improvements to Swanley Rail Station 3.1B Inclusion of Swanley in Zone 6.	<ul style="list-style-type: none"> <li>Arrange meetings with TFL to discuss future expansion of Zone 6 outside London.</li> </ul>	2015-2017	SDC	Transport for London  Kent County Council
3.2	Inclusion of Bat and Ball in Zone 6 and improvements to the Rail Station.	3.2A Improvements to Bat and Ball Rail Station. 3.2B Inclusion of Bat and Ball in Zone 6	<ul style="list-style-type: none"> <li>Arrange meetings with South Eastern to discuss further improvements to the Bat and Ball and Swanley Rail Stations.</li> </ul>		SDC	South Eastern  Kent County Council
3.3	Support efforts to improve car parking in the District	3.3 A Buckhurst 2 decked car park is built.	Support the development of Buckhurst 2 decked car park.	2015	SDC	
		3.3B The expansion of the Darenth car park is successfully delivered.	<ul style="list-style-type: none"> <li>Support the expansion of the Darenth car park in Westerham.</li> </ul>		SDC	
3.4	Support efforts to ease congestion in Sevenoaks and Swanley and improve integration of public transport	3.4A: Increase the amount of funding for transport infrastructure	<ul style="list-style-type: none"> <li>Lobby for fairer and improved bus and train services in the District</li> <li>Improvements made to public transport as a result of major developments</li> <li>Work with Kent Highways and the SELEP to access funding to implement solutions which will ease traffic congestion and improve integration of public transport</li> </ul>	2015-2018	SDC	West Kent Partnership  KCC
		3.4B Proportion of housing supply in the major settlements (Sevenoaks, Swanley and Edenbridge) – LDF Indicator	<ul style="list-style-type: none"> <li>Focus the majority of new housing, employment and retail development in the towns of Sevenoaks, Swanley and Edenbridge with smaller scale development in the larger villages which have a more limited range of local facilities</li> </ul>	2015-2018	SDC	Registered Social Landlords  Developers
3.5	Ensure areas are	3.5 The number of businesses	<ul style="list-style-type: none"> <li>Enable businesses to access</li> </ul>	2015-2018	SDC	Business

	sufficiently protected from extreme weather and flooding	accessing support for flood prevention measures.	funding for flood protection if they are liable to flood			Support Organisations
3.6	Ensure that the District has 21 <sup>st</sup> digital connectivity to encourage growth and promote well-being.	3.6 Increase the number of communities accessing superfast broadband	<ul style="list-style-type: none"><li>Applying for funding to support communities in getting superfast broadband</li><li>Support local communities in finding alternative broadband solutions.</li><li>Work with independent broadband providers to develop innovative solutions in rural areas of the district.</li><li>Work with broadband providers to ensure that towns in the District have a reliable and fast WIFI service</li><li>Develop a programme of Digital inclusion with appropriate partners to ensure that all residents and businesses have the skills to embrace new technology and connectivity.</li><li></li></ul>	2014-2017	SDC	Landowners/ Estate owners
3.6 B		3.6B Rural areas reporting improvements to mobile phone signal coverage	<ul style="list-style-type: none"><li>Lobby and Work with mobile phone providers to ensure that rural areas have sufficient mobile signal coverage.</li></ul>	Ongoing	SDC	Town and Parish Councils
Strategic Objective 4 Energy and Sustainability						
4.1	Ensure that businesses are able to access training and funding opportunities to become more energy efficient.	4.1A Successful planning permissions for renewable energy schemes in the District	<ul style="list-style-type: none"><li>Work with land/estate owners to encourage energy efficiency schemes, particularly wood fuel</li></ul>	2015-2018	SDC	SDC Climate Change Group  Landwoners/ Estate owner
		4.1B Increase the number of businesses taking up energy efficiency	<ul style="list-style-type: none"><li>Deliver a series of STEM workshops in partnership with</li></ul>		SDC	Business Support

		measures (Annual survey)	<ul style="list-style-type: none"> <li>the Low Carbon team at Kent County Council</li> <li>Energy efficiency information pack completed and distributed</li> <li>Support the rollout and delivery of the Green Deal</li> </ul>			Organisations Kent County Council
4.2	Install charge points for electric vehicles in the District	4.2 Charge points are installed and the number of charging points increased	<ul style="list-style-type: none"> <li>Work with colleagues to install charge points for electric vehicles</li> </ul>	2014-2015	SDC	KCC Transport Planners
<b>Strategic Objective 5 Places for Growth and Employment</b>						
5.1	Improve and redevelop Places for Growth and Employment in the District	5.1 Funding identified for places for growth and employment	<ul style="list-style-type: none"> <li>Work proactively with developers and identify funding to regenerate: <ul style="list-style-type: none"> <li>Sevenoaks Town Centre and Bat and Ball</li> <li>Vestry Estate</li> <li>Fort Halstead</li> <li>New Ash Green Village Centre</li> <li>Swanley Town Centre</li> </ul> </li> <li>Engage with the SELEP to leverage funds which will progress development on any within the Allocations and Development Management Plan</li> </ul>	2015-2018	SDC	Developers  Town Partnerships  Town and Parish Councils  West Kent Partnership  Kent County Council
<b>Strategic Objective 6 Rural Economy</b>						
6.1	Enhance and improve the rural economy.	6.1A Successful West Kent Leader funding bid	<ul style="list-style-type: none"> <li>Work with West Kent Partnership to identify sector specific support and</li> </ul>	2015-2018	SDC West Kent	Land/estate owners

