

03 October 2017 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks  
Despatched: 25.09.17



# Economic & Community Development Advisory Committee

## Membership:

Chairman, Cllr. Hogarth; Vice-Chairman, Cllr. Maskell  
Cllrs. Barnes, Mrs. Bosley, Esler, Eyre, Krogdahl, Lake, McGarvey, McGregor,  
Pearsall and Scott

## Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. <b>Minutes</b> To agree the Minutes of the meeting of the Committee held on 17 July 2017, 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>		
4. <b>Update from Portfolio Holder</b>		Cllr Hogarth
5. <b>Referrals from Cabinet or the Audit Committee (if any)</b>		
6. <b>Budget 2018/19: Service Dashboards and Service Change Impact Assessments (SCIAS)</b>	(Pages 5 - 28)	Adrian Rowbotham Tel: 01732 227153
7. <b>Community Grants Scheme 2016-17 Year End Monitoring</b>	(Pages 29 - 66)	Simon Davies Tel: 01732 227374
8. <b>Community Plan Annual Monitoring Report 2016/17</b>	(Pages 67 - 124)	Alan Whiting Tel: 07132 227446
9. <b>Edenbridge Economic Study</b>	(Pages 125 - 188)	Andrew Stirling Tel: 01732227099

10. **Refresh of the economic strategy (workshop)**

Andrew Stirling  
Tel: 01732227099

Link to existing policy:

[https://www.sevenoaks.gov.uk/directory\\_record/4/economic\\_development\\_strategy](https://www.sevenoaks.gov.uk/directory_record/4/economic_development_strategy)

A workshop for ideas and input into framing the new Economic Development Strategy.

11. **Work Plan**

(Pages 189 -  
190)

**EXEMPT INFORMATION**

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.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or [democratic.services@sevenoaks.gov.uk](mailto:democratic.services@sevenoaks.gov.uk).

**ECONOMIC & COMMUNITY DEVELOPMENT ADVISORY COMMITTEE**

Minutes of the meeting held on 17 July 2017 commencing at 7.00 pm

Present: Cllr. Hogarth (Chairman)

Cllr. Maskell (Vice Chairman)

Cllrs. Eyre, Krogdahl, Lake, Pearsall and Scott

Apologies for absence were received from Cllrs. Barnes, Mrs. Bosley, Esler, McGarvey and McGregor

Cllrs. Clark, Firth, Fleming, Purves and Miss. Stack were 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. Maskell be appointed as Vice Chairman of the Committee for the ensuing municipal year.

3. Minutes

Resolved: That the minutes of the meeting held on 7 March 2017, be approved and signed by the Chairman as a correct record.

4. Declarations of Interest

Cllr. Scott advised that she would leave the meeting and not take part in the debate or voting thereon in relation to agenda item 8.

5. Actions from Previous Meeting

There were none.

6. Update from Portfolio Holder

The Portfolio Holder and Chairman reported that the launch of Visitor Economy at Riverhill house was a successful event with different representatives from visitor attractions across the District. It provided the opportunity for sharing information, experiences and networking. He also advised that the Economic Development team

Agenda Item 1  
Economic & Community Development Advisory Committee - 17 July 2017

had provided an example of practical advice to help a business that was expanding to remain in the District.

CHANGE IN AGENDA ITEM ORDER

With the agreement of the Committee, the Chairman took agenda item 7 after agenda item 11 and took agenda item 12 after agenda item 10.

7. Referrals from Cabinet or the Audit Committee

There were none.

8. Sevenoaks District Community Safety Strategy & Action Plan 2017-18

The Community Safety Manager presented a report which looked at the work of the Community Safety Partnership from April 2016 - March 2017, taking into account all aspects of the Partnership reflecting on crime trends, CSU and successes. Members also received a [presentation](#).

In response to questions Members were advised that figures for violence against a person included a percentage of Domestic Abuse reports. It was requested by Members that figures for reported domestic abuse cases within the category violence against the person be circulated along with how the successes of speed watch was recorded.

*Action 1: For Community Safety Manager to provide figures for reported domestic abuse and how the successes of speed watch were recorded.*

Resolved: That the report be noted.

(Cllr. Scott left the meeting for the above item and did not take part in the debate or voting thereon)

9. Dunton Green Mid Project Report

The Community Safety Manager presented a report which provided an overview of the Dunton Green Community Development project, which outlined the main findings from the community consultation that had taken place along with an overview of the projects implemented and the additional funding received.

Resolved: That the report be noted.

10. Emergency Planning Update

The Chief Officer Environmental and Operational Services presented a report detailing the Council's statutory responsibility for dealing with a civil emergency. The Main responsibilities were to provide humanitarian aid, recovery and mutual aid to other responders.

In response to questions he advised that in an emergency Members' roles would be to provide the correct and necessary information to the public who may be enquiring. Training opportunities for Members was being looked into.

In response to questions Members were advised that there were three major rest centres identified in the District, however if the emergency was more than the rest centres could provide then help would be sought from neighbouring authorities as part of the mutual aid. A log would be kept to ensure that anyone who approached the council for assistance or were in a rest centre would be known so that communication was not lost.

Resolved: That the report be noted

11. Economic Development Strategy Monitoring Report

The Economic Development Officer presented a report which summarised performance of the targets in the Economic Development Strategy. Performance against the targets had improved since the last report and 86% of the targets were reported as green, 12% as amber and 2% as red.

The Committee was shown a [slide](#) detailing what the Economic Development Team Offers for businesses.

Resolved: That the report be noted.

12. Presentation on the importance of development to the local economy

The Committee welcomed Richard Reid (of Richard Reid and Associates (architects and master planners)) to the meeting. Mr. Reid gave a [presentation](#) to Members on the importance of development to the local economy.

As part of a discussion about design, it was thought that it was as important to pay attention to the spaces between buildings as well as to the design of the building themselves. Low density areas were not always more attractive and mixed uses of areas needed to be considered carefully.

The Chairman exercised his discretion and allowed a Member of the public to address the Committee. In response to a question Mr. Reid advised that structures needed to provide flexibility over time. The Chairman also advised consideration needed to be given to planning policies to provide flexibility, including through the local plan.

Mr. Reid informed Members that it was important for communities and to be involved with planning and for intergenerational comments to be sought, to help encourage excitement for developments.

The Chairman thanked Mr. Reid for his attendance.

During the discussion of agenda item 12 the Committee became inquorate and continued with informal notes.

Agenda Item 1  
Economic & Community Development Advisory Committee - 17 July 2017

13. Work Plan

The work plan was noted.

THE MEETING WAS CONCLUDED AT 9.04 PM

CHAIRMAN

**BUDGET 2018/19: SERVICE DASHBOARDS AND SERVICE CHANGE IMPACT ASSESSMENTS (SCIAS)**

**Economic and Community Development Advisory Committee - 3 October 2017**

Report of	Chief Finance Officer
Status	For Decision
Also considered by	Policy and Performance Advisory Committee - 5 October 2017
	Housing and Health Advisory Committee - 10 October 2017
	Legal and Democratic Services Advisory Committee - 17 October 2017
	Direct and Trading Advisory Committee - 2 November 2017
	Finance Advisory Committee - 14 November 2017
	Planning Advisory Committee - 23 November 2017
Key Decision	No

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**Executive Summary:** This report sets out updates to the 2018/19 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 2018/19.

Informed by the latest information from Government and discussions with Cabinet, it is proposed that the Council continues to set a revenue budget which assumes no funding from Government through the Revenue Support Grant or New Homes Bonus. This will result in the Council continuing to be financially self-sufficient as set out in its Corporate Plan.

To achieve this aim and to ensure a balanced budget position over the next 10-year period, whilst also increasing the Council's ability to be sustainable beyond that time, a savings requirement of £100,000 per annum is included.

Other pressures, such as the public sector pay award, may result in a requirement for further savings. Officers will continue to monitor these pressures and report the latest position to Cabinet in December.

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**Portfolio Holder** Cllr. John Scholey

## Agenda Item 6

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

Veronica Wilson, Ext. 7436

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### **Recommendation to each Advisory Committee:**

- (a) Advise Cabinet with views on the growth and savings proposals identified in Appendix D applicable to this Advisory Committee.
  - (b) Advise Cabinet with further suggestions for growth and savings applicable to this 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 thirteen 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.
- 3 Using the data sources available to the Council, this report sets out a budget over the 10-year period but recognises that it is likely that more accurate data will become available in future months and current assumptions may need to be updated.
- 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 ceasing from 2017/18 it is important that the council remains financially self-sufficient by having a balanced economy and a financial strategy that is focused on local solutions. These solutions include:
- continuing to deliver financial savings and service efficiencies;
  - growing the council tax and business rate base; and
  - generating more income.
- 6 When the current Financial Strategy started in 2011/12, it was agreed that the balance in the Asset Maintenance Reserve would be moved to the Financial Plan Reserve and used over the initial 10-year period. Any asset maintenance expenditure is therefore now funded by the revenue budget each year. Asset maintenance expenditure can fluctuate as the demand for programmed and ad hoc work varies across sites and it should be recognised that expenditure is likely to increase over the next 10 years as properties age.
- 7 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 20 February 2018.
- 8 The ‘Financial Prospects and Budget Strategy 2018/19 and Beyond’ report has been presented to Cabinet to start the budget setting process for 2018/19.

### **Financial Self-Sufficiency**

- 9 The Council’s Corporate Plan, introduced in 2013, set out an ambition for the Council to become financially self-sufficient which was achieved in 2016/17. This means that the Council no longer requires direct funding from Government, through Revenue Support Grant or New Homes Bonus, to deliver its services.
- 10 This approach was adopted in response to the financial challenges the Country is faced with in bringing its public spending down to ensure it is able to live within its means. In practice this has seen Government funding to local authorities dramatically reduced since 2010/11 with Sevenoaks District Council expecting to receive no Revenue Support Grant from 2017/8.
- 11 The decision to become financially self-sufficient is intended to give the Council greater control over its services, reducing the potential for decision making to be influenced by the level of funding provided by government to local authorities.
- 12 The Council’s decision to seek to become financially self-sufficient was subject to scrutiny by the Local Government Associations Peer Challenge of the District Council during December 2013. In their closing letter to the Council they concluded that they ‘fully support that aspiration and given the

## Agenda Item 6

existing and anticipated squeeze upon public finances this makes much sense’.

- 13 With the Council receiving no Revenue Support Grant from 2017/18 and New Homes Bonus expected to reduce from 2018/19, this approach remains appropriate. The attached 10-year budget assumes no Revenue Support Grant or New Homes Bonus. Any funding received from these sources will be put into the Financial Plan Reserve which can be used to support the 10-year budget by funding invest to save initiatives and supporting the Property Investment Strategy. One of the aims of the Property Investment Strategy is to achieve returns of 5%+ when not borrowing or in excess of 3% for schemes that include some external borrowing; therefore using funding for this purpose will result in additional year on year income that is not impacted by Government decisions.
- 14 Cabinet are keen to remain financially self-sufficient and be ahead of the game. This will allow this Council to move ahead in the knowledge that this Council has the financial resources to provide the services that the district’s residents want into the future.

### Service Dashboards

- 15 The intention of service dashboards is 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.
- 16 The Service Dashboards cover a summary of the services provided, objectives, achievements and opportunities, challenges and risks and performance.
- 17 **Appendix A** contains the Service Dashboard for this Advisory Committee and **Appendix B** contains the budget for those services.

### Savings Plan

- 18 **Appendix C** 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.
- 19 The savings plan requires a total of over £6 million to be saved between 2011/12 and 2017/18 which is an average saving of nearly £900,000 per annum. In the thirteen years from 2005/06, over £10m of savings will then have been made.
- 20 The 10-year budget attached shows a net saving or additional income requirement of £100,000 per annum to deliver a long-term sustainable budget.

- 21 Other pressures, such as the public sector pay award, may result in a requirement for further savings. Officers will continue to monitor these pressures and report the latest position to Cabinet in December.

### **Proposed Growth and Savings Items**

- 22 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 2018/19 and Beyond' report considered by Cabinet on 14 September 2017.
- 23 A number of growth and savings items will be proposed at the seven Advisory Committees with the aim of achieving the £100,000 mentioned above. The £100,000 does not necessarily have to all be achieved in 2018/19 but the impact is required to be £1m (i.e. £100,000 x 10 years) over the 10-year budget period.
- 24 The proposed growth and savings items relating to this Advisory Committee are listed in **Appendix D**.
- 25 Service Change Impact Assessments (SCIAs) contain further details for all proposed growth and savings items. SCIAs applicable to this Advisory Committee can be found in **Appendix E**.
- 26 During the budget process last year, each Advisory Committee was asked to provide further growth and savings suggestions to Cabinet. These were not approved as part of the 2017/18 budget but Cabinet indicated that some items would be worth bringing forward in future years. The suggestions previously proposed by this Advisory Committee are included in **Appendix F** and Members may wish to consider these ideas again when proposing growth and savings suggestions.

### **Financial Summary**

- 27 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 2018.
- 28 The 10-year budget attached at **Appendix G** includes the changes that were included in the 'Financial Prospects and Budget Strategy 2018/19'.

### **Role of the Advisory Committees**

- 29 Training sessions on the budget process have been provided to Members in previous years to ensure that they have an understanding of the process and relevant issues to allow them to play an active part in the budget setting process. If Members require refresher training, please contact Adrian Rowbotham, Chief Finance Officer.

## Agenda Item 6

- 30 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 7 December 2017.

### Process and Timetable

- 31 This report is the second stage of the budget process as shown in the Budget Timetable (**Appendix H**).
- 32 It is possible that Advisory Committees may have to re-address service budgets in January if significant changes have taken place 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.

Challenges and risks are included in the Service Dashboards 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.

#### Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

Individual equality impact assessments have been completed for all Service Change Impact Assessments (SCIAs) to ensure the decision making process is fair and transparent.

### Conclusions

The Strategic Financial and Business Planning process has ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult financial challenges that it has faced. The 10-year budget has

further improved this process and helped to ensure that the Council is well placed in dealing with more immediate and longer-term financial challenges.

By becoming financially self-sufficient at an early stage, this Council has become much more in control of its own destiny as the Property Investment Strategy should provide a much more stable income stream than the reducing direct government funding streams.

The attached 10-year budget shows that this Council can continue to be financially stable going into the future with a level of assurance that any council would aspire to.

This budget process will once again be a major financial challenge for a Council that already provides value for money services to a high standard. In making any budget proposals, Members will need to consider the impact on service quality and staff well-being, to ensure that these proposals lead to an achievable 10-year budget that supports the Council's aspirations for customer-focused services.

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. If the net total of growth and savings proposals identified by the Advisory Committees and approved by Cabinet does not reach the £100,000 savings target, additional savings will be required that may result in service changes, to ensure a balanced budget position.

### **Appendices**

Appendix A - Service Dashboards relating to this Advisory Committee.

Appendix B - 2017/18 Budget by Service relating to this Advisory Committee.

Appendix C - Summary of the Council's agreed savings plan and growth items.

Appendix D - New growth and savings items proposed relating to this Advisory Committee (if applicable).

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

Appendix F - Update on growth and savings suggestions made by this Advisory Committee last year (if applicable)

Appendix G - 10-year budget.

## Agenda Item 6

Appendix H - Budget timetable.

**Background Papers**

None

**Adrian Rowbotham**

**Chief Finance Officer**

## Service Dashboard Portfolio for Economic & Community Development

### The services we provide

Economic development, business continuity, emergency planning, regeneration, town centres, tourism, West Kent Partnership, West Kent Leader Programme, Community Grants, Community Plan, Community Safety, Youth, Parishes

#### Service contribution

Statutory service



Income generating



Working in partnership



#### Corporate priorities

Self-sufficiency ✓

Value for Money ✓

Safe district ✓

Collect rubbish effectively ✗

Green Belt ✗

Local Economy ✓

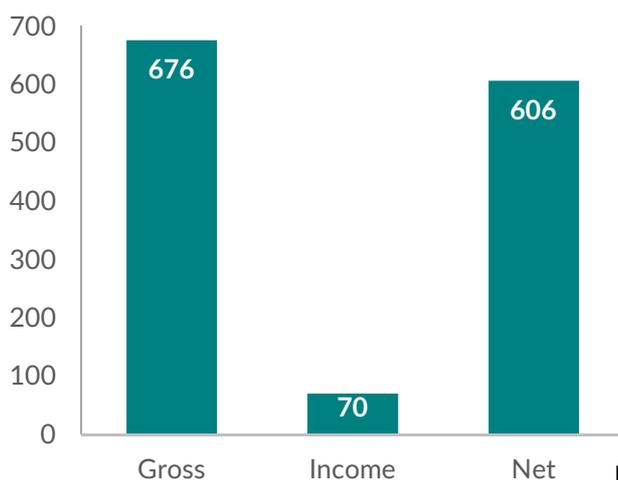
#### Performance

3

#### Achievements & Opportunities

- Progressing the £2.2m Leader programme with grants to rural businesses
- Visitor Economy workshop held to support tourism sector
- Community Plan 97% on target
- Reductions in Anti-Social Behaviour
- New Emergency Planning and Property Services department created
- Several exercises undertaken organised by the Kent Resilience team

#### Portfolio Budget (£000)



#### Challenges & Risks

- Broadband continues to be a challenge although improvements are being made
- Recorded crime figures are increasing following new reporting rules
- Business Continuity Impact Assessments & Emergency Planning documentation to be reviewed and updated as necessary
- Additional staff to be trained in Emergency Planning.

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Economic and Community Development Advisory Committee: 2017/18 Budget by Service

<b>Revenue</b>		<b>2017/18 Expenditure</b>	<b>2017/18 Income</b>	<b>2017/18 Net</b>
<b>Chief Officer</b>	<b>Description</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Communities and Business	Administrative Expenses - Communities & Business	25	0	25
Communities and Business	Community Development Service Provisions	0	(5)	(5)
Communities and Business	Community Safety	183	0	183
Communities and Business	Dunton Green Projects - s106	35	(35)	0
Communities and Business	Economic Development	55	0	55
Communities and Business	Grants to Organisations	183	0	183
Communities and Business	The Community Plan	53	0	53
Communities and Business	Tourism	31	0	31
Communities and Business	West Kent Partnership	30	(30)	0
Communities and Business	Youth	31	0	31
Env & Op Svs	Civil Protection	50	0	50
		<b>676</b>	<b>(70)</b>	<b>606</b>

<b>Capital</b>		<b>2017/18 Expenditure</b>
<b>Chief Officer</b>	<b>Description</b>	<b>£'000</b>
Communities and Business	Parish Projects	61
		<b>61</b>

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SCIA		Description	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Later Years £000	Total £000
Year	No.											
		<b>Direct and Trading Advisory Committee</b>										
2016/17	8	Playgrounds: Reduction in asset maintenance (reversal of temporary saving item)									7	
2016/17	9	Public Conveniences: Reduction in asset maintenance (reversal of temporary saving item)									8	
		<b>Economic and Community Development Advisory Committee</b>										
		No savings or growth agreed from 2018/19 onwards										
		<b>Finance Advisory Committee</b>										
2011/12	62,63	Staff terms and conditions - savings agreed by Council 18/10/11								(301)	(373)	
2015/16	10	External Audit fee reduction (reversal of temporary saving item)								30		
2017/18	25	Internal Enforcement Agents for Local Tax recovery								(104)		
		<b>Housing and Health Advisory Committee</b>										
		No savings or growth agreed from 2018/19 onwards										
		<b>Legal and Democratic Services Advisory Committee</b>										
		No savings or growth agreed from 2018/19 onwards										
		<b>Planning Advisory Committee</b>										
		No savings or growth agreed from 2018/19 onwards										
		<b>Policy and Performance Advisory Committee</b>										
2017/18	10	Apprenticeship Levy (reversal of temporary growth item)										(45)
2017/18	11	Swanley contract									(25)	
2017/18	12	Customer Service resource									(25)	
		Minor movements between years									(2)	(1)
		<b>Total Savings</b>	<b>(2,984)</b>	<b>(841)</b>	<b>(314)</b>	<b>(479)</b>	<b>(533)</b>	<b>(721)</b>	<b>(372)</b>	<b>(427)</b>	<b>(359)</b>	<b>(7,030)</b>
		<b>Total Growth</b>	<b>371</b>	<b>45</b>	<b>50</b>	<b>327</b>	<b>177</b>	<b>309</b>	<b>359</b>	<b>0</b>	<b>(45)</b>	<b>1,593</b>
		<b>Net Savings</b>	<b>(2,613)</b>	<b>(796)</b>	<b>(264)</b>	<b>(152)</b>	<b>(356)</b>	<b>(412)</b>	<b>(13)</b>	<b>(427)</b>	<b>(404)</b>	<b>(5,437)</b>

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## New Growth and Savings Proposals: Economic and Community Development Advisory Committee

SCIA Year	No.	Description	Year	Ongoing	2018/19 Impact £000	Budget Impact £000
Growth						
		none				
		Sub Total			0	0
Savings						
		none				
		Sub Total			0	0
		Net Savings Total			0	0

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SERVICE CHANGE IMPACT ASSESSMENT

Not applicable for this Advisory Committee as there are no new growth and savings proposals.

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**Update on Growth and Savings Suggestions made by this Advisory Committees last year**

Cabinet 01/12/16:

Cabinet discussed the further growth and savings items suggested by Advisory Committees set out in Appendix F and indicated that some items would be worth bringing forward in future years.

Economic and Community Development Advisory Committee

<b>Growth</b>	<b>Update</b>
Chairman support - modest increase to provide benefits for tourism and economic development (idea proposed by LDSAC but also relates to ECDAC)	A Visitor Economy Study is currently being undertaken by the Sector to identify how tourism providers wish to develop.
Investment in skills training (idea proposed by PPAC but in ECDAC remit)	External funding has been secured through the West Kent Partnership and a new Enterprise Adviser is based in the Communities & Business team.
Improved start up business accessibility, e.g. seed funding (idea proposed by PPAC but in ECDAC remit)	The recycled Escalate fund has been advertised to local businesses
<b>Savings</b>	
Advisory/consulting offering to other councils - look for opportunities across the council	The ED & Property team is currently working to capacity but opportunities would be considered.
Officer time recording. Efficiencies may result in a time saving rather than a cost saving but it would be useful if this could be quantified. Look at how this could be implemented across certain services.	This is being done for Officer time spent on Quercus 7

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	Budget 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	13,689	14,470	14,528	14,654	15,166	15,541	15,910	16,286	16,667	17,052	17,443
Inflation	494	585	412	644	461	469	476	481	486	491	499
Superannuation Fund deficit and staff recruitment & retention	300	0	0	200	0	0	0	0	0	0	0
Net savings (approved in previous years)	(13)	(427)	(186)	(232)	14	0	0	0	(1)	0	1
<b>New growth</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>
<b>New savings/Income</b>	<b>0</b>	<b>(100)</b>	<b>0</b>								
<b>Net Service Expenditure b/f</b>	<b>14,470</b>	<b>14,528</b>	<b>14,654</b>	<b>15,166</b>	<b>15,541</b>	<b>15,910</b>	<b>16,286</b>	<b>16,667</b>	<b>17,052</b>	<b>17,443</b>	<b>17,943</b>
<b>Financing Sources</b>											
Government Support											
: Revenue Support Grant	0	0	0	0	0	0	0	0	0	0	0
New Homes Bonus	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(10,013)	(10,333)	(10,661)	(10,998)	(11,345)	(11,701)	(12,066)	(12,442)	(12,828)	(13,224)	(13,607)
Locally Retained Business Rates	(1,990)	(2,055)	(2,128)	(2,171)	(2,214)	(2,258)	(2,303)	(2,349)	(2,396)	(2,444)	(2,493)
Collection Fund Surplus	0	0	0	0	0	0	0	0	0	0	0
Interest Receipts	(130)	(130)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Property Investment Strategy Income	(500)	(735)	(1,185)	(1,185)	(1,185)	(1,185)	(1,285)	(1,329)	(1,329)	(1,529)	(1,529)
Contributions to/(from) Reserves	(353)	(353)	(353)	(353)	(353)	(179)	(179)	(635)	148	148	148
<b>Total Financing</b>	<b>(12,986)</b>	<b>(13,606)</b>	<b>(14,577)</b>	<b>(14,957)</b>	<b>(15,347)</b>	<b>(15,573)</b>	<b>(16,083)</b>	<b>(17,005)</b>	<b>(16,655)</b>	<b>(17,299)</b>	<b>(17,731)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>1,484</b>	<b>922</b>	<b>77</b>	<b>209</b>	<b>194</b>	<b>337</b>	<b>203</b>	<b>(338)</b>	<b>397</b>	<b>144</b>	<b>212</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>(1,484)</b>	<b>(922)</b>	<b>(77)</b>	<b>(209)</b>	<b>(194)</b>	<b>(337)</b>	<b>(203)</b>	<b>338</b>	<b>(397)</b>	<b>(144)</b>	<b>(212)</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>

<b>Assumptions</b>	
Revenue Support Grant:	nil all years
Locally Retained Business Rates:	2% all years
Council Tax:	2.5% in 17/18, 2% in later years
Interest Receipts:	£130,000 in 17/18 - 18/19, £250,000 in later years
Property Inv. Strategy:	£500,000 in 17/18, £735,000 from 18/19, £1.185m from 19/20, £1.285m from 23/24, £1.329m from 24/25, £1.529m from 26/27 onwards. Sennocke Hotel income included from 2019/20.
Pay award:	1% in 17/18 - 19/20, 2% in later years
Other costs:	2.25% in all years
Income:	2.5% in all years

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2018/19 Budget Setting Timetable

	Date	Committee
<b>Stage 1</b>		
Financial Prospects and Budget Strategy 2018/19 and Beyond	5 September	Finance AC
	14 September	Cabinet
↓		
<b>Stage 2</b>		
Review of Service Dashboards and Service Change Impact Assessments (SCIAs)	3 October	Economic & Comm. Dev. AC
	5 October	Policy & Performance AC
	10 October	Housing & Health AC
	17 October	Legal & Dem. Svs AC
	2 November	Direct & Trading AC
	14 November	Finance AC
	23 November	Planning AC
↓		
<b>Stage 3</b>		
Budget Update (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees)	7 December	Cabinet
↓		
<b>Stage 4</b>		
Budget Update (incl. Government Settlement information)	11 January	Cabinet
↓		
<b>Stage 5</b>		
<i>Budget Update and further review of Service Change Impact Assessments (if required)</i>	<i>January - February</i>	<i>Advisory Committees</i>
↓		
<b>Stage 6</b>		
Budget Setting Meeting (Recommendations to Council)	6 February	Cabinet
↓		
<b>Stage 7</b>		
Budget Setting Meeting (incl. Council Tax setting)	20 February	Council

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

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**COMMUNITY GRANTS SCHEME 2016-17 YEAR END MONITORING**

**Economic & Community Development Advisory Committee - 3 October 2017**

Report of Chief Officer - Communities & Business

Status: For information

Key Decision: No

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**Executive Summary:** Year end monitoring of the 2016/17 Community Grants has been completed and progress against performance indicators, as well as key highlights and case studies are set out.