		6.1B the	Enhance the rural economy through West Kent Leader fund by: <ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Start ups</li> <li>Business expansion</li> </ul>	<ul style="list-style-type: none"> <li>funding</li> <li>Work to secure private sector investment to support Leader projects</li> </ul>		Partnership	Business Support Organisation  Land based support organisations
		6.1C	Hold rural sector skills and worker accommodation workshop	<ul style="list-style-type: none"> <li>Investigate rural skills and worker accommodation issues through rural skills sector workshops</li> <li>Identify rural housing issues</li> <li>Engage land/estate owners</li> </ul>	2015/2016	SDC	Land/estate owners  Business Support Organisation s  Land based support organisations
		6.1D	The number of rural and home-based businesses taking up business support services increased.	<ul style="list-style-type: none"> <li>Ensure that rural and home-based businesses are able to receive business support and advice</li> </ul>	2015-2018	SDC	Business Support Organisation s  Land based support organisations
		6.1E key	Produced in Sevenoaks campaign developed and case studies and messages disseminated	<ul style="list-style-type: none"> <li>Work with key partners in the rural food industry, farmers and land/estate owners to promote food and drink produced in Sevenoaks</li> </ul>	2015/16	SDC  Produced in Kent	Land/estate owners  Rural Businesses  Land based support organisations

Strategic Objective 7 Tourism							
7.1	Market the District as a place to work live travel and stay	7.1A	Destination Management Plan developed at least 75% of actions delivered in the first year	<ul style="list-style-type: none"><li>• Work with partners, land/estate owners and tourist attractions, providers to produce destination management plan</li></ul>	2016/17 for production of plan	SDC	Land/estate owner
		7.1B	Increase number of users for a District Tourism web portal	<ul style="list-style-type: none"><li>• Produce destination management plan</li><li>• Develop District Tourism website portal for the Sevenoaks District</li></ul>		SDC	Tourist destinations
		7.1C	Provide at least 2 sector specific workshops and 1 networking event	<ul style="list-style-type: none"><li>• Provide additional support, networking and skills workshops for tourism businesses.</li></ul>		SDC	Tourism businesses
7.2	Help facilitate growth in the tourism industry	7.2A	Sustain the number of bedrooms provided by tourist accommodation providers	<ul style="list-style-type: none"><li>• Provide support for bed and breakfast providers</li><li>• Work with planners and developers as part of major developments to encourage hotel accommodation</li></ul>	2015-2018	SDC	Town and Parish Councils
		7.2B	Increase the number of providers of hotel accommodation				Town Partnerships
							Visit Kent
							Land based support organisations

## Equality and Inclusion statement

We recognise that everyone has a contribution to make to our society and a right to access services without being discriminated against or disadvantaged because of their:

- Race, colour, nationality, ethnicity
- Gender, marital status or caring responsibility
- Sexual orientation
- Age
- Physical or mental disability or mental health
- Religion or belief
- Health status
- Employment status

## Abbreviations

3G- Third Generation Wireless  
 4G- Fourth Generation Wireless  
 ADMP- Draft Allocations and Development Management Plan  
 AONB- Area of Outstanding Natural Beauty  
 DSTL- Defence Science and Technology Laboratory  
 GVA- Gross Value Added (£)  
 LEP- Local Enterprise Partnership  
 NVQ- National Vocational Qualification  
 RDA- Regional Development Agency  
 SELEP- South East Local Enterprise Partnership  
 WIFI- Wireless Local Area Network  
 WKP for Growth- West Kent Partnership for Growth

Appendix B - - Summary of public consultation responses and changes made to the Economic Development Strategy (final draft)

Ref	Name of Respondent and organisation	Summary of response	Response	Change made to the document
1	H Dilley – Chairman, Chevening Parish Council	<ul style="list-style-type: none"> <li>Transport infrastructure is a bigger problem than is recognised in the strategy.</li> <li>They welcome the proposed development of a business hub at Fort Halstead</li> </ul>	<ul style="list-style-type: none"> <li>Strategy and action plan will be changed to recognise need to lobby for fairer and improved public transport services. This will include train and bus operators, KCC and other providers</li> <li>The Sevenoaks District Transport Strategy deals specifically with traffic and transport issues, including infrastructure and public transport.</li> <li>Support for hub at Fort Halstead noted</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan: Action 3.4 “ Support efforts to ease congestion in Sevenoaks and Swanley and improve integration of public transport ” and under How will we do this” added “Lobby for fairer and improved bus and train services in the District”</li> <li>“This has been corroborated by local parishes and other groups who are keen for us to lobby for integrated and improved public transport” (p.26)</li> </ul>
2	Westerham Town Partnership (WTP)	<ul style="list-style-type: none"> <li>Business rates: WTP feel they have above average levels of start up and 5 year fail rates and want business rates examined on this basis, including the extension of 100% small business rate relief.</li> <li>WTP would like to see better analysis of the Business rates structure</li> <li>Welcomes further support for superfast broadband in outlying rural areas</li> <li>Promote better public transport and transport integration WTP focus on poor and expensive public transport particularly cross border (Surrey) and poor interaction between bus and rail services. WTP suggest a subsidised commuter bus in all directions</li> <li>Support for business hubs and greater analysis of businesses in Westerham</li> <li>Need to for better infrastructure planning for new developments to including parking considerations.</li> <li>Need for better infrastructure planning and</li> </ul>	<ul style="list-style-type: none"> <li>Ward level analysis for start up – only available at District level</li> <li>The small business relief is a Government scheme</li> <li>Investigate levels of rate relief that can be offered – as part of an action to promote small business rate relief</li> <li>The Sevenoaks District Transport Strategy deals specifically with transport issues, including infrastructure and public transport.</li> <li>The Economic Development Strategy and action plan will be changed to recognise need to lobby for fairer and improved public transport services. This will include train and bus operators, KCC and other providers</li> <li>The strategy now recognises the role of CIL in supporting infrastructure</li> <li>Support for Town Partnerships has been strengthened in the action plan so that</li> </ul>	<ul style="list-style-type: none"> <li>Action 3.4 “ Support efforts to ease congestion in Sevenoaks and Swanley and improve integration of public transport ” and under How will we do this” added “Lobby for fairer and improved bus and train services in the District” and “ Improvements made to public transport as a result of major developments” .</li> <li>“This has been corroborated by local parishes and other groups who are keen for us to lobby for integrated and improved public transport” (p.26)</li> <li>Under Action 1.1 “Market Sevenoaks District as a place to</li> </ul>

Appendix B - - Summary of public consultation responses and changes made to the Economic Development Strategy (final draft)

		<p>integration of Charman's Farm to Westerham Town Centre to maximise benefits to the economy</p> <ul style="list-style-type: none"> <li>• Better support for tourism initiatives including promotion of existing accommodation providers and expansion of accommodation offer.</li> <li>• Would like support for lighting and signage upgrades.</li> <li>• Support for improved business communications more proactive support for the Town Partnership.</li> </ul>	<p>detailed local issues can be addressed</p> <ul style="list-style-type: none"> <li>• Draft modifications to the ADMP set out measure to mitigate travel impact. An action has been added to this plan to measured number of developments with adopted travel plans</li> </ul>	<p>invest and grown" added target 1.1F "Promote small rate relief" and Under How will we do this "Investigate level of rate relief that can be offered"</p> <ul style="list-style-type: none"> <li>• Action 1.2 "Encouraging viable and vibrant town centres through a range of partnerships" How will we do this includes "Work with town partnerships to help them progress their objectives" and "Help town partnerships access funding and support for local priorities"</li> </ul>
3	Westerham Town Council	<ul style="list-style-type: none"> <li>• Key points as outlined in Westerham Town Partnership response</li> </ul>	<ul style="list-style-type: none"> <li>• See Westerham Town Partnership response</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
4	D Vesey Hartley Parish Council	<ul style="list-style-type: none"> <li>• Strategy and action plan noted and supported Supportive of regeneration in Swanley Town Centre and New Ash Green. Expressed concerns to ensure residents and businesses in Hartley are consulted about regeneration proposals.</li> <li>• Signposting for residents to make best use of Swanley Gateway.</li> <li>• Concerns about overcrowding on trains, congestion of road networks and particularly the impact of rural roads and misuse by inappropriate heavy goods vehicles.</li> <li>• Support given for schemes to provide additional car parking in the District</li> </ul>	<ul style="list-style-type: none"> <li>• Sevenoaks District Council will work with developers to ensure that any areas impacted by any redevelopment proposals are be consulted –</li> <li>• Sevenoaks District Council will support and market the new Gateway in Swanley.</li> <li>• The Sevenoaks District Transport Strategy deals specifically with transport issues, including infrastructure and public transport.</li> <li>• See transport comments in 1 and 2 above</li> <li>• Support for schemes to provide plans to provide additional car parking in Sevenoaks Town</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy Change: We will work proactively to market the services available here. (p.31- in reference to the new Swanley Gateway)</li> <li>• Action Plan: Action 3.4 " Support efforts to ease congestion in Sevenoaks and Swanley and improve integration of public transport " and under How will we do this" added "Lobby for fairer and improved bus and train services in the District"</li> </ul>



# Appendix B - - Summary of public consultation responses and changes made to the Economic Development Strategy (final draft)

5	Eynsford Parish Council	<ul style="list-style-type: none"> <li>• Supports businesses to set up apprenticeships</li> <li>• Wish to see the proposed inclusion of Swanley in Rail Zone 6 extended to Eynsford as it lies between Swanley and Bat &amp; Ball</li> <li>• “The council supports additional and cheaper car parking in Sevenoaks town to attract more shoppers and evening visitors to support local businesses.”</li> <li>• Bus network to better serve the needs to employees and businesses</li> <li>• Strongly support initiatives to enable business to become more fuel efficient</li> <li>• Strongly supports employment led approach to the future development of Fort Halstead</li> </ul>	<ul style="list-style-type: none"> <li>• The action plan recognise links between the partners in the Supporting Young People into Employment Group in supporting delivery of the Economic Development Action Plan objectives, this will include apprenticeship campaigns.</li> <li>• Members are referred to the recent review of car parking charges. Issues of car parking will be considered in a way which is consistent with the Council’s agreed policy and approach</li> <li>• Members views are sought in relation to the inclusion of Bat and Ball and Eynsford in the zone 6 proposals relating to Swanley</li> <li>• See transport comments in 1 and 2 above</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan: LSP Supported Young People into Employment Group added as an other partner and lead agency in the action plan within action 2.2 “Improve the skills and employability of residents in the District”</li> </ul>
6	J Davies KCC – Libraries Registration and Archives	<ul style="list-style-type: none"> <li>• Recognise the support that Kent Libraries can provide through the Business Information Team</li> <li>• Page 15 “We do not have a Jobcentre plus within the District” Need to point out that there will be a Jobcentre presence in the new Swanley Gateway from 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• The action plan recognises the role of the Business Information Team as a supporting partner.</li> <li>• The Jobcentre presence in Swanley Gateway is already recognised in the Strategy under Place for Growth and Improvement. Strategy now says “We haven’t had a job centre”</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan: Action 2.1 “Enable businesses to access support, advice and finance”. Kent Libraries Business Information Team added as an Delivery Partner</li> </ul>
7	G Bergne Farningham Parish Council (noted that this is a personal response rather than one of behalf of Farningham PC)	<ul style="list-style-type: none"> <li>• More detailed analysis of what causes failure of start ups.</li> <li>• Strong efforts need to be made to lobby London to pay for the leisure time it spends in Sevenoaks.</li> <li>• More emphasis should be placed on hospitality and protecting the environment, listed buildings and conservation areas. This is the only growth sector predicted by the Economic Intelligence Unit.</li> <li>• Suggests a twelve monthly review would be better than five yearly.</li> </ul>	<ul style="list-style-type: none"> <li>• An action has been added to reflect the need to support start ups and recognise barriers</li> <li>• The business support section identifies support for all businesses including start ups.</li> <li>• Actions have been added to the rural economy section which seeks to determine and address the employment issues and barriers faced by rural and tourism employers. .</li> </ul>	<ul style="list-style-type: none"> <li>• Action 2.2 “ Improve the skills and employability of residents in the District” – under target 2.2B “Reduce the number of JSA claimant”, includes the following under How we will do this:</li> <li>• “.Provide more coordinated support for business start ups and encourage entrepreneurship” and “Engage</li> </ul>