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**This report supports the Corporate Vision of Providing Value for Money and the Community Plan Vision for Safe & Caring Communities, Green & Healthy Environment and Dynamic & Sustainable Economy**

**Portfolio Holder** Cllr. Roddy Hogarth

**Contact Officer** Simon Davies, Ext. 7374

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**Recommendation to Economic & Community Development Advisory Meeting:**

That members note the contents of the report .

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**Reason for recommendation:** The report sets out outcomes from the year end monitoring of the Community Grants Scheme 2016/17.

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**Introduction and Background**

- 1 The Council's Community Grant Scheme supports local charities and voluntary sector organisations that, through their work, contribute to the priorities set out in the Community Plan 2013-28.
- 2 The grant guidelines were reviewed during 2013/14 and revised guidelines were agreed by Cabinet on 12 September 2013.
- 3 The 2016/17 budget available for voluntary sector organisations was as follows:-

## Agenda Item 7

Funding for the CABx SLA	£ 98,540
Amount available for grants	£ 54,791
Total Budget	£ 153,331

- 4 A total of 30 grant applications were received for 2016/17, representing total grant requests of £114,933. On 3 March 2016, Cabinet agreed to fund 23 organisations for a total of £ 54,790, as set out in Appendix A.
- 5 One organisation, Community Futures Kent, which was awarded £600, returned their funding to the Council as they were no longer able to deliver their project.

### Year end monitoring

- 6 All organisations funded are required to provide updates on performance indicators. Organisations funded over £500 are required to provide monitoring information after 6 months and at the year end. Organisations funded up to £500 are required to provide monitoring information at the year end.
- 7 Year end monitoring to 31 March 2017 has now been completed and the results are included in Appendix A.

### Results of the Year End monitoring

- 8 Monitoring forms returned from the 12 months period from 1 April 2016 to 31 March 2017 have been analysed. 90% of performance indicators were met at the year end, against a target of 80%.
- 9 Copies of case studies from some of the organisations funded are set out at Appendix B.

### Key Implications

#### Financial

The level of funding provided for the projects set out was agreed from the existing 2016/17 budget.

#### Legal Implications and Risk Assessment Statement.

There are no legal or human rights issues relating to this report. All organisations applying for funding are required to have an equalities policy and, where appropriate, child protection and/or adult protection policies in place.

Equality Assessment

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

Safeguarding Children and Vulnerable Adults

Safeguarding policies are required to be in place before a grant application can be considered.

Resource (non financial)

Work connected with the Community Grant Scheme administration and monitoring is being undertaken through existing resources.

**Conclusions**

- 10 The percentage of performance indicators for the 2016/17 Community Grants Scheme achieved at the year end is 90%, against a target of 80%.

**Appendices**

Appendix A - Organisations funded in 2016/17 and year end monitoring results

Appendix B - Case studies

**Background Papers:**

[Community Grant Scheme Guidelines 2016/17](#)  
[Code of Conduct for Grantmaking](#)

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**Lesley Bowles**  
**Chief Officer - Communities & Business**

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Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
3	North West Kent Volunteer Centre	Caring Communities through Volunteering - a) Befriending Scheme, b) Community Transport Scheme, c) Gardening Support Scheme, d) Providing aid to 200 local charities and volunteer-involving organisations	£5,000	£4,500	5	3	2	KCC withdrew volunteer funding from 31 December 2016 and this had made a major impact. One staff member was made redundant and NWKVC can now only offer limited assistance to other organisations. NWKVC continues to recruit volunteers through posters, fliers etc. The number of volunteer drives delivered is down due to hospitals cancelling appointments earlier in the year. Has had to withdraw from the Swanley Link due to the fees that are now being charged.
7	MHR (Tunbridge Wells Mental Health Resource)	Reachout Youth. Offering free weekly peer support groups to young people who are struggling with emotional and mental health. The project will run for 36 weeks over term time for 1 year.	£5,073	£2,000	6	6		All targets met/exceeded. Had difficulties for returning clients due to other activity based provision in the area. Took part in the HOUSE Youth Fest which brought them a broader client base. Consulted local youth to identify more suitable time to run Reachout Youth in Edenbridge. One case study provided.
8	Sevenoaks District Arts Council	Provide grants or underwriting to arts groups/societies across the whole Sevenoaks District	£5,000	£4,250	5	5		A total of 8,569 people have attended or taken part in arts activity in the District during 2016/17. 1,077 people over 55 years took part in arts activities and 2,617 under 25s.

Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
21	West Kent Mind	Mental Health Community Champions. To fund the cost of training 16 SDC staff and 16 residents in accredited Mental Health First Aid to equip the District with a team of people who can deal with people experiencing mental health problems and raise awareness about better training	£4,940	£4,000	5	5		Feedback shows that the Mental Health First Aid courses funded have been immensely successful.
30	Sevenoaks District Sports Council	Group coaching and/or training in all sports; Individual coaching; Organised coaching/training courses; Helping new clubs set up sports for young and disabled, Social sports for the older generation, Help all ages with disabled sports and coaching, Individual grants for talented sportsmen/women, boys/girls	£5,000	£4,250	5	5		All performance indicators on target. Some of the talented sporting individuals have had some excellent results. There have been excellent results in the World and European Cycle Cross races and one individual funded has been selected to the Under 16 Great Britain Hockey squad. There are over 2,000 young people being assisted to become proficient in sports clubs across the District.
44	Sevenoaks Counselling (District-wide)	To pay for subsidised confidential counselling sessions. Sessions are open to everyone on an equal opportunities basis, with referrals from GO surgeries and CAB etc.	£800	£800	3	3		All indicators achieved. Case study based on real individual provided.
58	CVSNWK	To provide support and infrastructure services to voluntary sector within North West Kent.	£5,000	£1,000	5	4	1	Indicators are on target. For the second six month period, another 14 organisations were assisted. 8 organisations have been assisted with DBS checks. Hasn't provided a case study on an organisation supported.

Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
66	Edenbridge Voluntary Transport Service	Contribution to cost of volunteer drivers' expenses and encouraging volunteering by potential new drivers and maintaining support for existing drivers.	£500	£500	0	0		Carried out 1,525 drives during 2016. On average, in any one month, they take 70 different people to appointments. Typical comments from users is that "we don't know what we would do without you".
85	Imago	Volunteer Centre - £5,000, Infrastructure support - £ 3,000, Youth volunteering and services - £5,000, Dial2Drive - £ 5,000	£18,000	£12,000	6	6		Advice given to chair of Polymyalgia, Rheumatica and Giant Cell Arteritis UK on volunteering opportunities. Dial2Drive service continues to be busy, with Sevenoaks District the busiest area. Supported the new volunteer coordinator at Citizens Advice Service at Sevenoaks District Magistrates Court re advertising for volunteers. Numbers for new volunteers are below target. This is demand led and Imago respond to everyone who enquires about the services.
110	Sevenoaks Community First Responders	To kit out three new emergency responders	£5,000	£1,660	3	2	1	Now have nine CFRs in Sevenoaks. Provided over 20 public training events in the last 12 months, training over 450 members of the public how to do CPR and use a defibrillator. SCFR don't keep a formal record of the numbers of people assisted but have been very busy throughout the year.
148	Sevenoaks Home Library Service	Annual running costs and maintenance of the library van	£250	£250	0	0		The service has delivered books to approximately 120 housebound and disabled residents in the Sevenoaks area. Feedback from residents is that the service is greatly appreciated.

Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
196	Sevenoaks PHAB	Weekly sessions for adults who live in Sevenoaks District and have a learning and/or physical disability, offering a variety of activities inc. music, singing, drama etc	£400	£400	0	0		50 service users have benefited from the sessions provided by PHAB. Feedback from those attending is that they enjoy the variety of the weekly sessions and like the opportunity to meet friends and new people.
206	Sevenoaks Volunteer Transport Group	To defray running costs of providing low cost transport for elderly, infirm and disabled residents to Sevenoaks Hospital, other hospitals and clinics and also organisations for disabled people.	£500	£500	0	0		The service has assisted 218 people this year. A survey of service users shows that 80% were aged 75+ and made, on average, 66% saving on public transport costs. Volunteer drivers also generally escort their passengers into their clinic or hospital and will wait up to 2 hours to take them home again.
264	West Kent Mediation	Continued provision of a free, restorative, impartial, confidential community mediation service for all individuals, families and groups living in Sevenoaks District. To part fund restorative conferencing service to resolve multi-party disputes within the community. To recruit and train new volunteers from SDC areas. Contribution to volunteers' expenses and hall hire costs for joint mediation meetings.	£5,000	£5,000	5	5		Delivered six presentations on mediation awareness to Sevenoaks Police including PCSOs, each up to 15 officers. As a result, has seen an increase in police referrals for neighbour and parent teenager service. Recently re-branded all literature, updated website and working hard on social media.

Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
265	Ellenor	To fund fortnightly drop-ins and clinics to provide opportunity for patients to receive advice and support regarding symptom management, psychological and emotional support. To commence "Carers Cuppa" sessions at Swanley Link to provide an opportunity for carers to meet informally and offer peer support and signposting. To hold 6 week carers course in Swanley to equip carers with skills and confidence to care for loved ones.	£5,000	£2,000	5	3	2	The carers course was successful and the monthly carers cuppa sessions will start at Swanley Link shortly. Had difficulties funding the balance required to deliver the whole project, which has delayed the cuppa sessions being set up. Ellenor will fund the project on an ongoing basis.
344	Kent Friendz (District-wide)	To provide a specialist club for 20 children with severe and complex disabilities, including multiple learning disabilities and physical disabilities. Each child will receive 2:1 support because of their needs. Experienced staff will have training in managing challenging behaviour. Activities will be tailored to each individual's needs with specialist equipment.	£2,000	£1,000	6	6		All performance indicators have been achieved. Many of the beneficiaries attending have seen improvements in confidence, social abilities, self-esteem and independence. Case study provided shows improved communication and independence and better interaction with others, as well as increased understanding of what's going on around him and essential respite time to the rest of the family.

Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
394	BRIDGES	To replace outdated computer and office laptop. To contribute to cost of Forget-me-Not Dementia cafes, running fortnightly in Edenbridge and Tunbridge Wells. To provide 3 additional chairs suitable for elderly people.	£2,365	£1,000	6	5	1	After the November 2016 Forget-me-Not Café meeting, the sessions were moved to mornings at another venue, as the afternoon sessions were not attracting many people. 4 different organisations have popped into sessions to maintain contacts with people living with dementia. A new BRIDGES website has been launched. A total of 34 people living with dementia have attended the cafes, but this was below target.
436	West Kent Extra	Contribution towards summer residential trip for vulnerable children aged 8-12 living in Sevenoaks District	£3,000	£1,250	4	4		54 children took part in West Kent Extra outreach sessions and showed improved social skills and made new friends. Some children did not want to attend one large trip and said they would prefer several smaller residential trips. The trip was very successful overall.

Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
439	Kenward Trust	To fund 5 days of Kenward Intervention Programme (KIP), aimed at young people aged 13 to 24 who are using substances and alcohol and causing anti-social behaviour.	£2,000	£1,000	4	4		The grant is helping to provide targeted intervention and education to young people in Sevenoaks. The work helps young people to view and hear the experiences of those living with or recovering from addiction. Kenward Trust was also approached by a parent from Greatness whose son was involved with drugs and anti social behaviour. We were able to do some one to one work with him which has helped him to make some changes in his life. The parent was so grateful to Kenward Trust she is now volunteering in our social enterprise programme. She said "Kenward Trust have helped me to get my son. The son I remembered"
446	Domestic Abuse Volunteer Support Services	Grant towards core costs and volunteer expenses, providing vital support services for women and men experiencing domestic abuse, providing a cost effective helpline, face to face support, risk assessments to national standards, signposting, Support to Court project, help with paperwork, assisting with Sevenoaks One Stop Shop programme	£5,000	£3,580	5	5		All targets exceeded. Volunteers have provided 16,136 hours to support the service, a cash equivalent of £235K. SDC's support has levered in significant external funding. Feedback from clients is excellent. DAVSS were chosen as the winners of the "Heart of the Community" awards in November 2016.

Ref No	Name of Organisation	Purpose	Grant app. 2016/17	Agreed Funding	PIs measured	PIs met	PIs not met	Highlights from PIs
455	Community Futures Kent	To produce a second, updated edition of the "accessible Information Standard Guide" which will enable organisations to produce easy read information to support compliance with the Accessible Information Standard coming into practice in 2016.	£1,248.20	£600				Grant returned, unable to deliver
462	Salus Group CIC	Safety in Action - West Kent. To support staging a 2 week event for 1,600 year 2 children from west Kent. All Sevenoaks District primary schools are invited to participate.	£1,000	£1,000	2	2		413 children from 17 schools took part in the "Safety in Action" project to offer safety advice to Year 6 students on a range of scenarios as they transfer to secondary school.
468	Advocacy for All	For an autism self-advocacy group to put together a film and presentation about people with high functioning autism/Aspergers syndrome.	£4,575	£2,250	4	3	1	57 people with functioning autism are showing increased confidence as a result of the project. One pilot awareness workshop took place with an enhanced evaluation, helping the team to make changes and updates before the training was rolled out to groups and organisations in Sevenoaks. Numbers of beneficiaries is behind due to delays with arranging training courses for Kent Police.

TOTAL            £54,790  
AVAILABLE FUNDING    £54,791

84                    76                    8  
90%                    10%

CASE STUDY

An Elderly couple living in same block of flats as young single mums. Fell out over lifestyle issues, and noise coming from children, upsetting the elderly couple. Things had got very heated and lots of abuse had been thrown by all parties. Communication had completely broken down.

Visits were made by mediators to all parties concerned and a joint mediation meeting was agreed and held. The Young mums were upset when they realised that the noise was making the elderly gentleman distressed, and they agreed that the situation had got out of hand, they came to an agreement and both apologised to each other for things that had been said in the heat of the moment.

## Agenda Item 7

Case Study for BRIDGES Ref 294

2016-17 Year end monitoring.

Mrs. X is a widowed lady in her 70s who moved from her home in Africa to be near her daughters who live in London. She has lived 4 miles from Edenbridge in an isolated rural location for about 3 years, renting a granny annexe in a house on a working farm, which also accommodates a number of her pets. She was diagnosed with dementia about 3 years ago. Members of the Roman Catholic Church made efforts to bring her to church in Edenbridge on Sundays, and subsequently a volunteer from the Forget-me-not café heard of her situation.

The volunteer brought Mrs. X to the Forget-me-not café where she discovered an instant connection with another person living with dementia who had lived in various countries in Africa. They struck up an immediate friendship, swapping experiences and sharing jokes in a native language they both spoke.

Mrs. X found the Forget-me-not café a great source of encouragement, as she could share her frustrations about living with dementia, but she also encouraged others with her positive and fun-loving approach to life. She found meetings informative and affirming, but the opportunity to chat and enjoy the company of others was the most valuable part for her, as well as being brought into town to be among people rather than being on her own. She has continued to be brought into meetings of the café since it moved to its new location, and her friendship group has extended.

Susan Oldfield

3.5.17.

Case study on Kenward intervention Program (KIP)

2016-2017

We had indicated delivering Two Kips we were able to delivered three and also 3 individual young people from Sevenoaks joined on other KIPS that were run over the year. We saw 37 young people these were a group of 16 from Knole Academy and also went to the school and delivered a KIP with 8 students, we also had a group of 6 from Swanley connected to Swanley school. And we had 3 parents who call the service for help and we managed to fit them on to a kip being run near to the time they phoned.

The case study

This is from one of the young people we had come to a kip who lived in the Greatness area who had been using cannabis and the mother was desperate to get help for her son. He was on the waiting list for Addaction and would be at least 10 week before he could be seen. I got the young person onto the next KIP and we also invited his mother to come were the project manager could support her with some advice.

It turned out that the young person was also supplying cannabis and other substances. The young person was very good at manipulating people that all was well. Over the day he was really engaged and he opened up to a lot that was going on for him and that he was caught up with an older people, who he was linked with the use of cannabis and the fear this could have been the start of being groomed for organised activity in young people selling or doing adults dirty work.

After the KIP the young person had asked his mother if he could see a worker from KIP and it was agreed to do a couple of follow ups while he was waiting for Addaction to engage with him.

Project manager spoke with two parents on the day and it turned out that the lad from Sevenoaks new one of the lads from Tun/wells, and he had been dealing cannabis. Finding out this information allowed the team to focus more on his behaviour and him hiding the truth from his parents to the level he had got into. The parent took the son away for a break and away from the young people that he was easily led by. He has engaged well with the worker and is now willing even more to explore and investigate his behaviour. The school he is currently at has a zero tolerance so they were not involved in his intervention but the other parents have been given names from her son contact list on his phone warning them of what is going on with cannabis and informed his rugby club about it to as he had been smoking and dealing cannabis there.

Since his visit the parent has reported a change and willingness from her son to engage in help. And on the KIP day a worker from Addaction came to see a KIP being delivered and also spoke to the parents about the support they could get from Addaction family support and gave the other parent a DUST form also.

It was said in the funding we would see 50 young people and we saw 37 directly in the Sevenoaks district but the intervention will have a bigger effect on the peer groups they spend time with and we have now seen some of them on outreach work. This has given us opportunity to follow up on and their friends around them so our engagement with the KIP has led to more than 50 having a positive influence from KIP.



## **bigger voices - better lives**

Unit 1, 241 Main Road, Sidcup, DA14 6QS    020 8300 9666  
info@advocacyforall.org.uk    www.advocacyforall.org.uk

Mr G is a 44 year old man who lives with his retired mother. He was diagnosed with Asperger's Syndrome approximately 20 years ago when studying for his doctorate in biochemistry and also suffers from social anxiety and has a stammer. He was employed in the past on postdoctoral research but since the death of his mentor has struggled to get work in his field in university. He has a part-time job cataloguing books for an antiquarian bookseller. Mr G has been working very hard to try to get an interview for the work which he wants to do.

Mr G agreed to work on this project because as he says, "I want to teach other people about the condition." He also wants to gain more confidence speaking because he knows that most university research work requires some teaching and he knows that he will need to gain confidence, public speaking. He began by attending groups and answering questions. It's been very challenging for him because he does tend to stammer but we have been working with him doing small scripted pieces of the training. He gave a 15 minute session as part of the training.

This was done in house to our groups and he now hopes to be able to do the same with groups outside. Our members found that Mr G is a very quiet member of our groups but always very reflective and thoughtful. As he says that, "it has taken quite a lot of nerve to speak to others" when speech is difficult but with some support he has managed this well. He has also had good feedback on our evaluations.

He is now looking for a place of his own to live and he is finding the whole process extremely stressful but this experience is now giving him the confidence in speaking with others and the confidence to tell people that although he has Asperger's he is very able and competent in many other areas of his life.

## IMAGO

### CVS

The chair of PMRGCAuk - Polymyalgia, Rheumatica and Giant Cell Arteritis UK - is a member of our Disabled and Sensory Impaired Network. She has set up three Meet Up groups in Kent plus one in Hastings for people with Polymyalgia, Rheumatica and Giant Cell Arteritis. PMRGCAuk is keen to form more groups so that all those with the diseases, many of whom are in their 80s, can access support close to where they live.

She attended a networking event on 15<sup>th</sup> September with a member of the Sevenoaks Meet Up who also runs a support group in Oxted. We had speakers at the event from the Kent County Council Community Liaison Team and Kent Community Foundation. The group members also shared their own experiences of fundraising successes and failures. The PMRGCAuk chair mailed us after the meeting to say that she had picked up fundraising ideas that she was going to use.

We have since given her advice about how to register her volunteering opportunities on Do-It, and have added her to the membership of one of our other networks and also our newsletter mailing list.

### Dial 2 Drive

Our Dial 2 Drive service originated in Sevenoaks and has since expanded to Tonbridge and Tunbridge Wells. Our Sevenoaks service is by far our largest service. A number of clients have been with us since the beginning. One of our newer members is a lady called Merle. She had just moved here from Windsor and was told about our scheme by a friend of hers who uses us where she lives. We have been taking her back to Windsor to visit her eye consultant with our volunteers, and also regularly to her local church on Sundays. She tells us it's her "lifeline" and even considers her Sunday driver a "friend" now.

### Volunteering

In January, we provided support to the new volunteer coordinator at the Citizens Advice Volunteer Service at Sevenoaks Magistrates Court about advertising for volunteers through national websites, the Volunteer Centre newsletter and social media. In February, she asked for further support in reaching potential volunteers from wider and more diverse groups; we signposted to Cohesion Plus and Sevenoaks Seniors Action Forum, as well as to local media such as The Vine, Community Radio Show, Sevenoaks Chronicle and So Magazine.

## Agenda Item 7

**Please undertake volunteer satisfaction:**

- **Number and percentage of clients from Sevenoaks District satisfied with Imago's service**
- **Number and percentage of volunteers from Sevenoaks District satisfied with Imago's service**

In the past we have conducted annual surveys of the groups that we worked with at the beginning of each calendar year. Due to cuts to funding we no longer have access to the software that we used for this purpose. Instead we now send out periodic emails asking for feedback on our services. Unfortunately this elicits few responses. We keep a record of compliments received and have a procedure in place to deal with complaints, should any arise.

In our Dial to Drive service many of our clients do not have online access. We engage with them by telephone and any issues that arise are dealt with immediately. We also have regular engagement events for our drivers where they provide customer feedback.

**If your performance targets are behind target, please set out why and what you are doing to achieve them by the year end:**

Our numbers for new volunteers recruited in Sevenoaks and number of older and vulnerable people assisted through Dial2Drive are below target. Both are demand led services and we respond to everyone who enquires to use these services. Both Dial2Drive and Volunteering have service promotion targets which are regularly reviewed.

**Please tell us if you have had any difficulties in delivering your project or if you have had any successes you would like to tell us about:**

The West Kent Volunteer Coordinators Forum meets 3 times a year. In this period the forum met at Trinity Theatre in Tunbridge Wells in June 2016. The topics of discussion included feedback from Volunteers' Week and bereavement. There was also a meeting at National Trust Ightham Mote in September 2016. 11 members attended the meeting and the topics of discussion included how to reject unsuitable applicants, manage challenging volunteers, volunteer agreements and codes of conduct. The last meeting took place at National Trust Knole in Sevenoaks in November 2016. 15 members attended the meeting and the topics of discussion included assertiveness and motivating and retaining volunteers.

The Volunteer Centre team attended external events to promote volunteering. We attended the Hope Job Fair on Thursday 10<sup>th</sup> November. It was held at the Mill Lane Centre and was organised by Hope Church. It was a marketplace style event and the other exhibitors included private sector organisations such as shops, garden centres, transport companies and distributors alongside housing associations and charities.

We also promoted volunteering as a step towards employment at the West Kent College Careers Fair and at the West Kent Jobs and Training Fair at the Angel Centre in Tonbridge on 30<sup>th</sup> March 2017.

Our Community Development Manager attends the Rivermere Professionals Networking breakfasts. There are held once a month and each meeting includes a presentation from a local voluntary organisation.

We promote youth volunteering to young people in schools and have recruited young people to volunteer at local clubs and at events. Last summer and this Easter we delivered Family Fun Days throughout the district and were delighted to be able to have young people help us to deliver the days. Some of our young carers in Sevenoaks volunteer to be peer mentors for other young carers in their schools. We also use young people to help in our disabled children's clubs. We have a club that meets every Tuesday night in the youth café at the Stag Theatre. The volunteers and the service users both get a great deal from this club. We tend to recruit new young volunteers in September at the start of the academic year.

The Volunteer Centre continues to promote volunteering opportunities and events through social media, and produces monthly digital newsletters. The newsletters contain volunteering opportunities for a variety of different local organisations and are sent to individuals who have expressed an interest in volunteering. We also write a weekly column on volunteering for the Sevenoaks Chronicle.

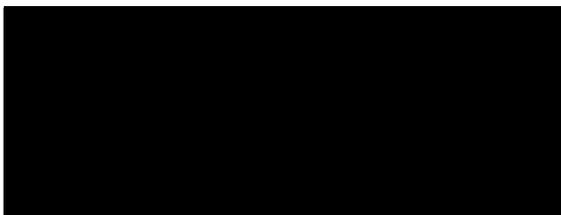
This newsletter is in addition to the Imago newsletter which contains sector news and local developments and is distributed to 534 recipients. Imago newsletters were produced in April, June, August, September, November and December 2016 and February and March 2017.

We have performed a representative function in Sevenoaks by attending the Health Action Team, Children's Operational Group and the LSP and its older people's subgroup.

We have 5 networks who all receive ebulletins: the Disabled and Sensory Impaired Group, Children and Young People's Network, Community Groups Network, West Kent Older Peoples Provider Forum and Volunteer Coordinators Forum.

I confirm that the information I have given here is true and accurate and I will provide any evidence if required to do so by Sevenoaks District Council

SIGNED



PRINT NAME	Mandy Wynne
DESIGNATION	Deputy Chief Executive
DATE	5 <sup>th</sup> May 2017



## CEO Report 2016/17

Another year has rolled by at the speed of light; it has been so full of changes and uncertainties that it makes my head spin just thinking over the past year. But the most significant tale to tell is that North West Kent Volunteer Centre is still here, serving the people of Dartford and Gravesham Boroughs and the Northern Parishes of Sevenoaks District.

A whole host of KCC Infrastructure Design events took place at the beginning of the year. KCC were putting Volunteering and the CVS function out to Tender. Rooms full of potential organisations vying for the three year grant thrashed it out with ideas, suggestions and plans. Finally towards the end of summer decisions had been made, preferred structures had been chosen and we were all sent away to find Alliance partners with whom a bid could be put together covering the whole of Kent.

Time was now running out; we, along with other Volunteer Centres were not part of any Alliance, but rather than giving up; phone calls were made, meetings were set up and a partnership of 10 Organisations was Tender ready by the end of September.

We were successful - Stronger Kent Communities was awarded the contract and began work on January 2017. This new consortium funded by Kent County Council (KCC) is to deliver **capacity building, volunteering support and improving communication and networking** in Kent's Voluntary and Community sector. We are delivering a number of initiatives throughout Kent from mentoring on bid writing, to delivering a Quality Mark to recognise excellent volunteer management and practice.

We are updating current websites and developing new ones to provide key information and support to the sector.



***Look out for this logo.***

If you see it, it means that Stronger Kent Communities have an event near you, from Training, Volunteer Fairs, Funding Fairs, Road shows and even a Touring Coffee Caravan visiting rural villages.

All run by and put on by the new consortium

NWK Volunteer Centres role within this consortium is a project called "Hi Ho it's off to work we go". We are tasked with, through volunteering, getting unemployed / long term unemployed people work ready. Volunteering has always been used by people seeking employment to gain experience and confidence and this consortium is continuing that work ethic.

Difficult decisions have been made by the Trustees throughout this year. When members of staff retired or resigned, in order to conserve some of our resources for a worst case scenario they were not replaced.

Several applications to Charitable Foundations have been worked on and we have not always been successful, the number of people going for the same pot of money has increased, we therefore felt that something extra was needed to grab people's attention.

We came up with:-

### **S.M.I.L.E.S**

Services Maintaining Independent Living  
and Elderly Support



This strapline enables us to promote all our services under the same heading, it gives us so many options for publicity, and to be able to put a smile back onto people's faces which is what this organisation has always been about.

### **The Future**

The future is always the unknown; we can plan for the expected and hope that the unexpected is not so bad, perhaps even good.

What I do know is that our volunteers are "Simply the Best", better than all the rest, better than anyone, anyone I ever met (I feel a song coming on).

They go that extra mile, take on that extra garden, enjoy visiting more than one client, give more time than recorded, support, befriend, are hands on, show compassion and give a service that is second to none. They are brilliant. Thank you and well done to all of our Befrienders, Drivers, Gardeners, Office support volunteers, and Trustees.

The staff have been through several upheavals this year, I have reinvented the Centre so many times that I'm not sure who does what anymore and they have learnt to remind me regularly of where they are, who they are seeing, and whether they're in or out.

Two of the saddest losses were Lorna Kahan our Chair for four years and Trustee for more years than we can both remember and Julia Keleghar who has been with our organisation since October 2009. Although through the changes we had to make Julia redundant it was not with such a heavy heart as she is planning to move back to Dorset in the summer.

We wish both Lorna and Julia all the very best in their futures.

Another thank you must go to all of our funders, who have continued to support the vital work of the Volunteer Centre. From Borough / District Councils to Community Foundations and businesses, one of which helped us with our web site.



## ***Befriending Report 2016 / 2017***

Befriending the isolated and lonely within our community is one of the most rewarding volunteering roles that any one person can do. This vital service ensures that those who have lost loved ones or are isolated through ill health and frailty are re-connected with their community by a volunteer visiting them on a regular basis. Our monitoring confirms the change that happens between that first befriending-visit and our follow-up supervisory visit one or two months later. The clients' interest in their community has been rekindled, their wellbeing noticeable improved, and there is usually a smile on their face!

The demand for this service is increasing with an ageing population. Research has shown that loneliness has dramatic consequences on health – from high blood pressure and a weakened immune system, to a greater risk of depression, heart attack and strokes.

### **As of the 31<sup>st</sup> March 2017 we had**

- 111 befrienders who were either one-to-one / telephone / group facilitators
- 193 clients broken down to 126 one-to-one, 59 group, 8 telephone

### ***Throughout the year, we***

- dealt with 118 new referrals
- matched 72 of the new referrals to one-to-one
- invited 14 to one of our groups
- undertook 236 initial assessments and client meetings

At the year-end, we had a waiting list of 21 clients.

Additionally, we monitor and support existing befrienders and their clients, train and match new befrienders to clients. DBS all volunteers every three years, and hold befriending coffee mornings, which gives the volunteer a chance to meet one another and share experiences and different ideas.

For the past six months Samantha Fonseca our Befriending Co-ordinator, has been keeping the service going by herself, with a little help from me. We are hoping to gain additional funding so that we can recruit another Co-ordinator to ease some of the burden.

Kent County Council have starting the process of moving towards tendering for 'Services for the Older Person.' There have been a number of engagement meetings and in August of 2017 the Tender will be ready for circulation to interested parties. We, of course, will be interested in joining some kind of Alliance or Partnership to cover the Clinical Commissioning Group area of Dartford, Gravesham, Swanley & Swale. (DGS&S).

## ***Group Befriending***

### **Dartford**

Last year we reported the sad loss of Sylvia Baldwin, the lady who facilitated the Dartford Group for many years. Just before Christmas a young man said that he was organising a music night with his band and that they would like any proceeds of the evening's entertainment to go towards our Befriending Service, because they were good friends of Sylvia's and knew how much this organisation and group meant to her.

They donated to us £210 on the night, which was fabulous in two ways

- 1) All donations are extremely useful in keeping the service going
- 2) Sylvia was remembered once more for all her good work over many years.

Dartford group are back in the Library after a short stay in Acacia Hall while the Library was being re-furnished. They are in a small room with other groups and doing alright. They asked us to design a poster for them to put up in the Library for more people to join.

### **Horton Kirby and South Darenth**

This group continues to do well and thrive. We applied for a grant from the local Parish Council to celebrate Christmas for their local parishioners. Once more this was a great success.



We are pleased to say that after many months we now have a volunteer driver who is interested in helping get our guests to and from the club, this will help with those who are not so active anymore.



A big thank you goes to the Manager of the local Co-Op in Darenth, they have supported the HK&SD group from the start and they continue to support them by donating up to £20 worth of tea, coffee, milk supplies per month which is most welcome - *Thank You*

### **Gravesend**

Gravesend continues to be in the Asda community room run by Lorraine, they have also asked for a leaflet to advertise the group. This year we have referred a couple of new clients to them but they could handle more.

This group is happy just to go for a chat and perhaps knit, do games and puzzles.

### **Istead Rise**

This group lost their facilitator Anne, to the depths of Ashford. We were very fortunate in finding a replacement fairly quickly; Sue has brought her own style to this group with exciting new ideas and talks. We keep telling Sue that she doesn't have to buy craft materials for the group or Easter eggs, but she enjoys doing it and will not listen to us

### **Saheli ladies**

We have 18 befrienders under our Saheli banner, who specialise in volunteering for clients who have difficulties speaking English and therefore find themselves isolated through language.

### **West Kent Befriending**

We were approached by West Kent Befriending to take over their clients and volunteers in the Dartford, Gravesham, Swanley areas as they were no longer funded.. We agreed even though our numbers were high and over capacity, we felt that because they were matched and happy we had a duty of care for both client and volunteer.



## *Volunteer Car Service*

Driving people to and from their essential medical appointments has more positive implications than people realise. I'm never sure if people fully realise that sometimes our volunteer-car service is the only means that some elderly and frail clients have to actually get to their appointment. It is easy to forget that getting to the local hospital is not always straightforward, and even if public transport is available just getting to the bus stop can be a step too far for some.

We assist clients to get there and back and whatever is necessary in between – help in and out of the car, assistance to find the right Department, finding and pushing a wheelchair, all willingly undertaken by our volunteer-drivers. We help reduce the number of “appointment not attended” figures at Hospital and GP surgeries; we relieve some of the burden of district nurses by helping clients get to the surgery, and we are often in a position to signpost clients to other support-services and facilities, when needed..

We help clients to visit loved ones in hospital or residential care, take them to day care centres, exercise classes, falls prevention classes and most importantly of all - chat and get to know them whilst they are in the car!

Our volunteers are our eyes and ears, they advise us of any concerns they may have for the wellbeing of their client, and whenever possible we find a way to help. Our volunteer drivers may not always realise it but they do become befrienders to our clients, especially those who they take on a regular basis.

### **Figures for the year April 2016 – March 2017**

- At the end of the year we had 41 active drivers.
- During the year, we had more than 1000 clients registered for the service.
- We carried out 7,685 Medical journeys.
- And completed 2,998 Social journeys
- **A GRAND TOTAL of 10,683 journeys.**

Our volunteer car service does not receive any funding from the NHS or CCG's even though we compliment Hospital Transport, and we are probably the only means of transport available for GP appointments and other health or wellbeing related activity. We have received funding from Grant appointments and other wellbeing related services.



Kent Community Foundation manages a range of funds from different Charities and Foundations, we were successful in obtaining a grant for £5,000 from The Polebrook Fund - *Thank you*

During the year, the Annual Registration fee remained at £15 per person, and the per journey Administration charge at £4.00. A total of £26,349.35 was collected but funding is getting harder, and we have made the decision that to enable this service to survive the Registration fees would rise to £18 per person from April 2017. (The other costs i.e. £4 per journey Administration fee and Driver's costs of 45p per mile remains the same).

At the end of the summer Nicola, our young Co-ordinator who came to us via the Kent Apprenticeship scheme, left to take-up a full-time position and to gain more experience. We had been her first employer.

This did leave us in rather a pickle, but as with all things a way is found to continue. Wendy moved from Befriending to Transport, and then in March we recruited Chris, and between them they are job sharing the Co-ordinators role.

### **Let's end on a high!**

Here are some of the comments we received from the clients – it is heart-warming....

**Gillian from Riverview Park visits the nurse regularly, one of her comments was:  
"They're like another set of friends"**

Christine phoned after her first journey to say:  
**"What a lovely service I highly recommend it"**

**A relative wrote to us after her mum passed away she said:  
Thanks, is not really enough for what it meant to Mum and to us as a family**

Resident of Swanley  
**Many thanks for your wonderful volunteer drivers who helped me and my late husband so much.**

**Thank you for providing me transport to Maidstone Hospital every day for 3 weeks the driver was more like a friend at the end.**

**Tony Gravesend  
Just thought I would like to say a special 'thanks' to all of you for your help and kindness and the way you are always so cheerful and friendly.  
Goodness knows how we all would manage without you.**

**Although we have not had you use your services much this year (Alan is now cancer free). We still appreciate the wonderful service you provide.  
Christmas card 2016 from Pat & Allan**

**Another Christmas card from Susan**

**"To you all, without whose help, I would have been unable to keep my hospital appointments, especially those at Queen Mary's Hospital Sidcup.  
You provide an essential service, the quality of which, you should all be proud of".**

**CASE STUDY FOR SDC YEAR-END MONITORING**

*Ella is a fictional character based on examples from real life.*

Ella is 16 and came for counselling as she was extremely anxious, had self-harmed in the past, and was not sleeping. Her mother was present for part of the initial assessment to deal with practicalities such as payment and appointment times.

Ella was an articulate young person, who was feeling very stressed. The self-harm had been shared with her mother and precipitated coming to Sevenoaks Counselling. As a result of sharing with her mother she had already stopped cutting, but wanted to stop feeling the need to do so.

As we met over a number of weeks we worked on the current situation and also looked at her family history and who else carried anxiety within the family.

Regarding cutting, we looked at alternative ways of reducing stress, and I asked her to not go onto any self-harm websites, which she agreed to. She also started to practise relaxation techniques. Her father had had anxiety issues as a teenager, so I suggested she asked him how he had managed, and that produced some useful conversations.

We then focused on the stress linked to school work and high expectations from her parents and the school. As we talked about this she was able to gain a different perspective and to take time out from school work to relax and also have some exercise. In addition we worked on her self-esteem, her skills and gifts, who she was, and what her hopes and dreams were for the future.

Regarding sleep, this did gradually improve and she chose a different bedtime routine, taking time to relax, switching off electronic devices, and going to bed earlier.

After two months of weekly meetings I continued to see her occasionally until after her GCSEs.

Counsellor at Sevenoaks Counselling

April 2017

**Sevenoaks District Council Community Grant 2016/17**

**£4,000 awarded to West Kent Mind for a Mental Health Champions Pilot Project**

**Additional Information on outcomes of this Pilot**

West Kent Mind ran 2x 2-day Mental Health First Aid (“MHFA”) training courses for the 32 Mental Health Champions. Attendees are asked to score on a scale of 0 – 10 their personal confidence of how best to support others with a mental health problem both before and after the course. Attendees reported a significant increased knowledge and understanding of how best to support others with a mental health problem – an increase in weighted average score from before the course to after it of 4.15 points.

16 of the Mental Health Champions are employees of SDC, working across the Council’s departments and service provision. West Kent Mind continues to maintain contact with these individuals to ascertain how they have used the training and would welcome continued contact and feedback from them. If West Kent Mind could be invited to meet at SDC during the year to find out more from both the Champions and perhaps colleagues/team members/others they have supported/disseminated information to that would welcomed too.

The other 16 Champions are from the SDC community and include by way of example, a teacher, barrister, comedian, cub leader, local business owner and semi-professional footballer and goalkeeper coach for young people. One Champion uses the information and tools with her cub group and school children, another has become a regular volunteer (1/2 day per week) at West Kent Mind. All Champions have talked with work colleagues and/or friends and one previously worked in partnership with SDC and West Kent Mind to hold a Comedy Event. All of these positive outcomes demonstrate the success of this pilot project and West Kent Mind is extremely grateful to all the Champions as they have begun to fully embrace the dissemination of their learning. Again West Kent Mind is continuing to communicate and liaise with the Champions and if able to obtain the resources required, plans to continue to develop these Champions and the programme following this successful pilot.

West Kent Mind is very keen to hear feedback from the work Champions do on a regular basis (as well as one-off events) like that of the cub leader for example. This will really then demonstrate the lasting legacy of this project and the extent of beneficiaries it reaches. As reported above, West Kent Mind will continue to communicate and liaise with all Mental Health Champions and will continue its endeavours to find the resources to develop this successful pilot project further.

West Kent Mind wishes to thank SDC for their belief and financial support in this pilot and looks forward to demonstrating the legacy of it in the future.

Attachment B CASE STUDY

For many years Sevenoaks have had a Three Arts Festival for all ages from children to older adults in Music / Speech and Drama.  
The Festival is affiliated to the British Federation of Festivals.

From the Spread Sheet 1250 people performed.  
It gives performing experience / confidence / self-esteem / a sense of well being to all those performing. There is adjudication so the participants will learn from their experience.

SDAC have given financial assistance in the form of Grants and U / W for many years.

This year U / W was not claimed.

Their budget over the four days of competition and a performance of the winners to an audience is in the order of £8,000

The town of Sevenoaks benefits from the 'spin off'.

## SEVENOAKS DISTRICT SPORTS COUNCIL

### Chairman's Report May 2017

Another great start to the year with the Sports Presentation Evening at the Hollybush Bowls Centre. Nick Wilkinson, the Sevenoaks Rugby Club's Sports Development Officer, gave a short talk on the great work that the rugby club are doing in the area with over 700 U18s coached every Sunday in age groups from U5 upwards. Nick also stressed how this was also happening in other local sports clubs such as soccer, football, hockey, swimming, basketball and athletics.

The following talented sports stars spoke enthusiastically of all they had achieved:

Josie Longhurst - Football, Cricket and Tai Kwondo  
Connor O'Shaughnessy - Baseball  
Phoebe O'shaughnessy - Cricket  
Patrick Keech - Sailing  
Jack Keech - Rowing  
Philip Shoebridge - Archery  
Max Denniff - Hockey  
Hugo Coquelin - Tennis  
Kieran Walton - Hockey

The Tulett brothers have been producing excellent results for Great Britain in the World and European Cycle Cross races and Max Denniff was a member of the Sevenoaks Hockey 1stX1 who gained promotion to the Premier League this year as well as being picked for the U16 GB squad.

At the end of the presentations Simon Raikes, Chairman of Sevenoaks District Council congratulated all the grant recipients on their achievements before everyone tucked in to the food supplied by the Bowls Club catering staff.

We were again grateful for the grant of £4250 awarded to the Sports Council by the District Council and, as can be seen, we have been able to support a good number of different sports in the area.

Sevenoaks District continues to be one of the top sporting areas in almost the whole of Great Britain and certainly in the way local clubs support and train the young. The Rugby Club, Hockey Club and The Vine and Holmesdale Cricket Clubs (along with most other village cricket clubs), Sevenoaks Football Club, The Sun Basketball Club, the Jujitsu and Archery Clubs as well as the Tai Kwando, Judo and Karate Clubs, not forgetting the Boxing, Swimming, Sailing, Rowing, Tennis and Triathlon Clubs (I am sure I have missed out some) all help well over 2000 youngsters to become proficient in their chosen sport.

The 18 members of the Sports Council cover nearly all these sports and the strength of the council is in the help which the representatives give to each other. We also have three District Councillors as members of the Committee so the District Council is represented at every meeting and these Councillors take a great interest in all that is going on; their encouragement is so helpful.

Edward Oatley  
Chairman

# Agenda Item 7

## **Case Study - Sevenoaks Community First Responders Darren Tilley – R2310**

### **Introduction**

My name is Darren Tilley, I'm a 43 year old Community First Responder (CFR) living on Oak Lane in Sevenoaks. Presently, I'm retired but returning to university in September to study a medical related degree to become a Physician Associate.

Having sold my business and retired relatively early I have time available and wanted to make a positive contribution to the local community. I'm also a Level 2 triathlon coach and volunteer many hours each month to help run and coach up to 50 junior triathletes at Sevenoaks Junior Triathlon Club.

In choosing a second volunteer role, I also considered becoming a Childline counsellor and a volunteer handyman for Demelza House. Aside from my interest in medicine/healthcare what impressed me about the Community First Responder scheme is the efficiency with which the scheme operates, the very significant benefit it yields for the local community, the passion and dedication of those running our local scheme and the flexibility it offers to responders with varying amounts of time available.

### **The Selection Process**

This involved an initial email enquiry to South East Coast Ambulance Service (SECAmb) and a follow up call from James Crawley, a team leader with the Sevenoaks scheme. I was invited to attend a monthly meeting to meet the team and be interviewed to explore my background, situation and motivation for becoming a CFR.

A formal application had to be made via the NHS Jobs website and a more formal person/competency based interview was conducted by SECAmb paramedics and CFRs at the Ashford Make Ready Centre. Of course, it was also necessary to be processed by Occupational Health (which includes detailed medical questionnaires and immunisations) and submit to an enhanced DBS check. In parallel I also completed the first phase of CFR training (which includes testing and sign off by SECAmb paramedics) and once all this information was collated and approved, I was formally activated and provided with the necessary equipment to begin responding, which includes:

- ID card
- High viz-jacket and CFR uniform shirts/tops/outerwear – I purchased work trousers and boots myself.
- Mobile phone
- CFR checklist/information guide
- Semi-automated external defibrillator (AED)
- Kit bag containing various equipment including oxygen cylinder, masks, airways, dressings, scissors, torch, gloves, saline etc.
- MIKE responders also carry basic drugs including aspirin and salbutamol (for nebulising patients with breathing difficulties) and additional equipment including a thermometer, pulse oximeter, blood pressure cuff and stethoscope to take basic observations.
- Magnetic ambulance signs for vehicles.

## Training

There are presently two phases of training:

- **'ECHO' training**

This enables CFRs to respond to adult and paediatric 'Red 1' emergencies including:

- Cardio/Respiratory arrest
- Choking

- **'MIKE' training**

The range of conditions that 'MIKE' responders can be deployed to is actually quite broad and with the equipment we carry we can be extremely effective in preventing further deterioration of the patient's condition, provide all important eyes on scene for SECAMB and take basic observations in advance of the ambulance crew's arrival, which saves valuable time:

- Allergic reactions
- CVA (stroke)
- Chest pain
- Respiratory difficulties (e.g. COPD, asthma attacks)
- Neurological conditions (e.g. seizures)
- Diabetic episodes
- Falls
- Burns/cuts

There is ongoing discussion around CFR scope of practise and how our capability can be enhanced, safely and cost effectively.

A key benefit of CFRs and one which really should not be overlooked is simply to comfort and reassure the patient in advance of the ambulance crew arriving. Just being there with the patient, holding their hand and talking to them can make a significant difference to how their situation progresses, especially when they are frightened and lonely.

## Hours Logged On

Being a CFR is an incredibly flexible volunteering opportunity. The only minimum commitment required is to sign on and be available to respond for a minimum of four hours a week although most responders in the Sevenoaks scheme sign on for significantly more than this. Personally, I have been able to sign on for a minimum of 25 hours a week and sometimes upwards of 50.

A key aim of our scheme is to work towards having 24/7 CFR cover in the Sevenoaks area and we are recruiting more responders to achieve this aim, although they need to be trained and equipped.

I often sign on overnight when I'm asleep in case there are any Red 1 emergencies. In preparing for an overnight duty I ensure all my equipment is in my car (which points the right way out of the driveway!), my phone and glasses are next to my bed and my clothing is downstairs by the back door, trousers rolled down over the top of my boots so I can dress and leave the house as quickly as possible. If I am responding during the day then I generally dress in uniform or have it very close by me in case I need to change and respond in a hurry.

## Agenda Item 7

### **Jobs I've Attended**

I began actively responding in February this year and I've attended over 20 call outs whilst shadow responding to a 'MIKE' responder and two 'Red 1' jobs myself as an 'ECHO' responder.

The 'MIKE' jobs have included patients with severe breathing difficulties, allergic reactions, head injuries, abdominal pain and severe bleeding.

The most challenging job I've attended was a call that came at 0400 whilst I was asleep, it was a Red 1 in the Sevenoaks area, the patient had arrested and was completely unresponsive.

From being asleep to being on scene and able to respond to that patient took me seven minutes, most of which was driving. Although I cannot divulge specific details of the case due to patient confidentiality I administered CPR in support of the ambulance crew for 20 minutes but unfortunately we were unable to resuscitate the patient. The patient's relatives were present, it was a terribly distressing situation for them. In addition to providing practical support to the crew I would like to think that I was helpful to both them and the patient's relatives in offering some useful words of support to help them process what had happened.

Sadly, on this occasion I was not able to make the kind of difference I would have liked but I'm sure that in the future there will come a time when my being there will make the ultimate difference for a patient and all of the people that love and depend upon them.

I'm very proud to be a Community First Responder and I wholeheartedly believe that what we do makes a meaningful difference, emotionally, physically and economically to our local community in Sevenoaks. It costs £1,200 to equip a CFR and after that we are essentially a free resource and as such, we provide exceptional value for money. My understanding is that in Kent CFRs are first on scene in 3% of all emergency calls for a total SECAMB budget of £200,000 per annum. SECAMB also spends £15 million per annum on private paramedic crews, who are first on scene in 1% of all emergency calls.

Unfortunately, SECAMB does not have budget available to equip first responders, for which we rely on charitable donations from generous supporters like Sevenoaks District Council. Of course, there are many extremely worthwhile causes all competing for a limited amount of money. As a businessman I've always looked to support charities where funds are used to support and evolve operational capacity at the frontline, where the difference is really made.

Community First Responders are probably the best example of this I have come across – no money is wasted through gratuitous promotion or wasteful administration, the time we give is for free and the funds we raise go toward providing our volunteers with the necessary lifesaving equipment needed to make what could be considered the ultimate contribution in our local community.

We are extremely grateful for the kind and generous support that Sevenoaks District Council has provided is with so far and would also appreciate any further, ongoing support you might be able to offer us in the future.

### KENT FRIENDZ CASE STUDIES

N\_\_\_ has profound multiple learning and behavioural disabilities. In addition, he suffers from epileptic seizures (symptomatic focal epilepsy) and left side hemiplegia; he loses his sense of balance and is wheelchair bound. He also has challenging behaviour. Despite this, he is a regular attendee at the Kent Friendz activities. He requires 2:1 care at all times, which is expensive in terms of staff costing. We are only able to provide this level of care because of the funding we receive from grant providers. When he first came to us he was very withdrawn, uncommunicative and lacked any form of confidence. We have spent a great deal of time with him, building up a rapport and giving him confidence with our staff.

His mother said 'Thank you for all you do for N\_\_\_; you have an excellent team who work so hard providing all the activities and for what you have achieved for him'.

A\_\_\_ has multiple learning and behavioural disabilities. In addition, he suffers from cerebral palsy; he can walk but with some difficulty and needs regular rest breaks. He regularly attends Kent Friendz activities and requires 1:1 supervision and support. When he first came to us he was very anxious and lacked confidence, social awareness and independence. His confidence, social abilities, self-esteem and independence have all improved since accessing our services.

His mother said 'After School Club has been beneficial for A\_\_\_ in many positive ways; he enjoys and looks forward to it. He has shown improved communication & independence and interacts more with both staff and children. He also has an increased understanding about what's going on around him and the world. We as a family have benefited as well as we know our son is being cared for in a safe learning environment and has given us much needed time for our daughter!'

## **CASE STUDY - 'Dominic'**

Dominic heard about the Domestic Abuse One Stop Shop from his Housing Association and attended with a friend. He outlined his situation to the Housing Officer and to the DAVSS Case worker when it became apparent that he needed urgent help.

Dominic reported a long history of emotional and psychological abuse including incidents of physical violence and over the years had been to hospital and to his GP several times without disclosing the cause of his injuries and bruising. Because he is disabled (special needs) his statements that he had had an accident with his bike were accepted at face value. Finally after a further and more serious assault he fled to friends when he felt that he 'could not take any more'. In the meantime his partner moved another man into their flat without his permission. He contacted his Housing Association letting them know that he had left and immediately acted on their advice to seek assistance via the One Stop Shop.

His situation was assessed immediately as high risk and a personal safety/service plan was agreed with him. DAVSS agreed that the Case Worker should continue to support him and take his case forward.

The possibility of obtaining a Non Molestation Order was discussed with him in some detail, but he wanted to make a clean break and have nothing more to do with his ex-partner. The location of the court at Hastings was also a factor in his decision 'It's a long way to go and I don't want to see her again'.

During the discussions he disclosed serious financial abuse and the movement of his benefit money from the joint account with his partner into another account in her sole name from which he reported that purchases were made without his consent. He was referred to the West Kent Debt Advice Service to deal with his financial issues and supported to close his joint account and open a new one in his sole name so that he could manage his own finances in future.