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				Kent Foundation"
8	P Cracknell	<ul style="list-style-type: none"> <li>Support for document's intentions. Given the actual and growth potential of the district's tourism, there is still a major requirement for a much higher tourism profile. As a district with the highest number of tourist destinations in the county, it would seem important for SDC to play an important role in supporting and working in partnership with private enterprise/voluntary groups to develop and deliver a coherent tourism strategy. SDAF are keen to engage and work with all relevant parties to achieve this.</li> </ul>	<ul style="list-style-type: none"> <li>An action has been added to reflect that SDC will be working in partnership with tourism partners in 2014/15 to develop a dedicated Sevenoaks District tourism website and a strategic Destination Management Plan (2015/16) to ensure that all partners are working holistically to achieve economic benefits and tourism outcomes for the District.</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan: Action 7.1 " Market the District as a place to work live travel and stay", add targets 7.1A " Destination Management Plan developed at least 75% of actions on delivered in the first year " and 7.1B " Increase number of users for a District Tourism web portal"</li> </ul>
9	Edenbridge Town Council	<ul style="list-style-type: none"> <li>Edenbridge Town Council would like the Eden Centre, Edenbridge, and the Chamber of Commerce station building to be used for the provision of skills and learning.</li> </ul>	<ul style="list-style-type: none"> <li>The Economic Development Strategy will seek to engage all appropriate partners in the delivery of the strategy</li> <li>Support for Town Partnerships has been strengthened in the action plan so that detailed local issues can be addressed</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan: Action 1.2 "Encouraging viable and vibrant town centres through a range of partnerships" How will we do this includes "Work with town partnerships to help them progress their objectives" and "Help town partnerships access funding and support for local priorities"</li> </ul>
10	G Humble Target Your Potential	<ul style="list-style-type: none"> <li>Recognise the role of social enterprise working to support businesses in recruiting staff and the local young people in the community into employment and "Bridge the Gaps" as a Route-to-employment</li> <li>Target Your Potential wish to expand on their Route-to-Employment "Make it Happen" event in Tunbridge Wells held in partnership with which support a range of people from different ages into considering alternatives to employment from self employment to</li> </ul>	<ul style="list-style-type: none"> <li>The Strategy will harness the work of Local Strategic Partnership Supporting Young People into Employment Group, where all partners are asked to look at ways bridge gaps to employment.</li> <li>The New Ash Green Town Team has invited Target Your Potential to discuss employment and training opportunities for young people at a future Town Team meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan: LSP Supported Young People into Employment Group added as an other partner and lead agency in the action plan within action 2.2 "Improve the skills and employability of residents in the District"</li> </ul>

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		volunteering. This includes expanding a scheme into New Ash Green to complement efforts to regenerate the Village Centre.		
11	Dr H Leicester Otford Parish Councillor	<ul style="list-style-type: none"> <li>• Likes the strategy but wish to acknowledge: <ul style="list-style-type: none"> <li>○ It is a legal requirement to make documents and data accessible. That means putting them in formats, or easily convertible into formats, which are easy to use and understand by as many people as possible. This would seem to apply to The Strategy, as it develops, to sources of supporting evidence, to council decision materials, and to any tendering documents.</li> <li>○ Making sources of info/data simpler</li> </ul> </li> <li>• DWP have launched the “Accessible Britain Challenge”. It’s about accessible businesses (information and premises), buildings generally, and the outdoor environment too. Sevenoaks should build this initiative firmly into its Economic Development Strategy, supporting those wishing to use and visit our local amenities to the full.</li> <li>• Take the needs of disabled innovators and entrepreneurs into account. This is not just about expanding the workforce. It’s also about individuals with knowledge and skills to build new businesses, or support others as they develop, but who are currently limited by inaccessible technologies,</li> </ul>	<ul style="list-style-type: none"> <li>• All Council policies are available in alternative formats on request</li> <li>• An Equalities Impact Assessment has been produced for this Strategy.</li> <li>• Covered under the Council’s corporate equalities policy</li> <li>• The SDC Access Group, which includes Dr Leicester, is producing an action plan. This will look at the Council’s role in relation to the Accessible Britain Challenge and will engage other partners and groups as part of this process.</li> <li>• An action has now been added to establish annual entrepreneurship/innovation training. Dr Leicester’s advice will be sought in relation to this event.</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan: Action 2 “Improve the skills and employability of residents in the District.” How will we do this - add “Establish Annual Entrepreneurship event” This includes, among others, the SDC Access Group as an “Other Partner”</li> </ul>