He was offered an accessible ground floor flat by the Housing Association in a swift managed move and is now happily living there.

### **Purpose**

- To ensure the safety of the client
- To support the client to report the domestic abuse to the Police and to his GP
- To advise the client of the legal options open to him
- To work with the Housing Association to support him to find new accessible accommodation.

### **Action taken**

- CAADA/DASH checklist assessed as High risk

- A MARAC referral was made and DAVSS represented the case
- A Personal Safety Plan was completed and updated as necessary
- Legal options including a Non Molestation Order and Occupation Order were discussed with him in detail.
- DAVSS worked pro-actively with the Housing Association and provided a support letter to assist in getting the housing he needed
- Several meetings were arranged with the client to support his endeavours to make changes in his lifestyle and plan a way forward which fully represented his own plans for the future
- The Client was supported to contact the DWP regarding the changes in his circumstances and therefore changes to his benefits
- The Client was supported to organise a new bank account, a letter was provided to the Bank to support his relinquishment of a joint account and he was referred to the West Kent Debt Advice Service regarding other financial issues.

### **Successful Outcomes**

- Dominic's friends were very supportive and agreed that he could 'sofa surf' with them until suitable accommodation could be found although this meant temporary overcrowding of their own flat.
- There was excellent co-operation with the Housing Association – a real demonstration of what can be achieved in a short space of time where good partnership relationships are established.
- Dominic obtained a new safe and accessible home within a very short period, suitable to his physical needs and near to his ongoing support network of friends and family.
- Dominic was not able to get any of his household belongings or furniture from his previous home and had to get everything he needed. His Mother and friends helped with this and DAVSS made a successful application to the Skinners Benevolent Trust who supplied him with a new fridge/freezer.
- A Floating Support Officer is now helping him with his shopping and helping him to budget.
- Dominic now feels safe and confident in his new home

### **Unexpected difficulties and action taken**

- Dominic attempted to close his joint bank account, but the Bank refused his request unless his partner consented and signed also. This was inappropriate given the financial abuse and other domestic abuse he had been subjected to. DAVSS took advice and because of his disabilities wrote to the bank on his behalf explaining the circumstances. He disclaimed all further responsibility for the joint account from a given date and counter signed the letter himself.
- Due to financial abuse by his partner, Dominic disclosed that he had a number of debts which he did not know how to resolve. He was referred to the West Kent Debt Advice Service who progressed the situation.

Agenda Item 7  
**Unexpected benefits**

- Dominic said that his overall health had improved dramatically; he is now attending the gym 3 times a week and has taken up cycling again.
- Dominic recognised that the Housing Office had been very helpful indeed and asked DAVSS to thank them on his behalf.
- His Mother's Sheltered Housing Warden allowed her to look after his dog until he moved and took the dog with him, which made a huge difference to his ongoing wellbeing. He said of his elderly Mother "She's really happy now, and no longer worried about me."
- Dominic is enjoying attending a social group for people with disabilities and socialising with a group from his Church.

On case closure David reported that he now felt more in control of his life (10 on a scale of 1-10, where 10 is a very positive change) He also gave the following Before and After Scores::

- |   |          |          |
|---|----------|----------|
| • How safe do you feel                                  | Before 3 | After 10 |
| • What is your overall quality of life                  | Before 3 | After 10 |
| • How is your physical health                           | Before 3 | After 10 |
| • How is your mental health (depression/stress/anxiety) | Before 4 | After 10 |
| • How is your housing situation                         | Before 2 | After 10 |

He said "She (ex-partner) abused me for 12 years and I was too frightened to tell anyone - who would believe me? It did my head in. Then I got put in hospital. Even then I said it was an accident. You are the first people I've told and you've sorted it out already. I am now going to the gym. It keeps me fit. I'm cycling as well and doing a lot of exercise. It helps me to socialise too. I'm trying to be healthy now I'm free and eating chicken and lettuce." He added "(I'd give) anything to speak to DAVSS! And Housing were wonderful too! My flat is absolutely beautiful. I love it. It's a completely new life. "

**April 2017**

*(Name and some details altered to preserve anonymity – client gave permission for a case study)*

**Simon Davies**

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**From:** Martin Carter [REDACTED]  
**Sent:** 05 June 2017 10:03  
**To:** Simon Davies  
**Subject:** FW: Safety in Action

Good morning Simon,

Further to our communication about a case study to evidence the value of Safety In Action events from a schools perspective, please see below the review from a teacher I asked to help with this.

Kind regards

Martin

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**From:** Tracy Wicks [REDACTED]  
**Sent:** 02 June 2017 14:37  
**To:** Martin Carter [REDACTED]  
**Subject:** Safety in Action

Dear Martin,

I wanted to write to say how much we value the fabulous work SALUS do by providing the annual Safety in Action afternoon for Year 6 children.

The wide variety of workshops you provide are relevant and engaging for this age group, and all memorable for different reasons. The "ghost box" can be shocking but hammers home essential electricity safety messages; the beach and water safety is so important at this time of year, and was the subject of much discussion among the children, particularly about the need to know what the flags mean; the fire safety team highlighted that my class were not aware of certain key facts (eg the need for an escape route in case of a house fire - we have subsequently arranged for the fire service to come in and deliver their safety talks to all our classes). This year, the road safety workshop proved very relevant – there was discussion of the dangers of crossing roads with headphones and of the need to look carefully as car speeds can be deceiving. This is indeed precisely what happened at a nearby grammar school when a girl saw her friend on the opposite side of the road and ran across, witnessed by the older sisters of some of my class, who saw her fly into the air with the force. Thankfully she is not too badly injured, but the timing of the SIA talk could not have been more appropriate.

This year, too, the drugs and alcohol talk was very interesting and helped bring home the dangers of peer pressure and the opportunities and temptations that the children may encounter. We have followed this SIA session up by arranging a visit from the Kenward Trust to talk in more depth about the dangers of drugs, alcohol and solvents etc both with the children and the parents. Without SIA we would not have made this useful contact.

Many of my class will be travelling independently to secondary school, having been brought to primary school mainly by car. Prior experience has shown me that a great deal of the SIA learning suddenly becomes meaningful and personal, rather than theoretical, when the children are on crowded train platforms, or rushing to catch a bus or coach. With more secondary schools in Sevenoaks opening, the need for children to have an awareness of road safety is more important than ever before, as more are walking or cycling independently – the dangers of looking at a mobile phone or listening to music need to

## Agenda Item 7

be made explicit. SIA, by being off-site and using "experts" carries a great deal more weight, and is more memorable, than a teacher telling them in primary school.

Martin, I could continue with ~~positives about every workshop~~, and the super booklet the children come away with, packed full of important information. Needless to say, I am impressed every year by the learning the children receive at SIA and the efficient way it is organised. It also provides great value for money, considering the cost of coach hire. Having spoken to ex-pupils, and heard the current year 6 students repeating what their older siblings remember about their experience of Safety In Action when my class hear they will be attending themselves, I am in no doubt that the children will remember the key messages for years to follow, and these messages could prevent them from harm.

Thank you for all your hard work in organising this wonderful event.

Kind regards

*Tracy Wicks*

## COMMUNITY PLAN 2016-17 YEAR END MONITORING

### Economic & Community Development Advisory Committee - 3 October 2017

Report of Chief Officer - Communities & Business

Status: For information

Key Decision: No

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**Executive Summary:** The Annual monitoring for the first year (2016/17) of the Sevenoaks District Community Plan 2016-19 has been completed and progress against agreed key success measures for each priority within the plan is reported.

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**This report supports the key aims of the Community Plan**

**Portfolio Holder** Cllr. Roddy Hogarth

**Contact Officer** Alan Whiting, Ext. 7446

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#### **Recommendation to Economic & Community Development Advisory Meeting:**

That Members note the contents of the report.

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**Reason for recommendation:** The report sets out outcomes for the first year of monitoring (2016/17) for the Sevenoaks District Community Plan 2016-2019.

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#### **Introduction and Background**

- 1 The Community Plan creates a long-term vision (2013-2028) for the Sevenoaks District and sets out the community's priorities for action.
- 2 The Community Plan and strategic level action plan accompanied by key success measures were approved by Council on 10 May 2016.
- 3 The Community Plan is delivered by the Sevenoaks District Local Strategic Partnership. This is made up of public sector organisations, together with voluntary, community and faith sector representatives. It is co-ordinated by Sevenoaks District Council.

## Agenda Item 8

### Community Plan Monitoring for the period 1<sup>st</sup> April 2016 - 31<sup>st</sup> March 2017

- 4 The monitoring for the period 1 April 2016 to 31 March 2017 has now been completed and the results are included at Appendix A.
- 5 97% of key performance indicators are currently on target, against a target of 80%.

#### Key Successes

- 6 Below we have listed some of the key successes achieved this year by theme of the Community Plan. We have also included some of the key partnership challenges for the year ahead. The full details of achievements and successes are set out in the Annual Monitoring at Appendix A.

<p><b>Safe Communities</b></p>	<p>Successes:</p> <ul style="list-style-type: none"> <li>• 96% of actions in the Community Safety Action Plan achieved.</li> <li>• Sevenoaks had the lowest level of ASB recorded incidents in the county.</li> <li>• 86% of actions in the Domestic Abuse Action Plan were on target.</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• Addressing issues related to mental health by setting up and implementing a community MARAC process (Multi Agency Risk Assessment Conference) to holistically address the needs of individuals across the Community Safety Partnership.</li> </ul>
<p><b>Caring Communities</b></p>	<p>Successes:</p> <ul style="list-style-type: none"> <li>• The percentage of NEETs (Young people not in employment, education or training) was 1.68% of year 12 and 13 pupils and below the county average of 3.24%. It was the lowest level in the county and exceeds the Kent County Council target to reduce NEETs to below 2.5%.</li> <li>• 100% satisfaction level with the Council's HERO service and a successfully secured £94,500 of Trailblazer funding for HERO to tackle homelessness in the District and to help developed</li> </ul>

	<p>a 'SuperHERO' service.</p> <ul style="list-style-type: none"> <li>• Sevenoaks District Council was able to prevent or relieve 225 households from becoming homeless during 2016/17. 50 households were able to keep in their own home and 175 were supported to find alternate accommodation.</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>• Considering the impact on local services of Kent County Council's contract relating to "Older Persons and People living with Dementia Wellbeing Core Officer of Services".</li> <li>• Taking action to prevent homelessness in line with new duties on local authorities likely to commence in 2018 as part of the Homelessness Reduction Act. The Local Strategic Partnership will need to work together to support the most vulnerable residents in our District. This also includes troubled families and those affected by the benefits cap.</li> </ul>
<p><b>Green Environment</b></p>	<p>Successes</p> <ul style="list-style-type: none"> <li>• The Council continues to support the Heritage Lottery Fund funded Darent Valley Landscape Partnership Scheme which hopes to secure over £2 million in funding this year from the Heritage Lottery fund.</li> <li>• 16 conservation area appraisals have been produced and there were three applications for renewable, decentralised or combined heat and power schemes granted planning permission during 2015/16.</li> </ul> <p>Challenges</p> <ul style="list-style-type: none"> <li>• Refreshing Sevenoaks District Council's Local Plan involving extensive consultation and engagement during 2017/18. Partners in the Local Strategic Partnership will need to consider key constraints within the District, housing and employment land needs and infrastructure provision. In addition the Local Plan will produce various evidence based studies to support the Local Plan which</li> </ul>

	<p>partners will need to engage with.</p> <ul style="list-style-type: none"> <li>• Delivering the Darent Valley Landscape Partnership Scheme if funding is approved by the Heritage Lottery Fund.</li> </ul>
<p><b>Healthy Environment</b></p>	<p>Successes</p> <ul style="list-style-type: none"> <li>• 85% of actions in the Health Inequalities Action Plan were on target to be achieved.</li> <li>• During the year a total of £629,434.69 of government funding was spent on Disabled Facilities grants.</li> <li>• Sevenoaks Council worked in partnership with Tonbridge and Malling, Tunbridge Wells, Family Mosaic and Maidstone and Tunbridge Wells NHS Trust to set up at Tunbridge Wells Hospital a service assisting in speedier hospital discharges.</li> <li>• Sevenoaks District Council continued to develop its dementia awareness programme and delivered training to Taxi Drivers.</li> <li>• 86.4% of adults engaged in targeted weight loss programmes and 90% of those with the highest Body Mass Index scores of 28 or over lost weight.</li> <li>• Set up a Sevenoaks District Kent Shed’s Project with 9 volunteers.</li> </ul> <p>Challenges</p> <ul style="list-style-type: none"> <li>• Delivering the West Kent District Deal for Health.</li> <li>• Supporting the delivery of the new One You Kent holistic health service in West Kent.</li> <li>• Looking for funding and opportunities to support GP social prescribing to support rurally and socially isolated older people in the District.</li> </ul>
<p><b>Dynamic Economy</b></p>	<p>Successes</p> <ul style="list-style-type: none"> <li>• 85% of the Economic Development Strategy was on target to be achieved.</li> <li>• 6 Sevenoaks businesses were successful in receiving £594,000 of Kent County Council’s regional growth fund Escalate funding which created 33.6 new jobs and safeguarded 18.17</li> </ul>

	<p>jobs in the Sevenoaks District.</p> <ul style="list-style-type: none"> <li>• Sevenoaks District Council continued to support SupaJam Education Media and Music. SupaJam were awarded their first primary contract for pupils on an Education and Health Care Plan. They achieved a 93% Business Music Practitioner Diploma pass rate; a 91% Maths pass rate; an 85% English pass rate and are completing our first GCSE cohort in June 2017. Their first level 3 student has gone from being NEET 2 years ago to being accepted for a place at University.</li> </ul> <p>Challenges</p> <ul style="list-style-type: none"> <li>• Continuing to look at innovative ways to support and promote and increase access to apprenticeships in the District. This will include engaging schools and employers in the District and supporting students and partners to understand the benefits of apprenticeships as a viable alternative to University. Partners will also need to work together to promote key sectors such as health and social care.</li> <li>• Building on the success of the NEET provision in Swanley and develop mobile resources that can tackle smaller pockets of NEETs across the District, engage home educated students and vulnerable groups, including teenage parents and those on an Education and Health Care Plan.</li> <li>• Continuing to promote and support inward investment and growth and supporting business.</li> </ul>
<p><b>Sustainable Economy</b></p>	<p>Successes</p> <ul style="list-style-type: none"> <li>• In September 2016, the Council launched its consultation on the draft Master Vision document for Swanley and Hextable. A questionnaire was posted to over 10,000 residents in Swanley and Hextable. Over 1,800 people responded and the results of the survey were taken to Planning Advisory Committee and Cabinet in February 2017</li> <li>• A comprehensive Local Housing Needs study was completed and over 8000 responded.</li> <li>• 70 additional affordable housing units were</li> </ul>

	<p>completed with a range of types, sizes and tenures, including some supported housing for vulnerable people.</p> <p>Challenges</p> <ul style="list-style-type: none"><li>• Responding to the challenges of the Local Housing Need Study. This sets out requirements for affordable housing and new housing provision in the District. It also sets out particular needs for older people and young people who need help to get onto the housing ladder. It is also set in the context of the refresh of the Local Plan.</li><li>• Undertaking further studies related to Sevenoaks District Council’s Swanley and Hextable Master Plan.</li><li>• Continuing to look at opportunities to improve public transport options and active travel within the District.</li></ul>
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**Key Implications**

Financial

There are no financial implications associated with this report.

Legal Implications and Risk Assessment Statement.

There are no legal or human rights issues relating to this report.

Equality Assessment

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

Resource (non-financial)

Work connects with the Community Plan and the administration of the Local Strategic Partnership is being undertaken through existing resources.

**Conclusion**

- 7 The percentage of key performance indicators for the 2016-19 Sevenoaks District Community Plan Priorities on targets to be completed stands at 97%.

**Appendices**

Appendix A - Annual Monitoring Report for  
Community Plan Priorities 2016-19, 1 April 2016  
and 31 March 2017

**Background Papers:**

[Sevenoaks District Community Plan Priorities  
2016-19](#)

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

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# Sevenoaks District Community Plan Annual Monitoring Report 2016-17

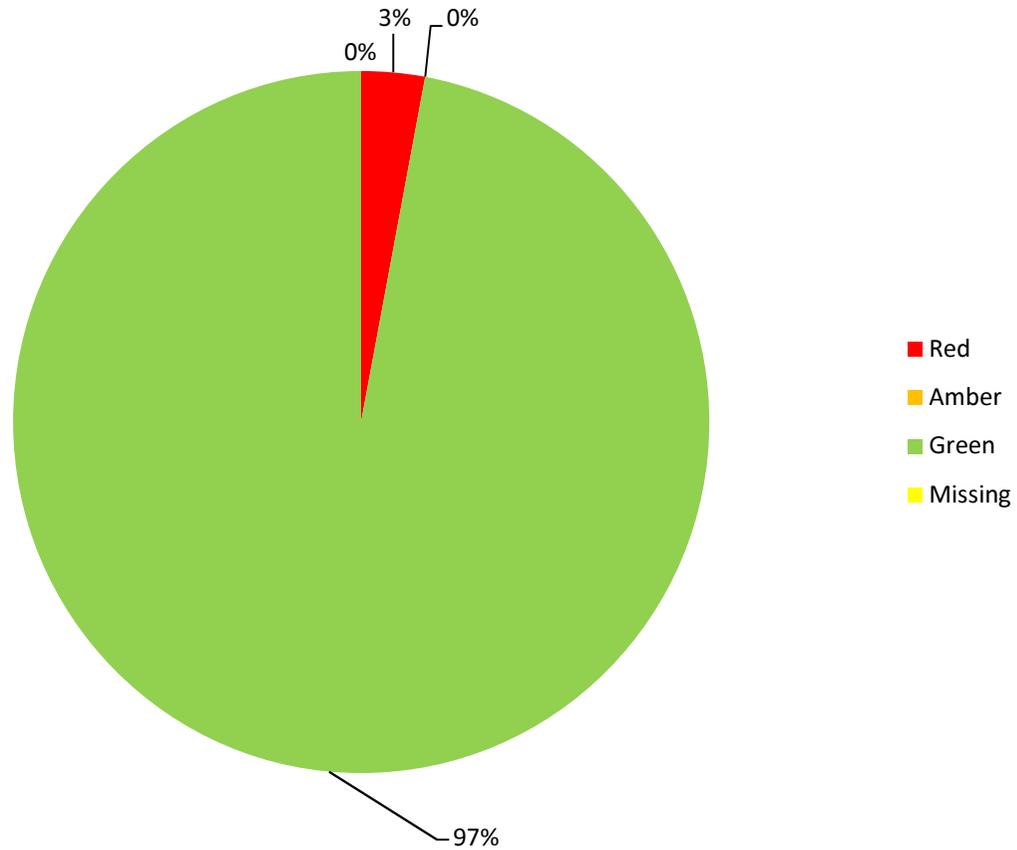
This monitoring report is produced by Sevenoaks District Council on behalf of the Sevenoaks District Local Strategic Partnership using data and information provided by partners

Page 75

Agenda Item 8

At the end of the first year (1 April 2016–31 March 2017) of the 2016–2019 Action Plan, 97% of the actions in the plan were achieved

### Community Plan End of Year Monitoring Year 1 - April 2016 - March 2017





### Safe Communities – A safer place to live work and travel

Lead Agency: Sevenoaks District Community Safety Partnership

Page 77

Priority 1		Make the work of the Police and partners more visible in communities
Priority 2		Work to keep crime at a low level and to respond to perception of crime
Priority 3		Support vulnerable and repeat victims of crime and anti-social behaviour
Priority 4		Tackle anti-social behaviour
Priority 5		Tackle speeding vehicles and improve safety for all road users including pedestrians and cyclists

The monitoring is based on the following agreed key success measures for the above priorities

Agenda Item 8

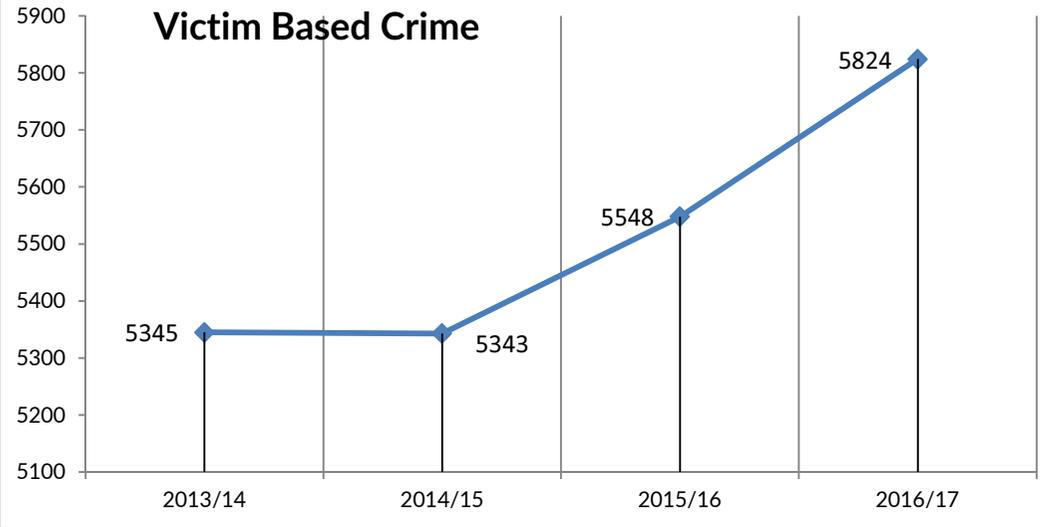
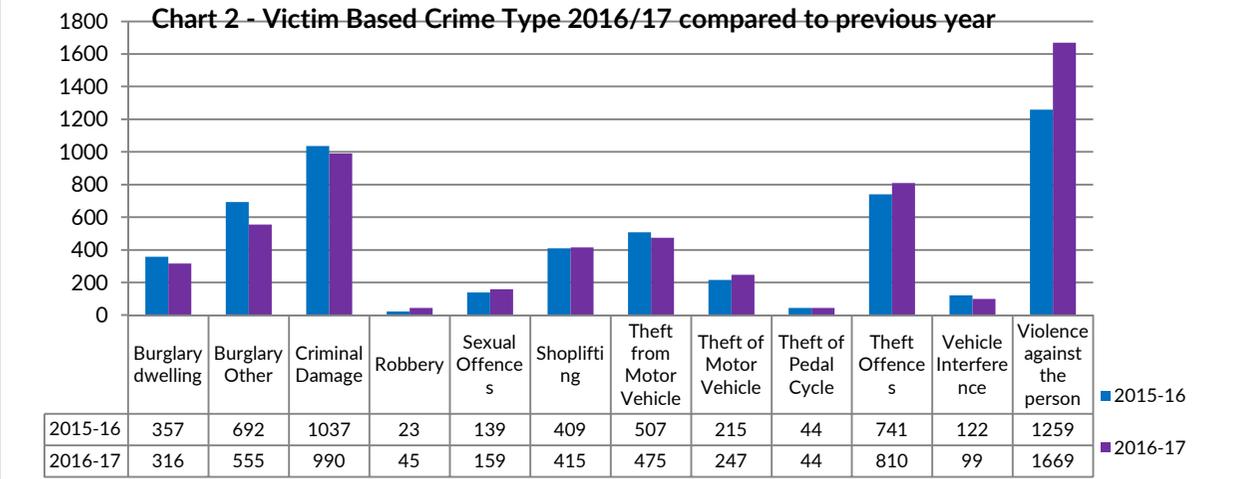
Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March - including full year 2016/17 data)	DOT	DOT comments								
S1	85% of actions in the Community Safety Partnership Strategy and action plan achieved each year		<p>96% of the actions in the Community Safety Action Plan 2016-17 were achieved by the Sevenoaks District Community Safety Partnership.</p> <p>The Community Safety end of year monitoring has now been published on the <a href="#">Council's website</a>.</p> <div data-bbox="521 544 1451 1104" data-label="Figure"> <p>The bar chart displays the percentage of actions achieved by the Community Safety Partnership for three consecutive years. The y-axis represents the percentage, ranging from 80% to 98% in 2% increments. The x-axis lists the financial years: 2014/15, 2015/16, and 2016/17. The bars show a steady increase in achievement over time.</p> <table border="1"> <caption>% of Community Safety Partnership Actions Achieved</caption> <thead> <tr> <th>Year</th> <th>% of Actions Achieved</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>86%</td> </tr> <tr> <td>2015/16</td> <td>89%</td> </tr> <tr> <td>2016/17</td> <td>96%</td> </tr> </tbody> </table> </div>	Year	% of Actions Achieved	2014/15	86%	2015/16	89%	2016/17	96%		Consistently above 85% target
Year	% of Actions Achieved												
2014/15	86%												
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2016/17	96%												

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
S2	Reduce the total number of 'victim-based' crimes as recorded by Kent Police		<p>Sevenoaks District has the second lowest level of victim based crime in the county.</p> <p>The total number of victim recorded crimes reported to Kent Police was 5,824 crimes which is an increase from the previous year increase of 276 crimes (5%).</p> <p>Following on from an inspection earlier this year from Her Majesty's Inspectorate of Crime (HMIC), Kent Police changed the way it records crime. Changes to the recording process have led to a significant increase in the 'recorded crime' across the Division and County. Kent Police has recently seen a 5-10% increase in the volume of incidents reported across Kent and with the application of Home Office recording rules this results in a 30% increase in crimes recorded.</p> <p>Many single incidents can now result in multiple crimes being recorded. For example, a person may approach another person who has three children with them. They may swear at the adult. This would result in four public order offences, one of swearing at the other adult, and three of swearing in front of the children.</p> <p>While this means that there has been an increase in recorded crime, across the Sevenoaks District, Kent Police are reporting that with all crime types (other than theft) that they have seen a reduction in the national/ county trend and this includes violence against the person.</p>		Based on the Police assessment on crime data.

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments																																		
Page 80			 <p><b>Victim Based Crime</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Victim Based Crime</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>5345</td> </tr> <tr> <td>2014/15</td> <td>5343</td> </tr> <tr> <td>2015/16</td> <td>5548</td> </tr> <tr> <td>2016/17</td> <td>5824</td> </tr> </tbody> </table>	Year	Victim Based Crime	2013/14	5345	2014/15	5343	2015/16	5548	2016/17	5824																										
			Year	Victim Based Crime																																			
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 <p><b>Chart 2 - Victim Based Crime Type 2016/17 compared to previous year</b></p> <table border="1"> <thead> <tr> <th></th> <th>Burglary dwelling</th> <th>Burglary Other</th> <th>Criminal Damage</th> <th>Robbery</th> <th>Sexual Offences</th> <th>Shoplifting</th> <th>Theft from Motor Vehicle</th> <th>Theft of Motor Vehicle</th> <th>Theft of Pedal Cycle</th> <th>Theft Offences</th> <th>Vehicle Interference</th> <th>Violence against the person</th> </tr> </thead> <tbody> <tr> <td>2015-16</td> <td>357</td> <td>692</td> <td>1037</td> <td>23</td> <td>139</td> <td>409</td> <td>507</td> <td>215</td> <td>44</td> <td>741</td> <td>122</td> <td>1259</td> </tr> <tr> <td>2016-17</td> <td>316</td> <td>555</td> <td>990</td> <td>45</td> <td>159</td> <td>415</td> <td>475</td> <td>247</td> <td>44</td> <td>810</td> <td>99</td> <td>1669</td> </tr> </tbody> </table>		Burglary dwelling	Burglary Other	Criminal Damage	Robbery	Sexual Offences	Shoplifting	Theft from Motor Vehicle	Theft of Motor Vehicle	Theft of Pedal Cycle	Theft Offences	Vehicle Interference	Violence against the person	2015-16	357	692	1037	23	139	409	507	215	44	741	122	1259	2016-17	316	555	990	45	159	415	475	247	44	810	99	1669
	Burglary dwelling	Burglary Other	Criminal Damage	Robbery	Sexual Offences	Shoplifting	Theft from Motor Vehicle	Theft of Motor Vehicle	Theft of Pedal Cycle	Theft Offences	Vehicle Interference	Violence against the person																											
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments								
S3	Maintain the low number of Anti-Social Behaviour (ASB) incidents (no higher than 3rd in the county)		<p>Sevenoaks District currently has the lowest level of ASB (Anti-Social Behaviour) in the county.</p> <p>The total number of ASB recorded incidents to Kent Police April 2016 - 31 March 2017 was 1850. This is a decrease of 195 crimes (9.5%) compared to same period last year. Kent Police feel that the reduction in ASB, is down to the success of the Community Safety Unit, its staff/ PCSOs/ Police Officers and Kent County Council Youth Services working together effectively.</p> <div data-bbox="524 564 1704 1102" data-label="Figure"> <p>The graph shows ASB incidents over three financial years. The y-axis ranges from 1700 to 2100 in increments of 50. The x-axis shows 2014/15, 2015/16, and 2016/17. A blue line starts at approximately 2060 for 2014/15, drops slightly to 2050 for 2015/16, and then drops significantly to 1850 for 2016/17.</p> <table border="1"> <caption>ASB Incidents 2014/15 - 2016/17</caption> <thead> <tr> <th>Year</th> <th>ASB Incidents</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>2060</td> </tr> <tr> <td>2015/16</td> <td>2050</td> </tr> <tr> <td>2016/17</td> <td>1850</td> </tr> </tbody> </table> </div> <p>The Council's ASB Officer has worked on 93 reports of anti social behaviour from residents. This is a decrease of 70 calls compared to the same period last year.</p>	Year	ASB Incidents	2014/15	2060	2015/16	2050	2016/17	1850		
Year	ASB Incidents												
2014/15	2060												
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments												
S4	Reduce the number of people killed or seriously injured (KSI) by 2020 (in line with KCC Road Casualty Reduction Strategy)		<p>This is an annual indicator and one which tracks progress towards a 2020 target of no more than 47 people killed or seriously injured on local roads in the Sevenoaks District.</p> <p>The chart below shows that Kent County Council reports on the total number of people killed or seriously injured on all roads in the District (including those on the Highways England network) and local roads (excluding those of the Highways England network). It shows that there has been a decrease in 2016/17 to 67 in the total number of people killed on all roads in the Sevenoaks District compared to 2015/16 (74). However, from 2015, there has been a very slight increase in the number of casualties on local roads with a rise of 3 casualties to 51. Kent County Council considers this to be on track for the 2020 target of 47.</p> <div data-bbox="539 707 1496 1286" data-label="Figure"> <table border="1"> <caption>Sevenoaks KSI Casualties Data</caption> <thead> <tr> <th>Year</th> <th>Sevenoaks KSI Casualties 2012-date All Roads</th> <th>Sevenoaks KSI Casualties 2012-date Local Road excluding Highways England</th> </tr> </thead> <tbody> <tr> <td>Total 2013</td> <td>60</td> <td>48</td> </tr> <tr> <td>Total 2015</td> <td>74</td> <td>48</td> </tr> <tr> <td>Total 2016</td> <td>67</td> <td>51</td> </tr> </tbody> </table> </div> <p>Road safety including speeding was a priority for the Community Safety Partnership this year. This year Kent Police appointed a new Kent Community Speedwatch</p>	Year	Sevenoaks KSI Casualties 2012-date All Roads	Sevenoaks KSI Casualties 2012-date Local Road excluding Highways England	Total 2013	60	48	Total 2015	74	48	Total 2016	67	51		It is expected this will be on target for the 2020 target but the DOT will remain Amber until further data is available this year.
Year	Sevenoaks KSI Casualties 2012-date All Roads	Sevenoaks KSI Casualties 2012-date Local Road excluding Highways England															
Total 2013	60	48															
Total 2015	74	48															
Total 2016	67	51															

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<p>Manager who is in post. In addition, Speedwatch Volunteer training can now be undertaken online. This year over 570 speeding vehicles have been identified by community speedwatch groups across the District.</p>		
S5	<p>85% of actions in the Domestic Abuse Action Plan on target</p> <p>80% if we are keeping this in line with the Community Safety Action Plan</p>		<p>The action plan currently stands at 86% on target.</p> <p>The Sevenoaks District Community Safety Partnership has delivered two successful training events through the group on Dash (Domestic Abuse Stalking &amp; Harassment) forms for young people and adults with around 80 people attending those courses. In addition, the Sevenoaks District Community Safety Partnership held a successful Child Sexual Exploitation training event with around 40 people attending this event.</p> <p>The following projects receive Police and Crime Commissioner funding through the Community Safety Partnership:</p> <ul style="list-style-type: none"> <li>• <b>IDVA (Independent Domestic Violence Advisor)</b> service provided by the Domestic Abuse Voluntary Support Service (DAVSS) looks at high risk cases through the MARAC (Multi Agency Risk Assessment Conference). The Partnership works closely with DAVSS and helps to fund the service.</li> <li>• <b>The Community Domestic Abuse Perpetrators Programme (CDAP)</b> has been operating since July 2007 covering West Kent. The programme is a 29 rolling week programme covering 9 modules to help men and their partners tackle their abuse. The women and children are supported by a Woman’s Support Worker. 1 man from Sevenoaks District attended the course in 2016-17.</li> <li>• <b>The ISVA Service (Independent Sexual Violence Adviser)</b> –ISVA support is specific to people who have been sexually assaulted or raped, not necessarily related to Domestic Abuse. The service also offers impartial advice from a variety of sources. The ISVA service offers emotional support and practical</li> </ul>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<p>advice to anyone and any age. There were 14 referrals 1 April 2016 – 31 March 2017.</p> <ul style="list-style-type: none"> <li>• <b>The Freedom Programme</b> has been designed to help women who have been a victim of or are affected by domestic abuse. It is a 12 week programme which runs for two hours each week in various locations across Sevenoaks District. Programmes were delivered in Swanley, Sevenoaks and Edenbridge. Two evening programmes were also held, one in Sevenoaks and the other in Swanley. The programme was attended by 22 women who are suffering/survived domestic abuse.</li> <li>• <b>The Community Domestic Abuse Perpetrators Programme (CDAP)</b> has been operating since July 2007 covering West Kent. The programme is a 29 rolling week programme covering 9 modules to help men and their partners tackle their abuse. The women and children are supported by a Woman’s Support Worker. 1 man from Sevenoaks District attended the course in 2016-17.</li> </ul>		



**Caring Communities – Where children are given the best start and people can be supported to live independent lives**

Lead Agency: Sevenoaks District Council and the Sevenoaks District Local Children’s Partnership Group (Kent County Council)

Page 85

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| Priority 1 |  | Provide the right support at the right time    |
| Priority 2 |  | Improve outcomes for children and young people |
| Priority 3 |  | Reduce poverty and social exclusion            |

The monitoring is based on the following agreed key success measures for the above priorities

Agenda Item 8

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
C1	Housing Strategy completed and promote housing development to meet the needs of older people		<p>A Local Housing Needs Study is now complete and is the key evidence base for the District Council's new housing strategy. The new housing strategy is heavily focused on health outcomes and particularly with regard to the District's older population.</p> <p>New affordable housing has been completed and made available to older people in the District this year and includes the following:</p> <ul style="list-style-type: none"> <li>• MOAT completed a new housing facility which provides 28 x 1 and 2 bed affordable rented apartments for older people and which is situated in Swanley was completed in March 2017.</li> <li>• A further 19 x 1 and 2 bed affordable leasehold apartments completed in June 2016 by Rockdale Housing Association for older people and which are situated in Sevenoaks Town.</li> </ul>		
	Sevenoaks District Local Children's Partnership Group (LCPG) dashboard of indicators produced and at least 75% of core indicators on target		<p>The Sevenoaks District Local Children's Partnership latest data dashboard (April) showed that 75% of indicators on the Sevenoaks District Local Children's Partnership dashboard were on target. Highlights included the following:</p> <p><b>Excess weight</b></p> <ul style="list-style-type: none"> <li>• Children in Year R (Reception): 21% of 4-5 year olds in Sevenoaks District were classified as being overweight (which included children classified as being obese). This is below county average off 22.9% and below the national average of 22.1%.</li> <li>• Children in Year 6: 27.4% of 10-11 year olds were classified as being overweight (which included children classified as being obese). This is below the county average 32.9% and was the 2<sup>nd</sup> lowest level in the county. It was also below the national average of 34.2%.</li> </ul>		This work is at an early stage and Sevenoaks District LCPG remains ahead of other areas in its work.

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

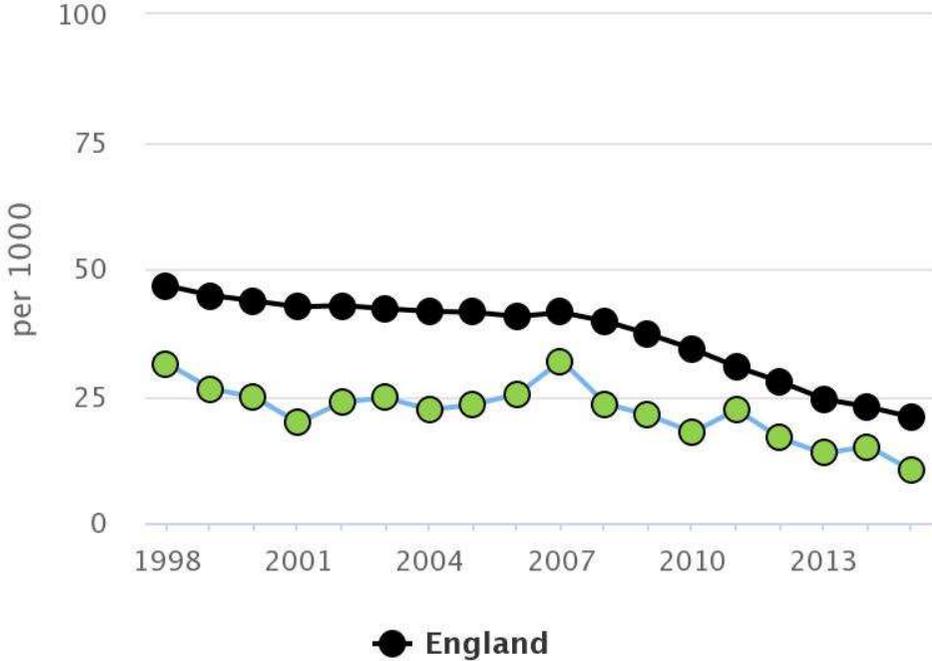
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Page 87			<div data-bbox="528 226 1496 316" style="border: 1px solid black; padding: 5px;">                     Reception children: prevalence of overweight including obese – Sevenoaks District 2006/7 – 2015/16                 </div> <div data-bbox="564 357 1496 948" style="text-align: center;"> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Reception children: prevalence of overweight including obese - Sevenoaks District 2006/7 - 2015/16</caption> <thead> <tr> <th>Fiscal Year</th> <th>England (%)</th> <th>Sevenoaks District (%)</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>23</td> <td>-</td> </tr> <tr> <td>2007/08</td> <td>23</td> <td>19.5</td> </tr> <tr> <td>2008/09</td> <td>23</td> <td>20</td> </tr> <tr> <td>2009/10</td> <td>23.5</td> <td>22</td> </tr> <tr> <td>2010/11</td> <td>23</td> <td>21</td> </tr> <tr> <td>2011/12</td> <td>23</td> <td>19.5</td> </tr> <tr> <td>2012/13</td> <td>22.5</td> <td>19</td> </tr> <tr> <td>2013/14</td> <td>22.5</td> <td>18.5</td> </tr> <tr> <td>2014/15</td> <td>22</td> <td>21</td> </tr> <tr> <td>2015/16</td> <td>22.5</td> <td>21</td> </tr> </tbody> </table> </div> <div data-bbox="542 976 1518 1082" style="border: 1px solid black; padding: 5px; margin-top: 10px;">                     National Child Measurement Local Authority Profile Data available through Public Health England. Green indicates significantly better than national average and Amber indicates not significantly better than the national average                 </div>	Fiscal Year	England (%)	Sevenoaks District (%)	2006/07	23	-	2007/08	23	19.5	2008/09	23	20	2009/10	23.5	22	2010/11	23	21	2011/12	23	19.5	2012/13	22.5	19	2013/14	22.5	18.5	2014/15	22	21	2015/16	22.5	21		
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

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Page 88			<div data-bbox="533 225 1496 316" style="border: 1px solid black; padding: 5px;"> <p>Year 6 children: Prevalence of overweight including obese – Sevenoaks District 2006/07 – 2015/16</p> </div> <div data-bbox="568 363 1413 959" style="text-align: center;"> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Year 6 children: Prevalence of overweight including obese - Sevenoaks District 2006/07 – 2015/16</caption> <thead> <tr> <th>Year</th> <th>England (%)</th> <th>Sevenoaks District (%)</th> <th>Comparison</th> </tr> </thead> <tbody> <tr> <td>2006/07</td> <td>32</td> <td>-</td> <td>-</td> </tr> <tr> <td>2007/08</td> <td>33</td> <td>28</td> <td>Green</td> </tr> <tr> <td>2008/09</td> <td>33</td> <td>30</td> <td>Amber</td> </tr> <tr> <td>2009/10</td> <td>34</td> <td>29</td> <td>Green</td> </tr> <tr> <td>2010/11</td> <td>34</td> <td>31</td> <td>Amber</td> </tr> <tr> <td>2011/12</td> <td>34</td> <td>32</td> <td>Amber</td> </tr> <tr> <td>2012/13</td> <td>33</td> <td>30</td> <td>Green</td> </tr> <tr> <td>2013/14</td> <td>34</td> <td>27</td> <td>Green</td> </tr> <tr> <td>2014/15</td> <td>33</td> <td>27</td> <td>Green</td> </tr> <tr> <td>2015/16</td> <td>34</td> <td>27</td> <td>Green</td> </tr> </tbody> </table> </div> <div data-bbox="539 1002 1507 1098" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>National Child Measurement Local Authority Profile Data available through Public Health England. Green indicates significantly better than national average and Amber indicates not significantly better than the national average</p> </div> <ul style="list-style-type: none"> <li>The trend Year R (Reception) data for the Sevenoaks District shows that while figures are below the county and national levels, it has still increased from previous years. Year 6 trend data for the Sevenoaks District however, shows a consistent decline in the level of obesity from 2010/11. Children’s healthy weight continues to be one the priority areas for the Sevenoaks District Local Partnership Group. The partnership is now focused on looking at healthy weight pathways and has set up a task and finish group to focus on this area.</li> </ul>	Year	England (%)	Sevenoaks District (%)	Comparison	2006/07	32	-	-	2007/08	33	28	Green	2008/09	33	30	Amber	2009/10	34	29	Green	2010/11	34	31	Amber	2011/12	34	32	Amber	2012/13	33	30	Green	2013/14	34	27	Green	2014/15	33	27	Green	2015/16	34	27	Green		
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 89			<p><b>School absence</b></p> <ul style="list-style-type: none"> <li>• Persistent school absence (secondary) 14.1% of pupils were persistently absent which was below the county average of 14.2% of pupils absent)</li> <li>• Persistent school absences (primary) 8% of pupils were persistently absent which is below the county average of 8.7%.</li> <li>• A pupil is now classed as persistently absent if they miss 10% or more of the sessions it was possible for them to attend within a given timeframe.</li> </ul> <p><b>Mental Health</b></p> <ul style="list-style-type: none"> <li>• Early help notifications as a result of mental health (6.9 per 10,000 under 18s April 2017 and below the county rate of 11.1 per 10,000.</li> </ul> <p><b>Teenage Pregnancy</b></p> <ul style="list-style-type: none"> <li>• The teenage conception rate for 15-17 years olds per 1,000 was 15.1 per 1,000 compared to the county average of 23.7 per 1,000. As the chart below shows, Sevenoaks District has had a consistently decreasing trend in teenage conception since 2006.</li> </ul>		

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<div data-bbox="555 236 1518 328" style="border: 1px solid black; padding: 5px;"> <p>Sevenoaks District under 18s conception rate per 1,000 – 1998 - 2015</p> </div>  <div data-bbox="537 1046 1505 1155" style="border: 1px solid black; padding: 5px;"> <p>Local Authority Profile Data available through Public Health England. Green indicates significantly better than national average</p> </div> <p data-bbox="519 1279 757 1311"><b>Domestic Abuse</b></p> <ul data-bbox="568 1353 1720 1423" style="list-style-type: none"> <li>• Domestic abuse notifications for Sevenoaks District relating to those under 18 were 2.7 per 10,000 under 18 compared to 7.7 across the county.</li> </ul>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 91			<p><b>Primary School – % achieving national key stage 2 standards in reading writing and maths</b></p> <ul style="list-style-type: none"> <li>The percentage of pupils achieving the national standard at key stage 2 for reading, writing and maths was 65.1% which was above the county average of 59%.</li> </ul> <p><b>NEETS (Young people not in employment, education or training)</b></p> <ul style="list-style-type: none"> <li>The percentage of NEETs in Sevenoaks District was 1.68% of year 12 and 13 pupils. This is below the county average of 3.24%. It was the lowest level in the county and exceeds the Kent County Council target to reduce NEETs to below 2.5%.</li> </ul> <p>The Sevenoaks District Local Children’s Partnership Group Grant sub-group awarded small grants to voluntary and community groups to assist with the key priorities of the Local Children’s Partnership Group (persistent absence, excess weight and early help notifications for mental health and self-harm) as follows:</p> <p><b>Grants awarded during 2016/17:</b></p> <ul style="list-style-type: none"> <li>Choices - positive relationships programme for 11-15 year old girls and 13-18 year old boys who have experienced Domestic Abuse;</li> <li>Fegans - parent support;</li> <li>West Kent Mind - promotion of mental health awareness in schools/Mind Fitness;</li> <li>PS Breastfeeding - Baby slings/peer support to promote closer attachment between Mother and baby;</li> <li>Imago - emotional wellbeing courses/Transactional analysis for targeted 12-15 year olds.</li> </ul>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 92			<p><b>Grants awarded during 2017/18:</b></p> <ul style="list-style-type: none"> <li>• Commonwork Trust at Bore Place – project to promote healthy weight and reduce childhood obesity. To include school visits whole school assemblies, classroom activities, Family challenge, and Family day;</li> <li>• Fegans – to strengthen and support parents and reduce social isolation. Includes 1:1 parenting and group support, training parent volunteers to support other parent;</li> <li>• Project Salus – a resilience mentoring programme focusing on young people with persistent absence at secondary school or top end of primary, those close to exclusion or home educated/at the point of going down the home education route. Promotes communication within families, 1:1 interventions plus parental involvement in first 3 sessions;</li> <li>• Future Creative – promotes healthy weight, Strictly Come Cooking project to provide cookery and healthy eating skills with children and their families combined with physical activities.</li> </ul> <p>The Sevenoaks District Local Children’s Partnership Group will review the grants after a six month period and results will be reported to the Sevenoaks District Local Strategic Partnership.</p> <p>This year, the Sevenoaks District Local Children’s Partnership also approved a business case for Sevenoaks District Council’s HERO service to use an underspend of £20,000 of Kent County Council’s Troubled Families funding. This will be to help support and extend HERO work in Children’s Centres but will be focused on working with families who meet the Phase 2 Troubled Families programme criteria. These now take into account a broad range of indicators.</p>		
	C3	The number of families with children under		The Local Strategic Partnership agreed to use Sevenoaks District Council benefits data as a broad proxy indicator for childhood poverty in the District. Kent County Council last produced data in 2014 based on looking at children in low-income families in the	

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 93	5 receiving benefits receiving help		<p>District and showed the proportion of children living in families in receipt of out of work (means tested) benefits or in receipt of Child tax credits. Data produced by Kent County Council at this time showed that Sevenoaks District had a childhood poverty level of 12.8%, the third lowest level in the county.</p> <p>Data produced by Sevenoaks District Council’s Benefits team showed that there was a reduction in the total number of families in the District receiving benefits from 621 in 2015/16 to 551 in 2016/17. This means that fewer people were relying on benefits this year. Some partnership schemes which aim to support families out of poverty include:</p> <ul style="list-style-type: none"> <li>• Sevenoaks District Council HERO Service. This year, a HERO officer saw 117 customers. The service was able to maximise the benefits for these customers by £241,338.80. The HERO service was also able to sign post to other services with 53 onward referrals to services such as Citizens Advice Bureau, community health services, domestic abuse services, General Practitioners, Job Centre Plus, mental health services and West Kent debt advice.</li> <li>• Sevenoaks and Swanley Citizens Advice Bureau and Edenbridge and Westerham Citizens Advice Bureau assisted 3,871 people during 2016/17 with various issues. The most common issues people seeking advice for included: <ul style="list-style-type: none"> <li>• Benefits</li> <li>• Debt</li> <li>• Employment</li> <li>• Relationships/family</li> </ul> </li> </ul>		
	C4	Percentage of people satisfied with the HERO project		<p>There has been a consistent 100% satisfaction level with the Council’s HERO service this year.</p> <p>During 2016/17 there were a total of 174 surveys returned with 174 surveys giving positive feedback.</p>	

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 94			<p>This year Sevenoaks District Council has successfully secured £94,500 of Trailblazer funding to help tackle homelessness in the District. The ‘SuperHERO’ project will build upon our existing HERO project which provides targeted advice on housing, debt, benefits, employment &amp; training. ‘SuperHERO’ will help to streamline processes and referrals across partnerships through a holistic prevention service with particular focus on vulnerable clients threatened with homelessness</p> <ul style="list-style-type: none"> <li>• The extra support will run until March 2019 and enable the Council to recruit an extra member of staff to assist those with physical and learning disabilities, young parents and those on low incomes.</li> <li>• In addition, the Council will be able to work with General Practitioner surgeries to provide support and reach more vulnerable clients threatened with homelessness, provide links to health and wellbeing intervention programmes and train volunteers to become ‘SuperHERO Champions’ to provide mentoring and guidance to other families.</li> </ul> <p>The project commenced on 1 January 2017 and since that time has worked on:</p> <ul style="list-style-type: none"> <li>• 16 cases where the threat of homelessness was prevented;</li> <li>• In particular, ‘SuperHERO’ has helped traditionally ‘hard to reach’ client groups including 2 prisoners, 6 people from the Gypsy/Traveller community and 20 vulnerable families in crisis.</li> </ul> <p>Sevenoaks District Council was able to prevent or relieve 225 households from becoming homeless during 2016/17. 50 households were able to keep in their own home and 175 were supported to find alternate accommodation.</p>		



### Green Environment – Where people can enjoy high quality urban and rural environments

Lead Agency: Sevenoaks District Council

Priority 1		Retain the Green Belt and conserve and enhance the value of our countryside and green spaces, particularly Areas of Outstanding Natural Beauty (AONB)
Priority 2		Maintain a clean local environment
Priority 3		Ensure new development is designed to a high quality and takes into account local character and the impact on the environment

The monitoring is based on the following agreed key success measures for the above priorities