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		documents, buildings and so much more in today's society.		
12	A Bryne English Heritage South East	<ul style="list-style-type: none"> <li>The historic environment and heritage assets of the district have a key role to play in the successful promotion and development of the tourism and rural economy sectors. A tourism and/or cultural strategy allied to the Economic Development Strategy and the Local Plan would be a useful tool to ensure appropriate enhancement of the assets and maximisation of their contribution to the economic progress of the district.</li> <li>It should be made explicit that the development promoted through the strategy, which is welcomed in principle by English Heritage, is respectful of the historic environment and character of rural areas, and that the character and setting of towns and villages and the heritage assets within them are protected and enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>An action has been added to the strategy. Sevenoaks Council will be working in partnership with tourism partners in 2014/15 to develop a dedicated Sevenoaks District tourism website and a strategic Destination Management Plan (2015/16) to ensure that all partners are working holistically to achieve economic benefits and tourism outcomes for the District.</li> <li>Respect for design of development and the Countryside and the Rural Economy is already recognised in Planning Policy (SP1 and LO8).</li> <li>The District Council are working with the partners to submit heritage lottery funding bids to sustain and redevelop iconic heritage sites</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan: Action 7.1 " Market the District as a place to work live travel and stay", add targets 7.1A " Destination Management Plan developed at least 75% of actions on delivered in the first year " and 7.1B " Increase number of users for a District Tourism web portal</li> </ul>
13	Cllr C Clark	<ul style="list-style-type: none"> <li>Page. 4 About Sevenoaks District 4<sup>th</sup> para. Add "In the large modern village of New Ash Green there is an opportunity to regenerate or redevelop the central business and shopping area to redress the problems stemming from its outdated 1960s design."</li> <li>Page 4. 6<sup>th</sup> para. Add "Developments such as renewable energy and leisure facilities have to be balanced against protecting the landscape and residential amenity."</li> <li>Page 5 Map . It should at least show the A21 and the HS1 rail line from Ebbsfleet International to Ashford (which is not named) as well as rail links to the south and west and preferably all the roads and rail lines mentioned on page 9.</li> </ul>	<ul style="list-style-type: none"> <li>All changes noted and changes made with the following exceptions: <ul style="list-style-type: none"> <li>Members views are sought as to whether further changes to the map are required</li> <li>Members' views are sought on whether references to train services should include links to Medway Towns.</li> <li>Action has been amended to reflect need to lobby for improved public transport services and better integration of public transport.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>See 1 and 2 for transport actions/targets</li> <li>All changes noted and changes made with the following exceptions: <ul style="list-style-type: none"> <li>Members views are sought as to whether further changes to the map are required</li> <li>Members' views are sought on whether references to train services should include links to Medway Towns.</li> <li>Action has been</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• Page 10 Key Challenges Final bullet. Reword the first sentence: "New Ash Green Village Centre struggles to provide the services and amenity that residents now require."</li> <li>• Page 12 Add a reference to the fact that the Core Strategy is to be reviewed to bring it in line with current Government guidance and the ADMP</li> <li>• Page.15 Skills and Support 3<sup>rd</sup> para. Need to recognise that in the north of the District many young people make use of schools and colleges in Dartford and Gravesend and examples given.</li> <li>• Page 16 Transport and Infrastructure 3<sup>rd</sup> para. Add "Adequate train services on the London to Chatham line which serve the villages in the north of the District are threatened as a result of the concentration of resources on services from the east of the County and on HS1 and there is very poor connectivity to destinations other than London, including Sevenoaks itself."</li> <li>• Transport infrastructure section must mention buses. There needs to be recognition that bus services in the District are generally poor, with almost no evening buses and many bus services are designed to take people out of the District rather than into or within it, notably in Swanley, Edenbridge and New Ash Green. Bus services between centres in Sevenoaks District are very poor, particularly on the Northeast – Southwest axis. This should be reflected in a further Aim on p.17 to work with bus operators and KCC to retain and improve services.</li> <li>• Page.19 New Ash Green Village Centre Add, at the end, "... , preserving the key facilities necessary for the village and surrounding area."</li> </ul>		<p>amended to reflect need to lobby for improved public transport services and better integration of public transport.</p>
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		<ul style="list-style-type: none"> <li>Page.30 change 3.7 to “Lobby for fairer and improved public transport services” and include bus operators and KCC in the ‘How’ column with improved bus services added to the outcome.</li> </ul>		
14	Cllr L Stack	<ul style="list-style-type: none"> <li>“Overall a sensible document, but much aspiration rests on cooperation from areas outside the Councils control (transport/broadband/office to residential conversions)”</li> <li>Most businesses are independent and small, likely to be professional services and unlikely to grow significantly. “Those not providing professional services such as retail sole traders need to be supported through national policy decisions (business taxes must be lower)”</li> <li>Focus on creating ‘hubs’ around larger employers to create centres of excellence and drive partnership with relevant educational establishments.</li> <li>Sevenoaks is a commuter town and this unbalances statistics.</li> <li>“Outside of commuter population and professional services, low paid jobs in care and retail are prevalent. Low paid workers cannot afford to live in the District but increasingly anyone on less than a six figure salary or qualifying for benefits struggles too Does Sevenoaks Does Sevenoaks District ultimately accept it is mostly a rich area for rich people and put all efforts into regenerating Swanley. Swanley has the potential to be a young vibrant affordable alternative to London?”</li> <li>Need to mention the over 50’s taking into account the issues of skills gaps and the inability to retire and lack of support and this</li> </ul>	<ul style="list-style-type: none"> <li>Creating new business hubs is already identified as a priority relating to Fort Halstead and recognising the need to seek other opportunities.</li> <li>Text in the Economy section recognises that statistics are unbalanced by Sevenoaks being a commuter town.</li> <li>Swanley is a high priority area for regeneration and focus of efforts in relation to supporting young people in education, employment and training.</li> <li>The Strategy and action plan now reflects the need to support over 50s in retaining or access to employment.</li> <li>The District Council’s approach to business is designed to put a team around the business and create a single point of contact. This is designed enable the business to access advice and services from the Council in a simple, speedy and effective manner.</li> <li>Members are referred to the recent review of car parking charges. Issues of car parking will be considered in a way which is inconsistent with the Council’s agreed policy and approach</li> <li>Innovation solutions will continue to be explored in all areas of delivery</li> </ul>	<ul style="list-style-type: none"> <li>“A number of consultees emphasised that there has been a strong focus on young peoples’ training and employment. There needs to be a focus on getting people over 50 retrained and back to work. This is an often neglected populace whose unemployment rose dramatically during the recession” (p.23 in reference to unemployment and skills issue for over 50s)</li> <li></li> <li>Target 1.1A “Increase the number of businesses locating or setting up in Sevenoaks District over the plan period and “1.1B “Increase in commercial space” includes “Promote small rate relief and investigate other rate discounts” under How will we do this</li> <li>Under Action 2.2 “Improve the skills and employability of residents in the District”. “Support people over 50 in retraining and access to skills and employment opportunities” added to How will we do this for target 2.2A “Reduce the number of NEETs in line with targets set KIASS” (Kent</li> </ul>