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
G1	Planning policies used effectively as monitored through the Local Plan to conserve and enhance the value of our countryside and green spaces		<p>The River Darent Catchment Improvement Plan is being developed by the North West Kent Countryside Partnership in conjunction with other stakeholders. Projects continue to be developed and undertaken to improve the quality and flow of the river and surroundings.</p> <p>The Heritage Lottery Fund funded <a href="#">Darent Valley Landscape Partnership Scheme</a> (DVLPS) being led by Kent Downs Area of Outstanding Natural Beauty (AONB) and will work in conjunction with key partners to deliver projects within the valley. The DVLPS was awarded a stage 1 pass by the Heritage Lottery Fund in October 2014, earmarking a grant of £2.1 million towards the £3.65 million scheme. Kent Downs AONB are finalising what an 18 month stage 2 development period which sets out the detail of the scheme and identifies match funding. If this receives the approval of HLF it is anticipated that on the ground delivery will begin later this year.</p> <p>Sevenoaks District Council's <a href="#">Authority Monitoring Report 2016</a> has now been published and is available online (this covers the period 2015-16).</p> <p>Chapter 11 of the Authority Monitoring Report (AMR) 2016 outlines the performance of Local Plan policies related to Green Infrastructure, Open Space and Biodiversity. This outlines that one application for publically accessible green space was granted in 2015/16 (sports hall at New Beacon School, Sevenoaks with community use agreement) and no open space was lost on allocated sites.</p> <p>Sevenoaks District Council, High Weald AONB Unit, The North West Kent Countryside Partnership, The Kent Wildlife Trust and neighbouring authorities are continuing to work together to provide countryside enhancements across the District. The AMR also outlines that a variety of countryside projects are on going across the District. This includes North West Kent Countryside partnership working to develop health and wellbeing projects focussing on green spaces in the District in partnership</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<p>with Sevenoaks District Council.</p> <p>The Council has produced an updated Landscape Character Assessment (LCA, 2017). The LCA is intended to provide context for policies and proposals within the emerging Local Plan, inform the determination of planning applications, and inform the management of future change. It is a tool to identify what makes a place unique, and can serve as a framework for decision making that respects local distinctiveness.</p> <p>The Council has also produced an Open Space, Sport and Leisure Study which maps current provision and identifies any gaps in provision and will be a key evidence base document to inform the production of the new Local Plan for the Sevenoaks District covering the period 2015-35.</p>		
G2 Page 97	Use and enforce Planning Policies set out in the Local Plan to ensure new development is designed to a high quality and takes into account local character and impact on the environment		<p>The new <a href="#">Authority Monitoring Report 2016</a> has now been published by Sevenoaks District Council and is available online (this covers the period 2015-16)</p> <p>Chapters 3 and 4 of the AMR outline the performance of Local Plan policies related to design and sustainability.</p> <p>The Local Plan looks at the level of quality in new housing development as assessed against building for life standards. <a href="#">Building for Life</a> is a government endorsed industry standard for well designed homes and neighbourhoods. It looks at design that is safe and provides everything that should be expected of a new community as well as the spaces between and around new homes. Nine Building for Life appraisals were carried out this year (6 scored very good, 2 scored good and 1 scored average).</p> <p>16 conservation area appraisals have been produced and there were three applications for renewable, decentralised or combined heat and power schemes granted planning permission during 2015/16.</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
G3	Weekly refuse service collection maintained		<p>The Council has maintained a weekly refuse collection service.</p> <p>Weekly collection of residual waste and dry recyclables has been maintained. Justified missed collection figures have improved to 9/100,000 collections although to date 96% of those missed collections have been put right by the next working day (NWD) The target figures for 2016/17 are 10/100,000 and 98% put right NWD.</p>		
G4	Recycling campaigns delivered		<p>Promotion under this national banner of 'Right Waste, Right Place' is being prepared by Sevenoaks District Council and by the Kent Resource Partnership.</p> <p>As part of the campaigns this year, there was a centre page pull out in the Council's <a href="#">In Shape magazine (December 2016)</a> entitled 'Right Waste, Right Place'. The pull out shows residents which materials to put into the black and clear sacks they put out for collection each week.</p>		



**Healthy Environment – Where people have healthy lifestyles, access to quality healthcare and health inequalities are reduced**

Lead Agency: Sevenoaks District Health Action Team

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|------------|--|---|
| Priority 1 |  | Reduce health inequalities and improve health and wellbeing for all |
| Priority 2 |  | Reduce risk taking behaviour that affects health and wellbeing      |
| Priority 3 |  | Encourage access to health services for all                         |

The monitoring is based on the following agreed key success measures for the above priorities

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Healthy Environment – Where people have healthy lifestyles, access to quality healthcare and health inequalities are reduced

RAG=Red, Amber, Green status – red not likely to be achieved; amber – requires remedial action; green – on target). DOT= Direction of Travel

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
H1	Increase the number of older people living independently	Green	<p>This year Kent County Council launched a consultation on their vision to help people to improve or maintain their wellbeing and to live as independently as possible. 'Your life, your wellbeing' details Kent County Council's vision for the future of adult social care over the next 5 years. As the demand for adult social care is increasing and finances are under pressure, expectations of adult social care are changing. Adult social care in Kent needs to continue to respond to these challenges.</p> <p>Sevenoaks District Council ran a number of preventative health classes which benefitted older people this year. The health walks, yoga classes and falls prevention classes attracted over 8,644 attendances at 442 sessions.</p> <p><b>Yoga:</b> Three classes have continued to run each week, in Shoreham, South Darenth and Dunton Green. There were 1534 recorded attendances this year with 34 new recruits. Of the sample of people evaluated:</p> <ul style="list-style-type: none"> <li>• 69.5% have a pre-existing medical conditions and stated that their condition has improved as a result of this class</li> <li>• 84.7% feel that their general fitness has improved</li> <li>• 51% reported that their mental wellbeing has improved</li> </ul> <p><i>"I consider this class activity to be of huge importance for my ongoing health, aiding greater activity into older age." (Yoga Client)</i></p> <p><b>Health walks:</b> We have continued to support eight health walks across the District, led by trained volunteer health walk leaders. There were a total of 7,307 attendances with 138 first time walkers. The health walk programme has not only given people the opportunity</p>	Green	

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<p>to socialise and explore their rural surroundings, but it has also helped people improve their fitness and wellbeing. Of those taking part, the following benefits were recorded:</p> <ul style="list-style-type: none"> <li>• General fitness: 90.4% reported that they felt fitter as a result of walking</li> <li>• Mental Health: 90.4% reported their mental wellbeing has improved</li> <li>• Weight: 28.5% reported that their weight has improved</li> <li>• Activity levels: 71.4% reported they have increased the amount of activity they do each week</li> </ul> <p><b>Falls Prevention classes:</b></p> <p>These target those at risk of falls and sustaining osteoporotic fracture, through identifying risk factors such as history of falls/recent injuries from, balance/gait problems, inability to rise from chair without using arms, multiple medications etc. This year there were 1654 attendances and 24 new attendees.</p> <p><b>Disabled Facilities Grants (DFGs):</b></p> <p>During quarter 4, Disabled Facilities Grants (DFGs) were approved to the value of £228,604.45. During the year a total of £629,434.69 was spent on DFGs.</p> <p>Private Sector Housing also has discretionary financial assistance which is used to provide improvements to a customer’s property. This year, the service:</p> <ul style="list-style-type: none"> <li>• Worked in partnership with Tonbridge and Malling, Tunbridge Wells, Family Mosaic and Maidstone and Tunbridge Wells NHS Trust to set up at Tunbridge Wells Hospital a service assisting in speedier hospital discharges. A Health and Housing Coordinator along with a dedicated handyperson resolve housing obstacles preventing patients from being discharged from hospital. This scheme is now recognised as national good practice and used as a way integration between Housing and Health can be achieved.</li> </ul>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<ul style="list-style-type: none"> <li>Formed close links with a local charity Remap, who undertake bespoke solutions for disabled people thus overcoming obstacles in the customers own home.</li> <li>Continued to streamline process for mandatory DFGs to ensure the complex system becomes person centred rather than an old fashioned bureaucratic system.</li> <li>We now use an environmental assessment form to identify other problems/concerns a customer may have thus providing a holistic service.</li> </ul>		
H2	Programmes delivered to support people to better manage long term mental health conditions and improved signposting		<p>This year, Live Well Kent was co-commissioned in 4 Lots [Areas] across Kent to provide a coordinated, accessible community mental health and wellbeing service. It was jointly commissioned by Kent County Council, Public Health and 7 Clinical Commissioning Groups:</p> <ul style="list-style-type: none"> <li>Dartford, Gravesend &amp; Swanley – Porchlight</li> <li>Thanet &amp; Swale – Porchlight</li> <li>Dover, Deal &amp; Folkestone – Porchlight</li> <li>West Kent including Maidstone – Shaw Trust</li> <li>Ashford Canterbury and Coastal – Shaw Trust</li> </ul> <p>The most recently available data is from the 1<sup>st</sup> April to 31 October 2017, Shaw Trust reported 87 referrals in the Sevenoaks District (not including Swanley and the northern parishes). Approximately 50% of these related to people with a serious mental illness.</p>		

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments										
Page 103			<div data-bbox="524 220 1675 893" style="border: 1px solid black; padding: 10px; text-align: center;"> <p><b>Age Profile</b></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Age Profile Data</caption> <thead> <tr> <th>Age Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>65+</td> <td>1%</td> </tr> <tr> <td>17-25</td> <td>17%</td> </tr> <tr> <td>26-50</td> <td>57%</td> </tr> <tr> <td>51-65</td> <td>25%</td> </tr> </tbody> </table> </div> <p data-bbox="524 938 1299 973"><b>Local Strategic Partnership (LSP) Mental Health group:</b></p> <p data-bbox="524 1018 1720 1321">The Sevenoaks District Local Strategic Partnership meeting held in November 2016 focused on the theme of mental health. A new LSP Mental Health Sub Group was subsequently arranged and the first meeting took place in February. It is chaired by West Kent MIND. An action plan has been produced and Sevenoaks District Council is working on investigating setting up a community MARAC (Multi Agency Risk Assessment Conference) process. This involves agencies working together to look at the needs of a vulnerable person and could include, mental health concerns, ASB included disputes and environmental crime and hate related incidents.</p>	Age Group	Percentage	65+	1%	17-25	17%	26-50	57%	51-65	25%		
	Age Group	Percentage													
65+	1%														
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<p><b>Dementia Support:</b></p> <p>The Alzheimer’s and Dementia Support Services currently support 6 dementia cafes in the District, with a total of 1052 attendances for the year. The charity also offers a host of services including a 24-hour helpline, support groups and learning groups for carers, support in the home, singing sessions, and memory cafes in six locations where people living with dementia and their families and carers can socialise with people going through similar experiences.</p> <p>This year saw Sevenoaks District Council nominated and win the best Dementia Friendly Organisation across Kent.</p> <p>To help make more of an impact in making the District Dementia Friendly, the Council went a step further in making slight changes to its reception area. To help make these changes the Council sought advice and guidance from participants from a local dementia café and dementia nurses at the Tunbridge Wells hospital. The changes made were both visual and environmental, benefiting people with a range of disabilities, including impairments experienced by dementia sufferers.</p> <p>Early this year the Council’s community development team and licencing team joined forces to organise Dementia Awareness sessions for Taxi Drivers. The idea to do this was driven by the Council’s Portfolio Holder for Housing and Health who felt that taxi drivers were important members of the community in supporting people with Dementia. 36 drivers took part in this training.</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 105			<p><b>Shop Safe and Stay Safe Scheme:</b></p> <p>This scheme is to help vulnerable people (mainly people living with dementia) who have become lost or confused whilst out shopping or visiting towns and villages within the District. To make this scheme unique, Sevenoaks District Council is working in partnership with Kent Fire &amp; Rescue Service who will do home safety visits for any resident who joins the scheme, to help make their home safe and secure. The scheme gives people the confidence if they are feeling unwell, lost or confused or have become separated from their carers. This year 15 shops took part in the scheme and 22 individuals were supported.</p> <p><b>West Kent MIND:</b></p> <p>West Kent MIND has worked with councils in West Kent to deliver two programmes in the District.</p> <p>Jasmine for women and Headspace for Men are 8 week therapeutic support groups. They offer an opportunity for women and men to explore problems with emotional health and wellbeing, share experiences with other women and men who may have similar issues, and learn about different ways to help feel and cope better. This year 6 women in the District have engaged with a Jasmine programme that started in March and 6 men engaged in a Headspace programme that started in March.</p> <p><b>Sevenoaks District Kent Shed's:</b></p> <p>The Sevenoaks Kent shed project is a woodworking workshop for Men in the Sevenoaks District Area who enjoy woodwork and the occasional cup of tea, learn new skills and make useful things for the community. The current group of men range in age from their 40s to 94 and include people with experience in joinery and woodworking trades and those with little or no experience. Sevenoaks District Council</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<p>set up the project early in the year recruiting 9 key volunteers to help drive the project forward. Since October 2016 the management of the shed project was taken over by North West Kent Countryside Partnership and as part of the contract they were tasked to do the following:</p> <ul style="list-style-type: none"> <li>• Increase the number of days from one day to two days per week;</li> <li>• Register the shed as a constituted group;</li> <li>• Recruit committee members to take the group forward;</li> <li>• Increase participation.</li> </ul>		
H3	Targeted interventions provided for children measured as or at risk of being overweight or obese		<p>A total of 13 families were supported by Sevenoaks District Council’s Healthy Living Team with Family Liaison Workers working with the service to increase referrals.</p> <p>Kent Adult Education has supported 129 parents and children on family exercise/healthy eating and living courses and workshops.</p> <p>Kent Community Health Foundation Trust (KCHFT) supported 316 young people through their school health team.</p> <p>The Sevenoaks District Health Action Team is now working alongside the Local Children’s Partnership Group to map referral pathways for children who are at risk of being overweight or obese.</p>		
H4	Targeted interventions provided for adults who are overweight		<p>Four programmes have run this quarter, seeing 84 people. These programmes had an average weight loss of 4.29% which is above the target given by Kent County Council (3%). This means that Sevenoaks District Council’s Why Weight programmes have been successful in achieving a greater average weight loss than the target set.</p> <p>Quarter four saw the best ever results from the Edenbridge programme, believed to have come from offering a free gym membership in place of exercise classes. This trial is now being expanded to other programmes to see if the results carry over to different areas.</p>		

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments															
			<div data-bbox="521 277 1480 858" data-label="Figure"> <table border="1"> <caption>2016/17 Why Weight Results</caption> <thead> <tr> <th>Quarter</th> <th>SDC Results (%)</th> <th>Kent Target (%)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>3.5</td> <td>3.0</td> </tr> <tr> <td>2</td> <td>4.5</td> <td>3.0</td> </tr> <tr> <td>3</td> <td>4.1</td> <td>3.0</td> </tr> <tr> <td>4</td> <td>3.5</td> <td>3.0</td> </tr> </tbody> </table> </div> <p data-bbox="521 863 1675 935">Sevenoaks District Council's Why Weight achieved a greater average weight loss than target set</p> <p data-bbox="521 1050 1738 1235">In 2016/17 a total of 278 adults were recruited onto the programme, this represents a 21% increase over the target (230). As a result of increased referrals and partnership working with key local organisations, we have seen an improvement in the retention figures of people attending at least 8 sessions, which is considered to be a threshold to sustained lifestyle and behaviour changes.</p> <p data-bbox="521 1281 1709 1390">As part of the programme, each person has their Body Mass Index (BMI) recorded at the start and end of the 12 week programme to record and tracks their lifestyle changes, weight loss and waist measurement. At Week 1 of the programmes, a total</p>	Quarter	SDC Results (%)	Kent Target (%)	1	3.5	3.0	2	4.5	3.0	3	4.1	3.0	4	3.5	3.0		
Quarter	SDC Results (%)	Kent Target (%)																		
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 108			<p>of 55.5% of people recruited were classed as overweight (BMI: 28-39), and a further 13.2% classed as obese (BMI: 40+).</p> <p>Of the adult weight management programmes that ran in 2016/17, we have signed up 192 people with a BMI of 28 or greater.</p> <p>Of those people with a BMI of 28 or more, 166 (86.4%) continued to engage well;</p> <p>The per person average percentage weight lost across the year was 3.83%</p> <ul style="list-style-type: none"> <li>• 150 (90%) of those with a BMI of 28 or greater lost weight;</li> <li>• 78 (52%) of those with a BMI of 28 or greater have achieved 3% weight loss over the 12 weeks;</li> <li>• 44 (26.5%) those with a BMI of 28 or greater have lost between 1 – 2.99% of their body weight;</li> <li>• 26 (15%) those with a BMI of 28 or greater have lost between 0 – 1% of their body weight.</li> </ul> <p>Feedback from clients showed that the following improvements in activity, eating and mental health as a result of the programme:</p> <ul style="list-style-type: none"> <li>• Physical Activity: 89.5% of people increased their minutes of moderate or vigorous exercise;</li> <li>• Healthy Eating: 68% of people increased their portions of 5-a-day;</li> <li>• Mental Wellbeing: 66% of people stated that their mental wellbeing had improved.</li> </ul>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
H5	Health success measures in the District Deal developed and 50% on target initially, increasing over time to 85%		<p>Work continues to develop the strategic and operational arrangements for the new West Kent Health hub. The West Kent Integration Board is working with Tonbridge and Malling, Tunbridge Wells and Sevenoaks District Councils working with Kent County Council to develop a Single Point of Access holistic model across districts. This first phase of the model will commence in April 2017, alongside the launch of ‘One You Kent’, when District Council health hub staff across West Kent will be completing the same triage and assessment process (assessing individuals holistic needs for health, housing, finance, employment and wellbeing) with roll-out of fully integrated models, systems and processes to commence from October 2017.</p> <p>Success measures in the West Kent District Deal have now been developed and detailed monitoring will follow in 2017/18. A key success monitored through the District Deal Action Plan this year included enhancing the HERO Advice and Support Service through a successful bid for DCLG Trailblazer funding and subsequent appointment of a new HERO Support Officer.</p>		
Page 109	85% of actions in the Health Inequalities Action Plan to be delivered each year		<p>85% of the reported actions are currently on or above target during quarter 4.</p> <p>The Health Inequalities Action Plan is undergoing a review this year to ensure that the monitoring collected accurately reflects the work being undertaken in the Sevenoaks District.</p>		
H7	Complete an Open Space, Sports and Leisure study and deliver a Leisure Strategy with 85% of actions to be delivered		<p>An Indoor Facilities report was completed.</p> <p>A Playing Pitch Strategy - Stage C report sent to National Governing Bodies for the various sports which form part of the strategy for comments which are still awaited. Once complete, the next stage report (D) will go to Sport England for agreement.</p> <p>An Open Space report is in the process of being prepared.</p> <p>A Leisure Strategy is being developed and will be completed during 2017/18.</p>		



**Dynamic Economy – A thriving local economy where businesses flourish, where people have skills for employment and tourism is supported**

Lead Agencies: Sevenoaks District Council and Kent County Council

Priority 1		Identify a supply of employment land and premises to promote economic growth
Priority 2		Improve skills for employment
Priority 3		Improve broadband connectivity and promote digital inclusion
Priority 4		Retain existing businesses, encourage new businesses and promote tourism

The monitoring is based on the following agreed key success measures for the above priorities

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
D1	Market Sevenoaks District as a place to invest and grow		<p>The work has taken place this year on the development of a Swanley and Hextable Master Vision. This includes a strong focus on improving the business accommodation in the area and utilising the benefits of the fast connections to London. A comprehensive consultation took place which encouraged local businesses, partners and residents to take part.</p> <p>Sevenoaks District Council is working with businesses and partners in the District on refreshing the Business Prospectus to market Sevenoaks District as a place to invest and grow businesses.</p>		
D2	Secure funding for business support programmes		<p>Funding has been secured for programmes as follows:</p> <ul style="list-style-type: none"> <li>The West Kent Business Support 6 hour programme of support funded by Growth Hubs Funds ended on 30 June 2016. Across West Kent during the 9 month programme, 631 hours of support were provided across 118 businesses of which 70 received the 6 hour package.</li> <li>A 12 month programme of 1:1 support commenced 1 October, delivered by National Centre for Microbusiness (NCMB). Up to 4 hours of free business support is being delivered through National Centre for Microbusiness for period October 2016-September 2017. The Economic Development team have promoted this support throughout the programme whilst attending business events and supporting business enquiries.</li> </ul> <p><b>Escalate funding</b></p> <p>6 businesses in the Sevenoaks District were successful in receiving £594,000 of Kent County Council's regional growth fund Escalate funding which created 33.6 news jobs and safeguarded 18.17 jobs in the District. The Economic Development Team continues to promote the scheme which is now using recycled Regional Growth Fund and other available funding to businesses through the Kent and Medway Business</p>		

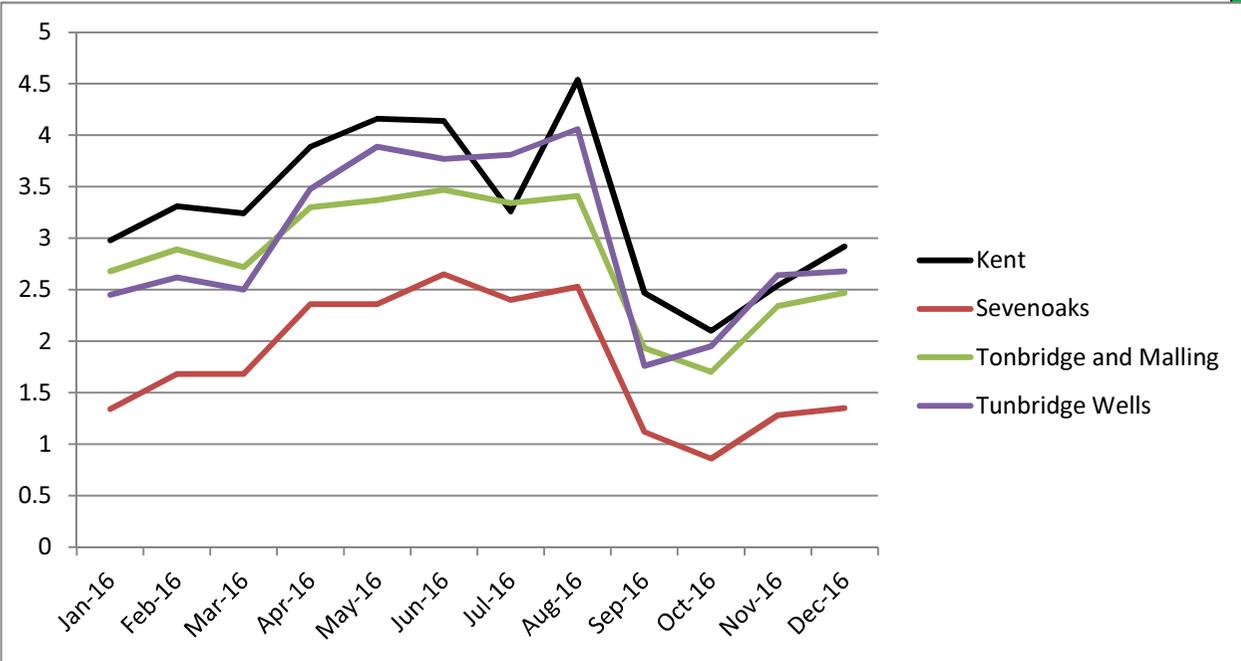
Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			Fund encouraging businesses to apply.		
D3	Jobs and careers events delivered		<p>This year the following jobs and careers events were delivered:</p> <ul style="list-style-type: none"> <li>• A successful West Kent jobs fair was completed in partnership with West Kent Districts. This attracted at least 350 attendees, of these there were 34 employers/training providers. At least 30 attendees had interviews and from this 11 jobs were offered, the amount of job offers are very likely to rise further.</li> <li>• The Education Business Partnership ran a successful West Kent Skills Fest: This attracted over 1000 students and 70 exhibitors. 93% of students evaluated found a lot of information regarding apprenticeships and 70% of students found that they now had a better understanding of employer’s expectations.</li> <li>• Sevenoaks District Council worked with West Kent Partnership to deliver a successful Jobs/ Careers fair in Tonbridge on 30th March in partnership with job centre plus. Over 300 attended with several positions filled following the event.</li> <li>• Kent County Council ran a careers event for all year 11 students in North Kent identified as being at risk of becoming NEET (Not in Employment Education or Training). The event featured local employers, colleges and training providers offering apprenticeships and entry level courses. 311 students attended with 49 exhibitors. One student said <i>“This is the best careers event I’ve been to. Normally they’re aimed at a higher level but I came away with contact details of some employers in my area and information on apprenticeships and other courses I could do next year”</i>. Kent County Council will also be running an event at Knole Academy focussed on 40 at risk students and 10 students already NEET whose last destination was Knole, this taking place on 8th May.</li> </ul>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
D4	Economic Needs considered as part of the Local Plan		<p>The <a href="#">Authority Monitoring Report 2016</a> outlines the performance of Local Plan policies related to the economy and employment.</p> <p>This year an Economic Needs Study (ENS) was jointly commissioned by Sevenoaks District Council (SDC) and Tunbridge Wells Borough Council to form part of the evidence base of the emerging Local Plan. The ENS is a technical study which reviews the current status of the District's economy and identifies future employment opportunities. Consultants undertaking the work undertook workshops with key partners and stakeholders.</p> <p>The study recommends an objectively assessed need for commercial land up to 2035 of 11.6ha (of which 7.2ha should be suitable for office, 1.1ha for industrial and 3.3ha for warehousing/storage). The study analyses the existing employment land in the District and makes recommendations as to how the Council can support continued economic growth, through the new Local Plan 2015-35.</p> <p>An Edenbridge Economic Development study is being produced to consider the future requirements of Edenbridge town centre in the light of development and population change predictions.</p>		
D5	Support rural businesses through the West Kent Leader fund		<p>The LEADER programme is an EU funded programme and continues to provide grant funding to local businesses. 12 projects in West Kent have benefited from LEADER funding, creating 18 jobs, with a total grant commitment of £336,020</p> <p>Three businesses in the Sevenoaks District have benefitted from a share of this funding, which will create 8.5 jobs in the rural area over the next couple of years.</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
D6	Support 16-24 year olds into employment, education or training		<p>The Supporting Young People into Employment Group has been looking at ways we can reduce NEETs (Not in Employment, Education or Training) in the District.</p>  <p>At the end of March 2016/17, Sevenoaks District has the lowest number of NEETs in the county with a level of 1.68% (percentage of Y12 and Y13). This was the lowest rate in the county. This represents a total number of 40 against a cohort of 2,384. The Kent figure for Y12 and Y13 NEETs was 3.24%.</p>		