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		<p>group.</p> <ul style="list-style-type: none"> <li>• Need to look at community transport solutions. The car is necessary to access local employment and public transport is very poor in evenings, weekends and rural areas. Low paid workers of all ages are disadvantaged as are local employers who cannot attract staff.</li> <li>• More innovation is needs to be explored e.g. pop up shops and markets for places for growth and improvement.</li> <li>• “ If SDC can relieve the burden of red tape, manage</li> <li>• planning to facilitate business and sort out high parking charges in the retail areas that would be a good start in a practical way. Strategy is great but short term quick win tactics also need to be factored in.”</li> </ul>		Integrated Adolescent Support Services – KCC)
15	Cllr D Morris	<ul style="list-style-type: none"> <li>• “The Economic Development Strategy &amp; Action Plan states, ‘Land at Bevan Place is earmarked for housing.’ This should not be the case for all the good reasons mentioned in the plan in relation to the regeneration of Swanley. This site is in the High Street of the second largest town in the district and should be retained for commercial use to support the town. Residential use can be accommodated elsewhere in the area rather than one of the most high profile commercial sites in the area.”</li> <li>• “The draft Plan states that the Swanley Leisure Centre is in the Town Centre but it isn’t. It is on the Whiteoak Estate”</li> </ul>	<ul style="list-style-type: none"> <li>• The ADPM does currently list Bevan Place as a site for development of housing and</li> <li>• Plans to redevelop the White Oak Leisure Centre will be carried out</li> </ul>	
16	E Rogers	<ul style="list-style-type: none"> <li>• No further comments to add following completion of questionnaire in August</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>	
17	B Taylor	<ul style="list-style-type: none"> <li>• What does the strategy do to protect the rural nature of the District with 93% designated as Green Belt?</li> <li>• Need to clarify what we mean by stating that</li> </ul>	<ul style="list-style-type: none"> <li>• The LDF and Planning Policies identify policies for the rural economy and the green belt and this is referred to in the Strategy. Actions to support the rural</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>• Action 7.1 “ Market the District as a place to work live travel and stay”, add targets 7.1A “</li> </ul>

		<p>the rural economy plays a large part in the economic success of the District</p> <ul style="list-style-type: none"> <li>• Agricultural and associated food businesses do not appear in the Key Challenges and identify support.</li> <li>• Superfast broadband this is key objective for the agricultural sector</li> <li>• Are the Council to 'enhance and improve the rural economy' dependent on obtaining funding through the Leader programme. If this is not successful what other plans</li> <li>• "Is the £1.5M leader programme for Sevenoaks District? Or West Kent."</li> </ul>	<p>economy have been strengthened</p> <ul style="list-style-type: none"> <li>• The Council has a Draft Green Belt SPD</li> <li>• Actions to support the rural economy have been enhanced in the action plan</li> <li>• Broadband is a priority in the Strategy</li> <li>• The Leader funding would play a significant role in providing funding for rural businesses. However, it is hoped that engagement with landowners and estate owners will bring further rural economic benefits to local communities and this is reflected in the Strategy and action plan.</li> <li>• The Leader Funding bid is subject to confirmation and if successful, private sector investment will be sought to increase the available funds. The funds would be of benefit to business across West Kent. The action plan has been strengthened in respect of the Leader scheme</li> </ul>	<p>Destination Management Plan developed at least 75% of actions on delivered in the first year " and 7.1B " Increase number of users for a District Tourism web portal"</p> <ul style="list-style-type: none"> <li>• Target 6.1A "Successful West Kent Leader Funding Bid" and target 6.1B "Enhance the rural economy through the West Kent Leader fund by: <ul style="list-style-type: none"> <li>○ Jobs created</li> <li>○ Jobs safeguarded</li> <li>○ Start ups</li> <li>○ Business expansion"</li> </ul> </li> </ul>
18	CLA	<ul style="list-style-type: none"> <li>• Broadband, flooding, and mobile phone coverage needs to be a priority</li> <li>• Change of use through Permitted Development is an opportunity to develop farm buildings to commercial use to add to the rural economy part of the document</li> </ul>	<ul style="list-style-type: none"> <li>• Broadband, flooding and mobile phone coverage are covered in the strategy</li> <li>• The Sevenoaks District Core Strategy states that one of the ways that the Council will support the District's economy is by 'giving priority to business uses, or tourist facilities, in the conversion of buildings in the rural area'. Recent changes to permitted development rights allow agricultural buildings to be converted to a range of different uses, including shops, offices and residential, subject to conditions set out in legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Action 6.1C 'Hold rural sector skills and worker accommodation workshop'.</li> </ul>



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19	Cllr P Fleming SDC	<ul style="list-style-type: none"> <li>• “There are a number of issues with Bat and Ball being in Zone 6 not least rail heading and lack of infrastructure around the station and the fact that the other stations on that line are also not designed for large volumes of traffic that zone 6 may encourage.”</li> </ul>	<ul style="list-style-type: none"> <li>• Members views are sought about the inclusion of Bat and Ball within zone 6</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
20	S Green Montreal Estate	<ul style="list-style-type: none"> <li>• No farming enterprise, dairy, woodland or arable can work without buildings fit for purpose. If a farming business is unable to build appropriate facilities it can not succeed</li> <li>• Montreal has identified renewable energy as a 21<sup>st</sup> century income stream through harvesting our 1000 acres of wood on a sustainable basis, and through photovoltaic on our new barn roofs. It is estimated our woodland could heat 200 homes. Before they implement this strategy they are building a district heating system for our properties at coakham. Renewable energy is the way forward and estate owners can assist Sevenoaks district council with their renewable energy policies. This will be covered elsewhere on the agenda.</li> <li>• In order for the country side continue to be maintained, the rural economy needs council support and engagement. Future plans are linked to planning.</li> <li>• Tourism: Major landowner estates are within 30 miles of Central London and less than 80 miles from France. Montreal Estate is getting many business enquiries about our land and redundant buildings</li> </ul>	<ul style="list-style-type: none"> <li>• The Sevenoaks District Core Strategy states that one of the ways that the Council will support the District’s economy is by ‘giving priority to business uses, or tourist facilities, in the conversion of buildings in the rural area’. Recent changes to permitted development rights allow agricultural buildings to be converted to a range of different uses, including shops, offices and residential, subject to conditions set out in legislation.</li> <li>• An action has been added to the Strategy to take into account the need to involve land/estate owners in solutions to renewable energy</li> <li>• Actions have been added to the rural economy section and will involve land/estate owners</li> <li>• An action has been added to reflect that SDC will be working in partnership with tourism partners in 2014/15 to develop a dedicated Sevenoaks District tourism website and a strategic Destination Management Plan to ensure that all partners are working holistically to achieve economic benefits and tourism outcomes for the District. Land/estate owners will be engaged as part of this process</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy changed – 93% green belt – “it is important that opportunities in the rural area and our planning policy supports this process”</li> <li>• Action Plan: New target added 4.1B “Work with partners to bring forward energy efficiency schemes” Under How will we do this added “Work with landowners to encourage energy efficiency schemes “</li> <li>• Action7 “ Market the District as a place to work live travel and stay”, add targets 7.1A “Develop Destination Management Plan for Sevenoaks District to enhance the visitor experience and maximise the benefits of culture attractions” and 7.1B “ Develop District Tourism website portal for the Sevenoaks District</li> </ul>
21	E Barham	<ul style="list-style-type: none"> <li>• Concerns that CIL and S106 are “deal breakers” for rural building conversions. Many</li> </ul>	<ul style="list-style-type: none"> <li>• The Sevenoaks District Core Strategy requires an affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan: Target 6.1C added to action plan “Hold rural sector</li> </ul>

		<p>are listed and demolition is not an option. Need to explore flexible approach to costs that go alongside the buildings. Also need identified for little flats for workers, students etc. as offer of accommodation could compensate for the lower wages.</p>	<p>contribution to be paid or affordable units to be provided on site where a development results in a net increase in the number of dwellings. However, the policy also allows for contributions or on-site provision to be reduced where an independent assessment of viability demonstrates that the development would not be viable if the policy requirement was met.</p> <ul style="list-style-type: none"> <li>• The Council has been charging the Community Infrastructure Levy since August 2014 and subject to some exemptions and 'reliefs' it is a mandatory charge. CIL will ensure that new developments continue to make a contribution towards funding the infrastructure that they place additional demand on. In order to introduce the charge the Council was required to prepare evidence on the infrastructure required to support planned development in the District and the viability of development, in order to support the preparation of a Charging Schedule. Two rounds of consultation and an examination by an independent inspector on the Charging Schedule were undertaken, where interested parties had the opportunity to challenge the Council's proposed charging rates.</li> <li>• CIL legislation allows for existing on-site in-use floorspace to be subtracted from the floorspace proposed as part of the development. Therefore, if a building can be shown to have been in a continuous lawful use for at least 6 months within the past 3 years then CIL would only be payable on any new</li> </ul>	<p>skills and worker accommodation workshop</p>
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			<p>floorspace created as part of the conversion. In some instances, the CIL payment due may be zero as a result of this provision.</p> <ul style="list-style-type: none"> <li>A 100% relief is also available through CIL legislation for social housing, which includes 'assured agricultural occupancy' tenure where this is provided by a registered social landlord or private registered provider of social housing.</li> </ul>	
22	N Watson	<ul style="list-style-type: none"> <li>The District has a very restricted housing supply. The private rented sector will grow from 9% in 2001 to 37% in 2025. It will take around 19 years for a single person to save for a deposit. Pressure is so much higher with lower wages. Redundant farm buildings should be used for housing. In addition building buy to let houses – aim to build 6 per year and landowners could work with Council to let houses</li> </ul>	<ul style="list-style-type: none"> <li>An action has been added to the Strategy to look at barriers to rural employment</li> <li>See comments at 18,20 and 21. As above, there is the opportunity to convert agricultural buildings to residential use through permitted development rights, subject to conditions set out in the legislation. Under national planning policy (the NPPF), the development of new residential buildings in the Green Belt would be inappropriate development, for which 'very special circumstances' would need to be proven to justify the development</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan: Target 6.1C added to action plan "Hold rural sector skills and worker accommodation workshop"</li> </ul>
23	W Alexander	<ul style="list-style-type: none"> <li>Change of use for rural agricultural buildings "imperative". Between 8 landowners, 150 employed by estates – those employed on estates 300 at £25,000 per year which equates to £10.5million in salary.</li> <li>Modern conversion exceeds required standards for modern buildings. The cost of conversions is greater than new build.</li> <li>Landowners can support the Council's objective to make more commercial space</li> </ul>	<ul style="list-style-type: none"> <li>See comments at 18, 20, 21 and 22. The Sevenoaks District Core Strategy states that one of the ways that the Council will support the District's economy is by 'giving priority to business uses, or tourist facilities, in the conversion of buildings in the rural area'. Recent changes to permitted development rights allow agricultural buildings to be converted to a range of different uses, including shops, offices</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan:</li> <li>Target 1.1A "Increase the number of businesses locating or setting up in Sevenoaks District over the plan period and "1.1B "Increase in commercial space" includes "Promote small rate relief and investigate other rate discounts" under How will we do this</li> </ul>

Appendix B - - Summary of public consultation responses and changes made to the Economic Development Strategy (final draft)