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments															
Page 115			<div data-bbox="521 220 1480 804" data-label="Figure"> <table border="1"> <caption>EHCP YR 12-14 Data</caption> <thead> <tr> <th>Category</th> <th>Sevenoaks</th> <th>Kent</th> </tr> </thead> <tbody> <tr> <td>EET</td> <td>84</td> <td>75</td> </tr> <tr> <td>NOT KNOWN</td> <td>12</td> <td>15</td> </tr> <tr> <td>NEET- Available</td> <td>5</td> <td>8</td> </tr> <tr> <td>NEET- Not Available</td> <td>0</td> <td>2</td> </tr> </tbody> </table> </div> <p data-bbox="521 850 1718 1075">Sevenoaks District also had a good success rate with pupils on an Education, Health and Care Plan (EHCP) in Sevenoaks District with 84% successfully getting into Education, Employment or training. An education, health and care plan (EHCP) is for children and young people aged up to 25 who need more support than is available through special educational needs support. They identify educational, health and social needs and set out the additional support to meet those needs.</p> <p data-bbox="521 1121 1742 1307"><a href="#">SupaJam Education Media and Music</a> continue to grow from strength to strength. This year the Directors have secured the organisation’s first contact worth over £450,000 following an inspection from the Department of Education, for pupils with an Education Health and Care Plan (EHCP). They have also now appointed a manager to support their work. This year they have reported the following results:</p> <ul data-bbox="573 1315 1377 1425" style="list-style-type: none"> <li>• A 93% Business Music Practitioner Diploma pass rate;</li> <li>• A 91% Maths pass rate;</li> <li>• An 85% English pass rate;</li> </ul>	Category	Sevenoaks	Kent	EET	84	75	NOT KNOWN	12	15	NEET- Available	5	8	NEET- Not Available	0	2		
	Category	Sevenoaks	Kent																	
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<ul style="list-style-type: none"> <li>• Completing first GCSE cohort in June 2017;</li> <li>• 73% go back in to formal education or work when they leave SupaJam;</li> <li>• SupaJam’s first Level 3 student has gone from NEET when he joined SupaJam 2 years ago to being accepted into University;</li> <li>• These figures include 15 students on EHCPs and five students with physical disabilities.</li> </ul> <p>2016/17 has also seen Kent County Council successfully establish <a href="#">Catch 22</a> at the Youth Hub in Swanley. They are networking with SupaJam and also working with NEET young people in the Sevenoaks District.</p>		
D7 Page 116	85% of actions in the Sevenoaks District Economic Development Action Plan achieved		<p>86% of actions in the Economic Development strategy on target to be achieved.</p> <p>The Sevenoaks District economy continues to perform well. Sevenoaks District has a relatively high percentage of SMEs (Small to Medium sized Enterprises) with 90.6% having 0-9 employees (NOMIS 2017). It has continued to maintain its position relative to other local areas and has continued to have low unemployment, 0.7% (NOMIS 2017) and high numbers of Micro businesses 90.6% (0-9 employees) (NOMIS 2017) The number of Jobseeker’s Allowance claimants within the District has decreased throughout the strategy period with 870 (1.2%) claimants in March 2014 compared to 525 (0.7%) claimants in April 2017.</p> <p>The actions related to employment land allocation and retail frontage are reporting slightly below the target figures as they are symptomatic of the changing market conditions and national planning policy decisions.</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
D8	Tourist destination Management Plan delivered and visitor stays increased		<p>Successful Bed and Breakfast (B&amp;B) workshops and networking events have been delivered supported by Sevenoaks District Accommodation Forum and Visit Kent with future events planned. It was originally proposed to prepare a Destination Management Plan but following initial scoping meetings it was agreed that there would be more value in development of a Visitor Economy Study.</p> <p>A hotel study was undertaken in 2015 which identified the need for an increase in accommodation across the district. An increase has been seen but mainly in the B&amp;Bs and there are now 25 Bed and Breakfast providers operating in the District. Sevenoaks District Council has approved an investment in the development of a new hotel (Premier Inn) on the Sennocke Car Park site in Sevenoaks. The hotel will offer around 80 bedrooms and work is expected to commence during May 2017 with an expected completion date of June 2018.</p> <p>The Royal Oak Hotel in Sevenoaks has recently been purchased by two entrepreneurs who plan to reopen the hotel in Spring 2018. It is hoped that the hotel will provide around 40 bedrooms with a couple of family suites.</p> <p>The development of a Visitor Economy Study is also underway. A workshop was held on 30 March 2017 with major tourism providers to establish the foundations of the study. This is being taken forward by a volunteer from the sector.</p> <p>During the last financial year (1 April 2016 to 31 March 2017), there were 25,836 page views to <a href="http://www.visitsevenoaksdistrict.co.uk">http://www.visitsevenoaksdistrict.co.uk</a> with 10,167 users (source: Visit Kent and Google Analytics). A new web platform is in development and expected to go live in June 2017. During the transitional period visitor numbers may be lower as a result of the upgrade to the system. Quarterly reports from Visit Kent will be monitored to ensure high visitor numbers are maintained and subsequently increased.</p>		

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments																				
D9	Apprenticeship opportunities increased over the three year plan period		<div data-bbox="524 280 1742 1062" data-label="Figure"> <h3 style="text-align: center;">Apprenticeship Starts in Sevenoaks Total starts</h3> <table border="1"> <caption>Apprenticeship Starts by Sector</caption> <thead> <tr> <th>Sector</th> <th>Number of Starts</th> </tr> </thead> <tbody> <tr> <td>Education and Training</td> <td>10</td> </tr> <tr> <td>Leisure, Travel and Tourism</td> <td>30</td> </tr> <tr> <td>Agriculture, Horticulture and Animal Care</td> <td>10</td> </tr> <tr> <td>Construction, Planning and the Built Environment</td> <td>30</td> </tr> <tr> <td>Information and Communication Technology</td> <td>20</td> </tr> <tr> <td>Engineering and Manufacturing Technologies</td> <td>70</td> </tr> <tr> <td>Health, Public Services and Care</td> <td>150</td> </tr> <tr> <td>Business, Administration and Law</td> <td>130</td> </tr> <tr> <td>Retail and Commercial Enterprise</td> <td>90</td> </tr> </tbody> </table> </div> <p data-bbox="524 1129 1693 1241">There were 540 apprenticeship sector starts in Sevenoaks District this year and the most popular sectors were health, public services and care followed by business, administration and law and retail and commercial enterprise.</p> <p data-bbox="524 1283 1731 1396">There are now 8 employer Guilds in the county with the aim of raising awareness of key sectors and increasing the number of apprenticeship opportunities. The 2017 apprenticeship campaign is currently being developed and includes briefing employers</p>	Sector	Number of Starts	Education and Training	10	Leisure, Travel and Tourism	30	Agriculture, Horticulture and Animal Care	10	Construction, Planning and the Built Environment	30	Information and Communication Technology	20	Engineering and Manufacturing Technologies	70	Health, Public Services and Care	150	Business, Administration and Law	130	Retail and Commercial Enterprise	90		
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Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

REF	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Page 119			<p>about the levy and new apprenticeship standards.</p> <p>The Supporting Young People into Employment Group meeting is focusing on the following issues:</p> <ul style="list-style-type: none"> <li>• The new apprenticeship duty and levy which comes into place from April 2017. Government target of 3 million apprenticeships between now and 2020 and will impose a levy on all employers with a payroll of £3 million or more and impose a public sector duty on all public bodies with a head count of 250 or more.</li> <li>• Looking at the opportunity to provide a mobile jobs project to students in the District using the Council’s Youth Zone Van. It is envisaged that this would take practical skills such as CV writing, interview skills and information about apprenticeship/training and job opportunities. We are looking at the possibility of this project also being able to engage small pockets of difficult to reach NEETs in the District. This might include some areas which have concentrations of students who are home educated. It is hoped this project will link strongly with the Enterprise Advisor Network.</li> <li>• West Kent Partnership is employing an Enterprise Coordinator who will be hosted by Sevenoaks District Council but will work to connect businesses and schools across the West Kent area.</li> </ul>		



**Sustainable Economy – Where people can live, work and travel more easily and are empowered to shape their community**

Lead Agencies: Sevenoaks District Council, Kent County Council and the Sevenoaks District Local Strategic Partnership

Priority 1		Reduce the need to travel, promote and improve access to key local services and to public and community transport
Priority 2		Provide additional housing development, including the right mix, types and tenures and to meet the needs of older people
Priority 3		Work with local people to deliver strong, active and sustainable communities

The monitoring is based on the following agreed key success measures for the above priorities

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March - including full year 2016/17 data)	DOT	DOT comments
Sus 1	Projects delivered and/or supported by the CIL infrastructure plan		<p>Currently no projects have been delivered as part of the CIL Infrastructure Plan.</p> <p>The delivery of projects will be dependent on the recommendations made by the CIL Spending Board, in accordance with the Council's CIL governance arrangements. It is anticipated that a meeting will be held in Autumn 2017.</p>		
Sus 2	Housing Strategy in place by 2017 and embedded in the emerging Local Plan		<p>In order to progress the project, a <a href="#">Local Housing Needs Study (LHNS)</a> was commissioned to build on evidence contained in the District Council's latest Strategic Housing Market Assessment (SHMA). As part of the study a wide ranging survey was sent to every household in the District in order to understand local needs and aspirations and how these might differ around the District. An 18.2% response rate was achieved which adds strength to the LHNS as an important evidence base.</p> <p>The <a href="#">consultation draft Housing Strategy</a> sets out a series of strategic priorities, under the following three headings:</p> <ul style="list-style-type: none"> <li>• Providing a good mix of decent and affordable housing across tenures;</li> <li>• Improving the quality and use of existing housing stock;</li> <li>• Meeting the needs of vulnerable and low income households.</li> </ul>		
Sus 3	Deliver a range of affordable housing solutions across the District to meet identified need		<p>In 2016/17, 70 additional affordable housing units were completed with a range of types, sizes and tenures, including some supported housing for vulnerable people.</p> <p>An example is the new supported housing facility for adults with learning disabilities which was opened in March 2017 and is situated in Edenbridge. This project was supported by £900,000 from West Kent (Housing) and £100,000 from Sevenoaks District Council's S106 affordable housing planning gains.</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
Sus 4	Support delivery of the implementation plan in the Sevenoaks District Strategy for Transport		<p>The Sevenoaks District Strategy for Transport (SDST) is being monitored by both Sevenoaks District Council (SDC) and Kent County Council. There are a number of initiatives and proposals that are being taken forward relating to Active Travel and rail improvements. Sevenoaks District Council will work together with Kent County Council to monitor and influence proposals to help implement the SDST. Kent County Council has consulted on the Active Travel Strategy and the Local Transport Plan 4: Growth without Gridlock.</p> <p>Sevenoaks District Council will be looking to revise its transport and infrastructure evidence bases for the emerging Local Plan, and will work closely with Kent County Council to update and revise the SDST accordingly.</p>		
Sus	Potential new cycle routes identified		<p>There are <a href="#">ongoing discussions with the Sevenoaks Cycling Working Group</a> to identify potential options which are reported to the Sevenoaks District Joint Transport Board. Three routes are currently being looked at (Routes 1, 5 and 6). A potential leisure route between Tonbridge, Penshurst and Tunbridge Wells is also being discussed.</p>		
Page 132	Increase number of people who are involved in decision making		<p>In September 2016, Sevenoaks District Council launched its consultation on the draft <a href="#">Master Vision document for Swanley and Hextable</a>. A questionnaire was posted to over 10,000 residents in Swanley and Hextable. Over 1,800 people responded to the survey.</p> <p>In order to progress the Housing Strategy for the District, a <a href="#">Local Housing Needs Study (LHNS)</a> was commissioned to build on evidence contained in the District Council's latest Strategic Housing Market Assessment (SHMA). As part of the study a wide ranging survey was sent to every household in the District in order to understand local needs and aspirations and how these might differ around the District. An 18.2% response rate was achieved which adds now strength to the LHNS as an important evidence base. This represents over 8000 people who responded.</p> <p>NHS is currently engaged in running a series of listening events around the county related to their <a href="#">Sustainability and Transformation Plan</a>. Transforming health and social care in Kent and Medway is a partnership of all the NHS organisations in Kent and</p>		

Sevenoaks District Community Plan Annual Monitoring Report, Year 1 (2016-19 Priorities), April 2016- March 2017

Ref	Key Success Measure	RAG	Quarter 4 (January to March – including full year 2016/17 data)	DOT	DOT comments
			<p>Medway, Kent County Council and Medway Council. We are working together to develop and deliver the Sustainability and Transformation Plan (STP) for our area</p> <p>Kent County Council have run a number of key consultations this year, including:</p> <ul style="list-style-type: none"> <li>• Health Services for Edenbridge</li> <li>• Older Persons Living with Dementia</li> <li>• Strategy for Adults with Autism in Kent</li> <li>• Your life, your well-being - Adult Social Care Strategy</li> </ul>		

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## THE EDENBRIDGE ECONOMIC STUDY

Economic and Community Development Advisory Committee - 3 October 2017

Report of                      **Lesley Bowles - Chief Officer for Communities and Business**

Status                         For information

Key Decision                No

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**Executive Summary:** The Edenbridge Economic Study considers the Edenbridge Town Centre now and looks at the way the population is likely to grow in the future. Allowing consideration of how best to support the future Economic Development of the area so that the town can thrive.

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**This report supports the Key Aim of:** Supporting and developing the local economy from the Corporate Plan and supporting the Dynamic and Sustainable economy priorities in the Community Plan.

**Portfolio Holder**        Cllr. Roddy Hogarth

**Contact Officer**        Emily Haswell - Economic Development Officer, Ext.7261

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

To be aware of the contents of the report as a framework for economic development in Edenbridge in the future and to note the suggestions for potential activities and actions to stimulate economic growth for the area.

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### **Reason for recommendation:**

The report combines statistical information, input from local stakeholders and examples of best practice from elsewhere. This will provide background to future economic growth of the area.

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### **Introduction and Background**

- 1     The report was commissioned by the Economic Development Team following discussions with Edenbridge Town Council. The Town Council has been involved in both setting and approving the brief and providing the local context to the appointed consultants, Regeneris Consultants. A wide group of stakeholders were engaged and provided input to the consultation.
- 2     Some key highlights from the statistical analysis include

## Agenda Item 9

- The importance of the manufacturing sector in Edenbridge was highlighted this makes up around a fifth of Edenbridge's employment. Jobs in the sector are more than twice as concentrated as the National average.
  - Edenbridge has a lower representation of medium and large size businesses than the wider area and a higher proportion of self employment.
  - Population growth in Edenbridge (14%) has been higher than that experienced across the wider Sevenoaks District (5%) and the figure for Kent (10%).
  - The skills statistics reveal that 26% of the working age population have a Level 4 qualification or higher. However 20% of the working age population have no qualifications. This is generally a weaker performance than the Sevenoaks District average but similar to Kent figures.
  - Edenbridge has a proportion of socially rented households (17%) that exceeds both the local authority (13%) and county level (14%) and also a higher level of house price growth than Sevenoaks and Kent.
  - Retail vacancy rates are higher than the National average and rents (£13 per sqft) significantly lower than the average level across Sevenoaks District (£21 per Sqft).
  - Edenbridge has one of the largest allocations of employment land in the Sevenoaks District. This is around Enterprise Way and Fircroft Way although feedback from the consultation indicated that much of the space is of low quality.
  - The challenge for the future is the predicted population growth, which is higher than previous levels of growth in the area.
- 3 The data above was discussed with key local stakeholders as part of the consultation. This has allowed the consultants to compare the local feelings and perceptions to the statistical analysis ensuring that the proposed actions are appropriate.
- 4 The priorities for action are organised into 4 themes, Place and Infrastructure, High Street and Services, Business and Employment and Community. These included a selection of quick wins, short term interventions and Medium to Longer term actions.
- 5 It is hoped that the Edenbridge Partnership and Edenbridge Economic Development group will be best placed to deliver actions given their strong local representation. The SDC Economic Development Team will continue to provide assistance as required.

## **Key Implications**

### Financial

There are no financial implications for the Council associated with the delivery of the suggested actions within the report as it is proposed that these are delivered and resourced locally by working in partnership with other organisations.

### Legal Implications and Risk Assessment Statement

There are no legal implications for delivery of the Edenbridge Economic Study Report and associated proposed actions.

### Equality Assessment

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

## **Conclusions**

- 6 The report has provided a good overview into the current and potential future situation in Edenbridge and given consideration to how the Economic Development of the area can be enhanced by a range of potential projects and actions. The next steps require the consideration of which actions are the best to stimulate economic growth and it is hoped that existing groupings can work to identify the resources and drive actions forward.

<b>Appendices</b>	Appendix A - Edenbridge Economic Study Report
<b>Background documents</b>	None

**Lesley Bowles**

**Chief Officer for Community and Business**

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# Edenbridge Economic Study

A Final Report by Regeneris Consulting  
July 2017

# Sevenoaks District Council

## Edenbridge Economic Study

July 2017

[www.regeneris.co.uk](http://www.regeneris.co.uk)

# Contents Page

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1.	<b>Introduction</b>	1
2.	<b>Study Background</b>	2
3.	<b>Edenbridge: Current Socio-Economic Context</b>	8
4.	<b>Edenbridge's Economic Functions</b>	25
5.	<b>Growth and Regeneration</b>	31
6.	<b>Edenbridge: Strengths, Opportunities, Weaknesses and Threats</b>	35
7.	<b>Framework for Future Action</b>	36
8.	<b>Moving Forward</b>	53

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# 1. Introduction

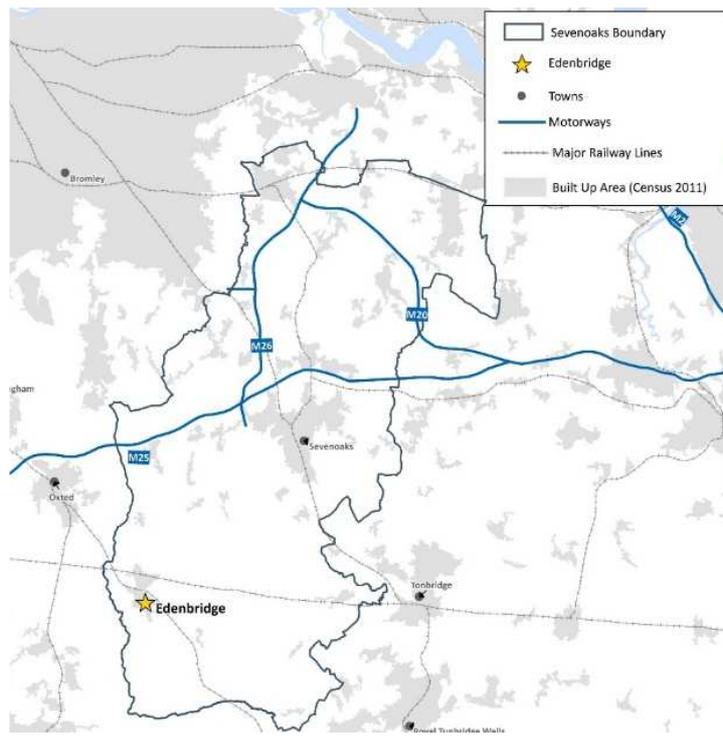
1.1 Edenbridge is a historic town located within the district of Sevenoaks in west Kent.

1.2 The town's primary function is as a local service centre, serving the resident population and the surrounding rural catchment. In addition, the town is home to a number of industrial areas – most notably at Fircroft Way to the north of the town centre.

1.3 The town is well connected: it is served by two rail train stations providing links to London to the north and to Uckfield and Tonbridge to the south and east.

1.4 The town is situated within the heart of the picturesque Eden Valley, and is located in proximity to a number of major visitor attractions including Hever Castle and Chiddingstone

Figure 1.1 Edenbridge and Surrounds



## Report Purpose and Approach

1.5 Regeneris Consulting was commissioned by Sevenoaks District Council to undertake an economic review of Edenbridge, the purpose of which was to:

- Examine the current socio-economic characteristics and performance of Edenbridge
- Explore opportunities to enhance economic vitality in the town in the future.

1.6 The research draws on a review of socio-economic indicators and statistics. A partner workshop was held in Edenbridge in March 2017 during which the evidence was tested and aspirations for the future, including ideas for intervention were explored. The workshop was attended by officers and councillors from Sevenoaks District Council and



Edenbridge Town Council, as well as business, community representatives and residents. The discussions held and feedback received has directly informed the contents of this report.

## 2. Study Background

- 2.1 The research has also been informed by a detailed review of relevant policy and strategy; this provides both a platform on which to build, but also a framework when considering future strategy and potential for intervention.
- 2.2 A summary of the most important documents is provided below.

### The Local Context

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#### Sevenoaks District Council Core Strategy (March 2011)

- 2.3 The Sevenoaks District Council Core Strategy (February 2011) sets out the overarching vision and policies for future development in the District until 2026. It outlines how sustainable growth will be accommodated in Sevenoaks Districts' existing urban settlements and how the protection of the natural environment of the area will be a priority.
- 2.4 The strategy states that the Sevenoaks District will deliver up to 3,300 additional dwellings over the plan period 2006–2026.
- 2.5 The strategy aims to retain Edenbridge's role as a service centre serving its surrounding villages through its range of shops, services and employment. The strategy commits to achieve this through the retention of existing suitable employment sites with the opportunity for regeneration and redevelopment if this will better meet the needs of business.
- 2.6 The strategy states that demand for employment land can be largely met within existing employment locations (including those in Edenbridge) provided the great majority of these sites are retained in employment use.
- 2.7 Improving services for visitors to Edenbridge is also a commitment set out in the strategy, including the support of a new hotel should a proposal come forward on a suitable site.



- 2.8 In terms of transport, a focus is placed on maintaining and improving capacity on peak train services, increasing the number of destinations accessible via train services and improving facilities for walking and cycling in the area.

### **Sevenoaks District Emerging Local Plan (2015–2035)**

- 2.9 The Council is currently in the process of preparing a new Local Plan for the District, which will cover the period 2015 to 2035, this will detail the overarching principles that will shape the development of the District and will promote sustainable development that will meet the needs of current and future generations. The Council is currently preparing for an Issues and Options paper for consultation in Summer 2017 with the aim for the plan to be fully adopted by Summer 2019.
- 2.10 The new local plan will factor in a range of documents already produced for Sevenoaks District, several of these of relevance are detailed below:

### **Sevenoaks District Retail Study (November 2016)**

- 2.11 The Retail Study provides an up to date evidence base on the existing and future roles and performance of Sevenoaks Town, and Service Centres and assesses future demand for retail floorspace in the District over the period to 2035.
- 2.12 Edenbridge is defined by the study as a Rural Service Centre, reflecting its small traditional nature and central activity focused along the town centre. The study uses 2014 Venuescore rankings which classes Edenbridge as 'upper middle'; suggesting it has a high-quality retail offer.
- 2.13 The town's Waitrose is noted as providing an anchor store function, despite its disconnection from the high street, the town is also notably served by several other convenience goods retailers such as Tesco Express and Boots. The importance of these is further confirmed through a survey of town centre users which suggested that 44 percent of town centre users were visiting Waitrose and 41 percent were visiting Tesco.
- 2.14 Using Experian data from December 2013 the study details a vacancy rate of 14 percent, above the national average of 11 percent.
- 2.15 The study recommends that going forward the Council continue to classify Edenbridge as a Rural Service Centre, as the area is performing consistently with its role and function in the retail hierarchy.



- 2.16 Moreover, the study recommends that the Council should support its network of Service Villages as locations for meeting basic day-to-day shopping needs and to support in principle applications which seek to improve provision of day-to-day facilities. The role of farm shops should also be supported as they make an important contribution to the rural economy and applications for the enhancements/improvements of facilities should be supported in principle.

### **Sevenoaks Economic Needs Study (August 2016)**

- 2.17 The economic needs study is a joint study for Sevenoaks District and Tunbridge Wells Borough Council and recognises Edenbridge as one of several locations for growth across Sevenoaks District.
- 2.18 The study finds that Sevenoaks District and Tunbridge Wells host a diverse business base which has supported employment and productivity growth over recent years. The report also suggests the districts are an attractive area for professional, scientific and technical businesses and a strong location for business start-ups and self-employment.
- 2.19 There are currently 27 sites allocated for employment use in Sevenoaks District, totalling 75.5 hectares. The study calculates losses of industrial land (B1c/B2) within the district between 2033 and 2035 which results in an objectively assessed need for 14ha of employment land over the same period.
- 2.20 Edenbridge has two sites allocated as employment land covering a total area of 20.4 hectares. The Station Road area in Edenbridge (which covers the Fircroft / Enterprise Way industrial areas) is identified as the largest of the sites across Sevenoaks District at 18.8 hectares, totalling around 24% of the District's total employment allocation area alone.
- 2.21 There are a series of challenges facing both occupiers and owners of employment land in the area, due to significant demand pressure for more valuable residential development and strong competition from other regional centres.
- 2.22 The lack of suitable land and premises is an issue frequently raised by stakeholders, alongside the poor availability and reliability of digital infrastructure in rural areas.

### **Sevenoaks Economic Impact of Tourism (November 2016)**

- 2.23 The report finds that in 2015 there was £180 million spent by tourists visiting Sevenoaks District on the back of 3.9 million trips undertaken to the area.



- 2.24 A review of staying visits within the county context suggests that in 2015 there were 231,000 staying trips to Sevenoaks District. Comparatively this sees Sevenoaks District receiving the third lowest number of overnight visitors across all of Kent's Districts. An increase in hotel provision in Edenbridge may offer a means to increase the appeal of Sevenoaks District as a tourist location and provide an opportunity to increase the levels of overnight visitors.

### **Edenbridge Neighbourhood Plan (Consultation Draft 2016)**

- 2.25 Edenbridge Neighbourhood Plan is currently under consultation. The plan indicates that opportunities for further housing beyond existing local plan commitments within the confines of the town are limited, due to the scale of recent developments in the area such as St John's way, which has permission for 300 dwellings on greenfield land. The draft offers support for the affordable housing policy put forward by the local plan.
- 2.26 Protecting Fircroft Way and Hever Road as key employment areas are listed as a priority in the draft plan with a recognition that they provide the only significant employment opportunities at present in the area.
- 2.27 There is also a commitment within the document to support employment opportunities on mixed use development sites providing that the use proposed would not have a detrimental effect on the environment or wellbeing of the people in neighbouring properties.
- 2.28 High street vitality should be maintained and enhanced through supporting development that improves the range and quality of shopping and related facilities in the town centre. This includes allocating the Leathermarket site for redevelopment which includes ground floor uses that will contribute to the town centre and improve the local environment.
- 2.29 The plan acknowledges the lack of overnight visitor accommodation in the town and the adverse impact this has on the areas tourist economy and as such sets out policies which will support development that increases the amount of available overnight accommodation in the plan area.

### **The Wider Context**

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- 2.30 Edenbridge is also influenced by the wider strategic context – particularly in terms of the aspirations and activities of Kent County Council and the South East Local Enterprise Partnership.



## Vision for Kent 2012–2022

- 2.31 This paper sets the challenges facing Kent and the priorities for the County. The vision outlines three countywide ambitions to: grow the economy, tackle disadvantage and put citizens in control.
- 2.32 Central to the ambition to grow the economy is a commitment to invest in critical infrastructure and provide access to high speed broadband to all, encouraging economic growth in rural areas. Alongside this the vision prioritises offering an increased range of learning opportunities and internships to ensure that Kent residents have the skills to meet future business need.
- 2.33 The document recognises that whilst the quality of life across Kent is generally high, this often masks some areas in the county, including smaller pockets in otherwise better-off parts that are impacted by disadvantage. The plan commits to tackle this by reducing the number of Kent residents claiming out-of-work benefits and to ensure that residents have a choice of high quality services that tackle disadvantage, particularly within health, social care and housing.