		<p>available and greater emphasis needs to be given to this in the Economic Development Strategy</p> <ul style="list-style-type: none"> <li>Estate owners hope there is a will to look at lower limit for business rates</li> </ul>	<p>and residential, subject to conditions set out in legislation.</p>	<ul style="list-style-type: none"> <li>Target 6.1C added “Hold rural sector skills and worker accommodation workshop”</li> </ul>
24	B Thomas	<ul style="list-style-type: none"> <li>Rural tourism attracts 10% of the jobs in the District and 4 million visitors.</li> <li>It is unrealistic to expect the private sector to do Visit Kent work. The Council needs to take a role in attracting visitors</li> <li>Need for young people to have skills and training in retail, catering, filming and wedding industry.</li> </ul>	<ul style="list-style-type: none"> <li>LSP Supporting young people into employment group to include rural skills focus</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan:</li> <li>LSP Supported Young People into Employment Group added as an other partner and lead agency in the action plan within action 2.2 “Improve the skills and employability of residents in the District”</li> <li>Action7 “ Market the District as a place to work live travel and stay”, add targets 7.1A “Develop Destination Management Plan for Sevenoaks District to enhance the visitor experience and maximise the benefits of culture attractions” and 7.1B “ Develop District Tourism website portal for the Sevenoaks District</li> </ul>
25	National Trust	<ul style="list-style-type: none"> <li>Difficulty in getting seasonal catering staff. It links to difficulty in rural accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Link to support from LSP Supporting Young People into Employment Group</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan: LSP Supported Young People into Employment Group added as an other partner and lead agency in the action plan within action 2.2 “Improve the skills and employability of residents in the District”</li> </ul>
26	E Ecclestone St Clere Estate	<ul style="list-style-type: none"> <li>Communication and rural broadband: The estates’ in the District could be a catalyst for community solutions for rural broadband solutions. Need to work with KCC as need to prevent finding solutions leading to an area being taken out of the scoping for BDUK areas</li> </ul>	<ul style="list-style-type: none"> <li>Set up broadband meetings with landowners</li> <li>An action has been added to the Strategy which recognises the need to set up a land/estate owner broadband group.</li> </ul>	<ul style="list-style-type: none"> <li>To help solve this problem in the most rural areas of the District we should engage the landowners to try and find an effective solution (p.27- in reference to broadband in rural</li> </ul>

				<p>areas)</p> <ul style="list-style-type: none"> <li>Action Plan: Target 3.6 “Increase the number of communities accessing superfast broadband” now includes “ Support local communities in finding alternative broadband solutions” under the How will we do this section. This target includes land/estate owners as an other partner.</li> </ul>
27	A Colgrain	<ul style="list-style-type: none"> <li>Keeping the woodland industry going is important. Estates are increasingly using wood burners Local woodland owners can work together. Montreal Estate can produce fuel for 200 homes. Need to consider roles in relation to this industry and possibly apprenticeships. Using woodlands as a reliable supply of energy generation</li> </ul>	<ul style="list-style-type: none"> <li>An action has been added to the Strategy to take into account the role that land/estate owners have in relation to renewable energy solutions, especially wood burning.</li> <li>The Sevenoaks District Core Strategy supports small scale and community-based renewable energy developments where such development does not adversely affect the openness of the Green Belt and is consistent with AONB policy. National Planning Practice Guidance has recently been published in relation to solar farms. This encourages local authorities to favour developments on previously developed and non agricultural land and to take account of the impacts on the landscape and heritage assets. The NPPF also states that ‘when located in the Green Belt, elements of many renewable energy projects will comprise inappropriate development. In such cases developers</li> </ul>	<p>Action Plan: New target added</p> <p>4.1A “Successful planning permissions for renewable energy schemes in the District</p> <p>4.1B “ Increase the number of businesses taking up energy efficiency measures (Annual survey)</p>

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			will need to demonstrate very special circumstances'	
28	H Warde	<ul style="list-style-type: none"> <li>Produced in Kent is blooming but Sevenoaks District is not. Westerham Brewery is 2<sup>nd</sup> biggest in Kent. Need to explore how we can better support food businesses by having more flexible business rates. Also need housing for people for six months of the year.</li> </ul>	<ul style="list-style-type: none"> <li>An action has been added to promote local produce and support food businesses by working with Produced in Kent and delivering a Produced in Sevenoaks campaign and series of media messages.</li> <li>An action has been added to the Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan:</li> <li>Target 6.1C added "Hold rural sector skills and worker accommodation workshop"</li> <li>Target 6.1E "Produced in Sevenoaks campaign developed and case studies and key messages disseminated"</li> </ul>
29	J Silve, West Kent College	<ul style="list-style-type: none"> <li>Document does not mention West Kent College</li> </ul>	<ul style="list-style-type: none"> <li>Name of West Kent College was left out of the main document. At the time of drafting the College was known as K College and was in a period of change. They were left out until the situation was clarified.</li> </ul>	<ul style="list-style-type: none"> <li>West Kent College now added to the strategy, p.24</li> </ul>

Note – page numbers given by respondents refer to the Public Consultation draft. This differs to the page numbers in the new Final Draft presented to Members

**Economic & Community Development Advisory Committee Work Plan 2014/15**

<b>21 October 2014</b>	<b>12 February 2015</b>	<b>23 April 2015</b>	<b>Summer 2015</b>
<p>Economic Development Strategy – final draft</p> <p>Business Continuity Strategy and System and Plan</p> <p>Budget: Service Reviews and Service Change Impact Assessments (SCIAS)</p>	<p>Community Grant Scheme – Grant Recommendations for 2015/16</p> <p>Local Enterprise Partnership Regional Growth bid– Update</p> <p>CABx – Service Level Agreement 2015/16</p> <p>Inward Investment</p> <ul style="list-style-type: none"> <li>- The case for West Kent</li> <li>- The case for Swanley</li> </ul>	<p>Tourism Micro Site</p> <p>Tourism Destination Management Plan</p> <p>Visit Kent – 2015 Priorities</p>	<p>Health Priorities – Better Care Fund</p>

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