## South East LEP Strategic Economic Plan (2014)

- 2.34 The South East LEP Strategic Economic Plan affirms that the central factor that London plays within the LEP's economy, with over 10% of the LEP's residents working in the capital and much higher concentrations within a number of individual districts such as Sevenoaks. The SEP highlights the strong representation of ports, transport and logistics firms and life science clusters within the South East LEP.
- 2.35 Taking into account the LEPs relationship with London and their economic performance, the SEP projects a 6.9% rise in the LEPs population between 2016 and 2021, resulting in both local natural growth and net in-migration from elsewhere in the UK, particularly London.
- 2.36 The plan identifies improving skills as a key means to achieve the LEPs growth ambitions, with many of the areas priority sectors struggling to recruit appropriately skilled adults and work ready young people. As such the plan details an ambition to increase apprenticeships across the LEP through incentivising employers to recruit apprentices and focusing on advanced internships and progression routes from traineeships.
- 2.37 Housing is recognised as a central challenge across the LEP area, where demand for housing is exceeding supply. Between 2011 and 2021 the LEP projects that there will be



## Agenda Item 9

Edenbridge Economic Study

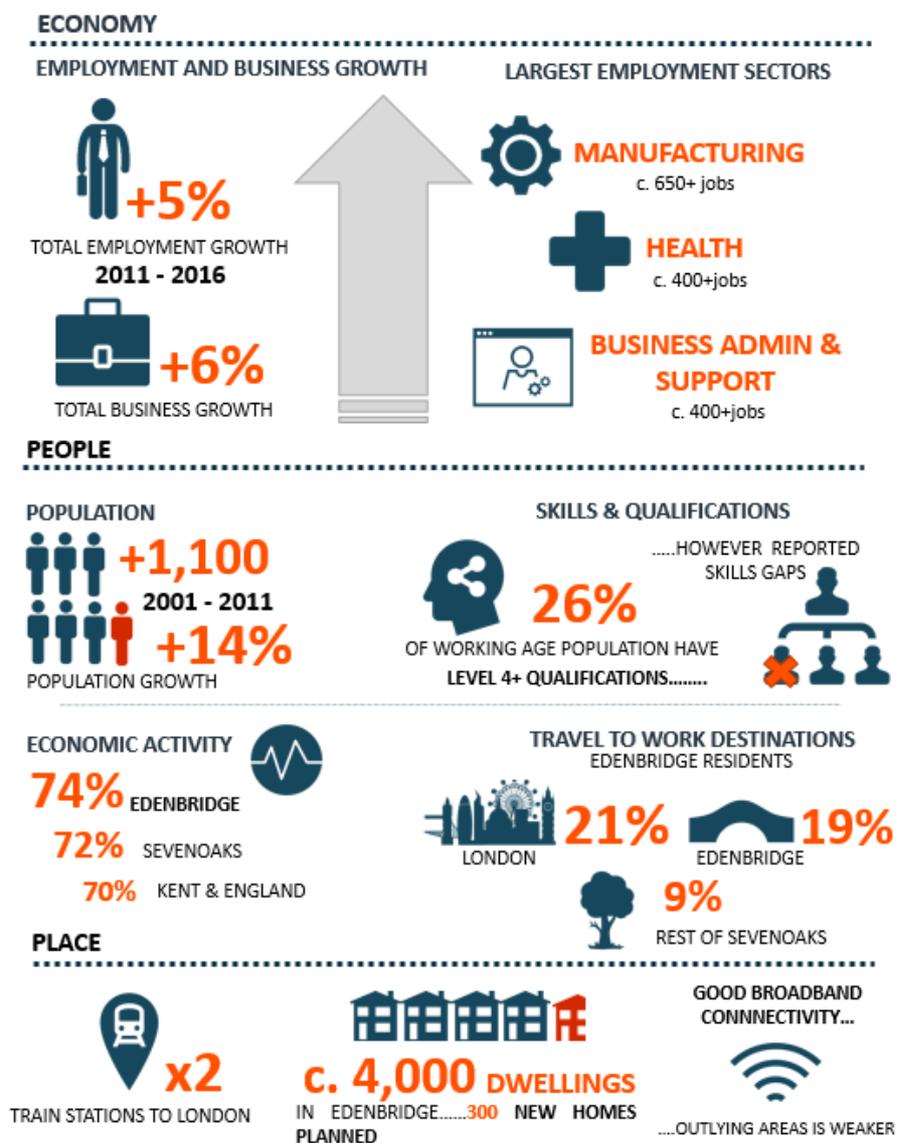
almost 200,000 more households within the LEP area, an average of 20,000 per annum. To ensure these targets are met the LEP is seeking to ensure that sufficient land is available for residential development and working closely with local authorities to work out how best to bring forward public land for residential development.



### 3. Edenbridge: Current Socio-Economic Context

- 3.1 This chapter provides an overview of the socio-economic characteristics and performance of Edenbridge, drawing on a range of official datasets and sources. Comparisons have been made between Sevenoaks District, Kent and England.
- 3.2 Headlines from the evidence are summarised in the infographic below.

Figure 1.2 Edenbridge: Summary of Socio-Economic Characteristics



Source: Regeneris Consulting



## The Economy

- 3.3 At the headline level, the Edenbridge economy has performed well in recent years, registering a small amount of growth. The town’s economy is largely based around manufacturing and industry on the industrial estates, and services and amenities in the town centre.

### Economic Overview

- 3.4 Edenbridge contains around 3,500 jobs and 600 businesses. The economy has seen a small amount of growth in recent years: employment has increased by around 5% since 2010 (200 jobs in total), and the number of businesses has increased by around 6% (around 50 in total) since 2011.
- 3.5 As Table 1.1 shows, these growth levels are modest in the wider context. Between 2010 and 2015 Edenbridge was out performed by all of its broader geographical comparator areas, with markedly higher levels of growth seen across Sevenoaks District (20%). The same pattern is evident when reviewing business growth, where Edenbridge was outperformed by Sevenoaks District (14%), Kent (17%) and England (20%). However, this is to be expected based on the comparative size of Edenbridge.

Table 1.1 Economic Overview

Employment Change 2010–2015				
	Edenbridge	Sevenoaks District	Kent	England
Total Employment 2010	3,300	45,700	582,800	23,982,000
Total Employment 2015	3,500	51,500	622,500	25,698,800
Job Growth 2010 –2015	5%	20%	7%	7%
Business Change 2011–2016				
Total Businesses 2011	560	6,350	59,290	2,161,190
Total Businesses 2016	590	7,200	69,120	2,594,780
Business Growth 2011 –2016	6%	14%	17%	20%

Source: Business Register and Employment Survey 2016 & UK Business Count 2016

### Sector Profile of the Economy

- 3.6 Headline data showing the current sectoral profile of Edenbridge and its relative change between 2010 and 2015 is presented in detail in Figure 1.3.



3.7 The largest business sectors in Edenbridge are the professional, scientific and technical sector (100), construction sector (75), arts & entertainment sector (55) and business administration sector (55).

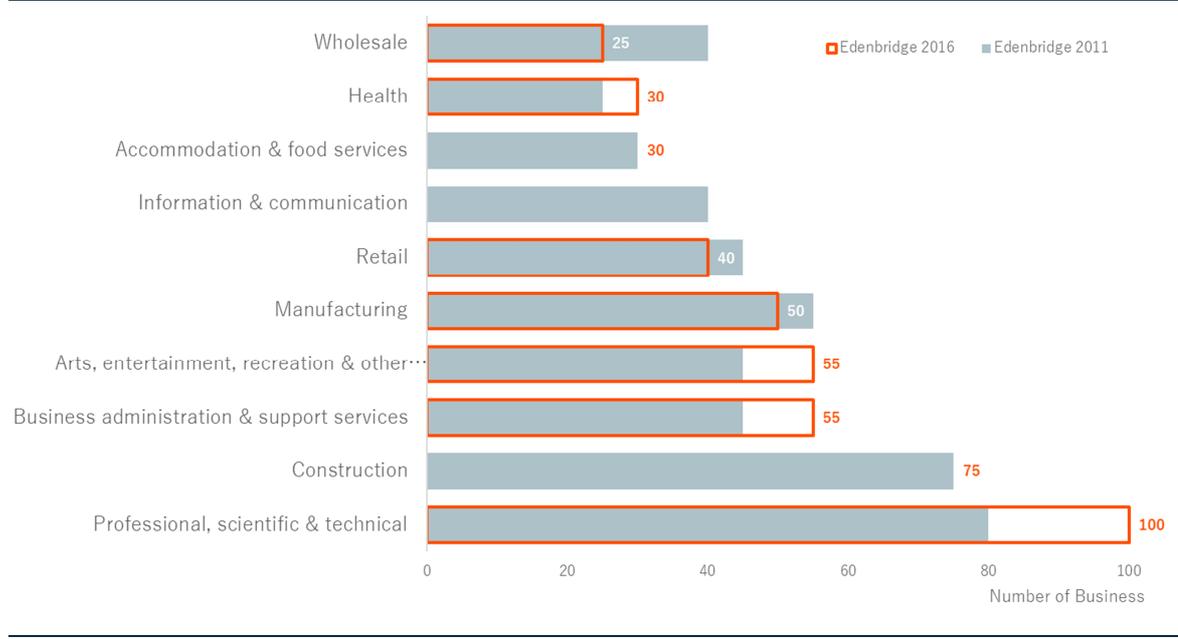
3.8 However, many of these sectors are less significant in employment terms: Edenbridge’s largest employment sectors are Manufacturing (670), Health (410), business administration (410) and retail (320). These employment strengths can be directly linked to a number of economic assets and functions in the town, namely the industrial estates, the hospital, and the town centre.

3.9 The performance of different sectors has been mixed in recent years:

- In employment terms, the town has seen strong growth in the business admin and support, health, retail and construction sectors, but contraction in manufacturing and wholesale activities
- In business terms, the town has seen growth in the professional services, business admin and support and arts and entertainment sectors. Again there has been contraction in the manufacturing and wholesale sectors, and also the retail sector.

3.10 Employment growth in the retail sector (offset against wider contraction in the business base) may reflect the arrival of Waitrose in the town, a significant employer.

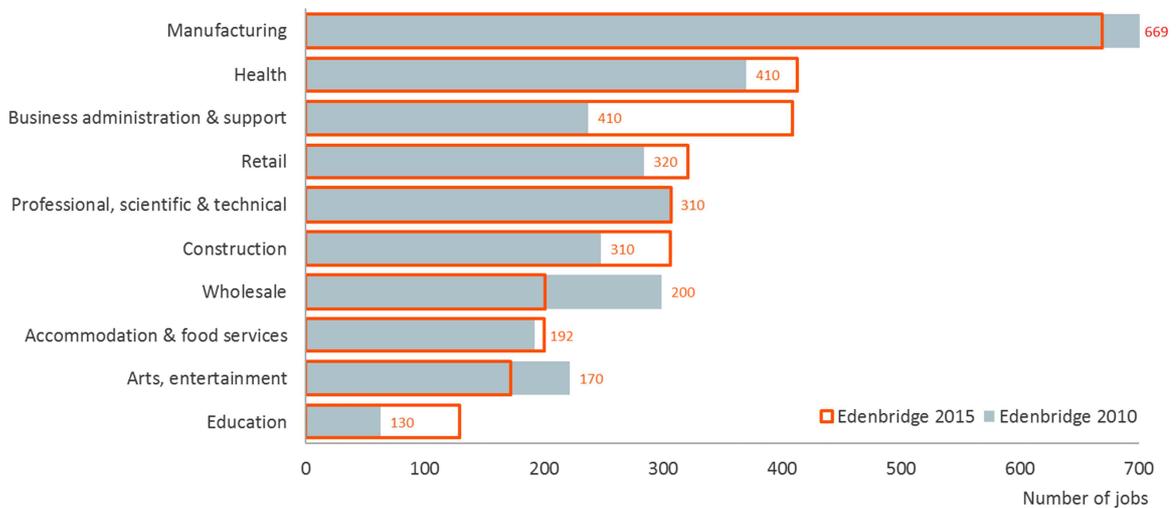
Figure 1.3 Edenbridge Businesses by Sector 2011–2016



Source: UK Business Count 2010 and 2015



**Figure 1.4 Edenbridge Employment by Sector 2010 – 2015**



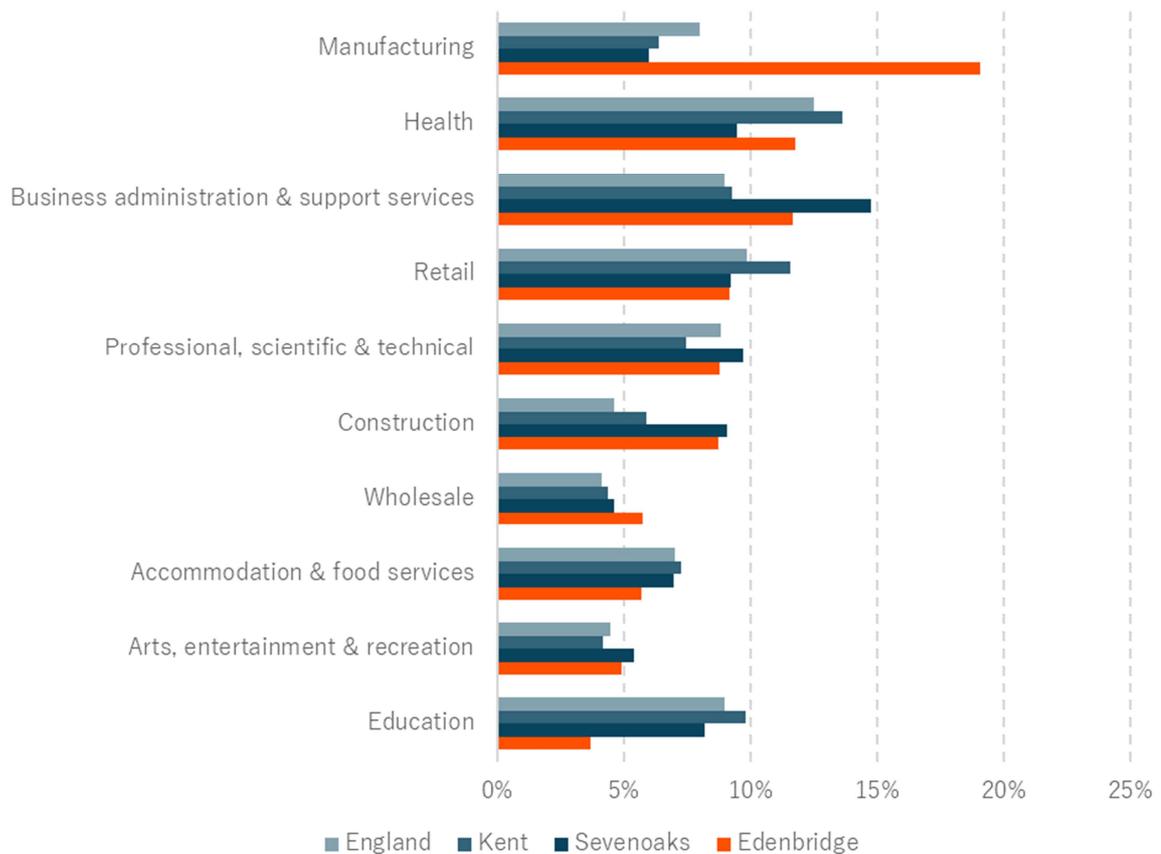
Source: Business Register and Employment Survey 2010 and 2015

3.11 A review of sector specialisms highlights the importance of the manufacturing sector. It accounts for around a fifth of Edenbridge’s total employment base and is highly specialised locally: it has a location quotient (LQ)<sup>1</sup> of 2.4, meaning that jobs in the sector are more than twice as concentrated locally than the national average. Other sectors where Edenbridge shows notable specialisation is within the construction (LQ 1.9) and wholesale (LQ 1.4) sectors.

<sup>1</sup> A Location Quotient (LQ) is a measure of concentration of activity in one area, compared to another. In this case sector characteristics in Edenbridge have been compared to England where a LQ of higher than 1.0 indicates a higher degree of specialisation in the area.



Figure 1.5 Proportion of Total Employment 2015



Source: BRES, 2015

### Businesses and Enterprise

3.12 The spatial distribution of businesses largely reflects around the commercial function that they provide. Retail premises are primarily concentrated along Edenbridge High Street. Offices premises follow a similar pattern, however have a modest representation along Mill Hill to the south and Station Road and Fircroft Way Industrial Estate to the north. Industrial premises are largely concentrated to the north of the town centre around the Fircroft Way Industrial Estate and to the south of the town centre around Hever Road.

#### Business Size

3.13 Edenbridge’s business base is characterised by a large proportion of micro (87%) and small businesses (11%), which reflects the profile of the Sevenoaks District. The area has a larger proportion of micro businesses than the county (85%) and national (84%) levels.

3.14 Reflecting this, Edenbridge has a lower representation of medium and large sized business than is average across wider areas.



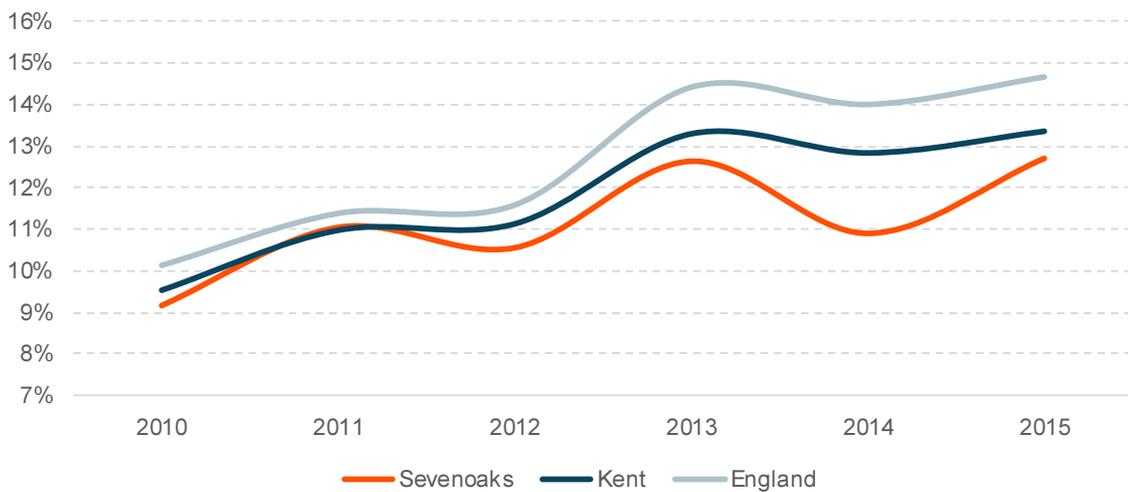
	Edenbridge	Sevenoaks District	Kent	England
Micro (0 to 9)	87%	88%	85%	84%
Small (10 to 49)	11%	10%	13%	13%
Medium-sized (50 to 249)	1.7%	1.6%	2.4%	2.6%
Large (250+)	0.0%	0.2%	0.3%	0.4%

Source: UK Business Count 2016

**Business Starts**

3.15 In 2015, there were 890 businesses starting up in Sevenoaks District, representing 13 percent of the area’s total active enterprises. As Figure 1.6 shows this is a similar rate to that seen across Kent (13%) and slightly below the national level (15%). Sevenoaks District has experienced comparatively similar growth in business births between 2010 and 2015 to its broader comparator areas, with a 3.5 percent growth seen over the period in Sevenoaks District – a rate matched by Kent (3.8%) and marginally exceeded by England (4.5%).

Figure 1.6 Percentage of start-ups to active enterprises 2010–2015



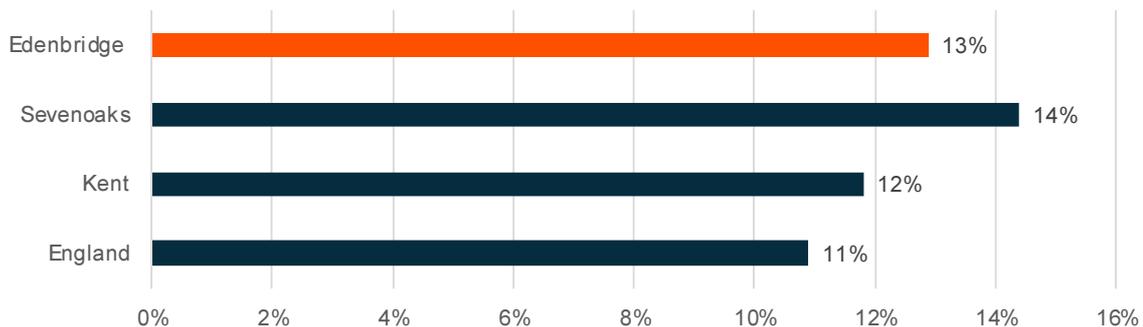
Source: Business Demography Dataset ONS, 2015

**Home Working**

3.16 Edenbridge performs comparatively well in terms of levels of homeworking. At the time of the last census, 13 percent of Edenbridge’s workforce stated that they primarily worked from home. Whilst this is a marginally lower level than that seen at the Sevenoaks District level (14%) this is higher than that of Kent (12%) and England (11%).



Figure 1.7 Proportion of Employed Residents Working Primarily from Home

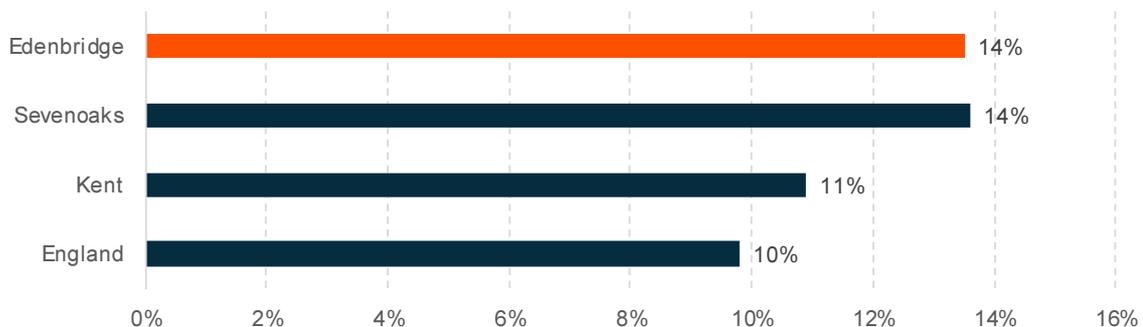


Source: Census 2011

**Self-Employment**

3.17 The latest available data at the local level (Edenbridge) is from the Census 2011, which indicates 870 people were registered as self-employed; representing 14 percent of the workforce. This data suggests Edenbridge has a larger proportion of self-employment than that seen at the county (11%) and national level (10%), as shown in Figure 1.7.

Figure 1.8 Self-Employment 2011



Source: Census, 2011

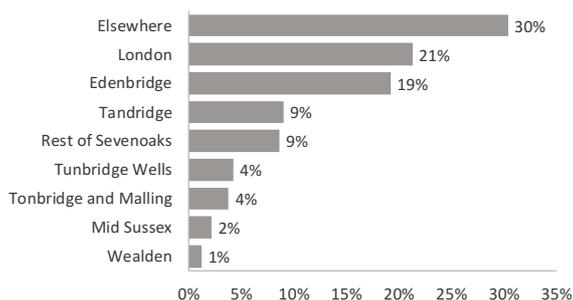
3.18 The Annual Population Survey 2016 provides more up-to-date statistics on self-employment however this is only available at the district level. Self-employment has risen to 19 percent of the workforce, which would suggest the number of people in self-employment is continuing to increase across the district.



### Travel to Work

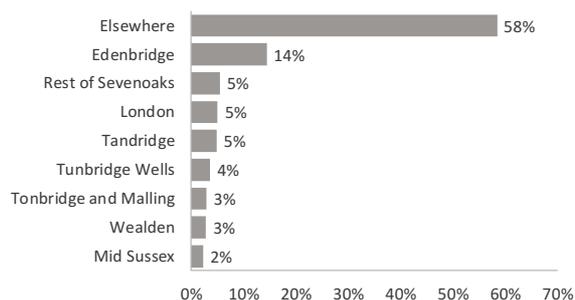
- 3.19 Census 2011 Travel to Work data shows that over 2,800 people commute into Edenbridge, compared to over 3,400 who commute out. This represents a net outflow of 600 people. There around 830 Edenbridge employees who live within Edenbridge itself.
- 3.20 As Figure 3.19 shows, 28 percent of Edenbridge residents work in the Sevenoaks District area, with 19 percent of these residents working in Edenbridge. Over half of residents (51%) commute outside of Sevenoaks District and its neighbouring local authorities to work in London (21%) or elsewhere (30%). This distance of travel to work, again reinforces Edenbridge as a desirable place to live, but with limited work opportunities, which suggests that residents take advantage of the areas railway linkages and proximity to the M25.

**Figure 1.9 Employment Destination of Edenbridge Residents**



Source: Census (2011) Location of usual residence and place of work

**Figure 1.10 Home Location of Edenbridge Employees**



Source: Census (2011) Location of usual residence and place of work

### Economy: Feedback from Consultation

Feedback received via consultation was largely consistent with the statistical evidence presented. Feedback included:

- A growing presence of creative activities on outlying farms following the conversion of farm buildings to accommodate small businesses
- Despite some farm diversification resulting in the provision of start-up and small business space in outlying areas there is still currently a lack of this type of space.
- However, there are possible opportunities at a number of locations across Edenbridge for new workspaces and work hubs. Helping accommodate small



businesses and start-ups within the area and encouraging further diversification of the Edenbridge economy.

- Given the employment space available on the industrial estates and good transport links Edenbridge could be better marketed outside of the area as a place to do business.

## People and Social Inclusion

- 3.21 At the overarching level, Edenbridge is home to a relatively prosperous community, which performs well against a number of labour market indicators. That said, these overarching findings mask more local variations, and consultation has highlighted localised challenges in terms of skills, barriers to work and pockets of deprivation.

### Population

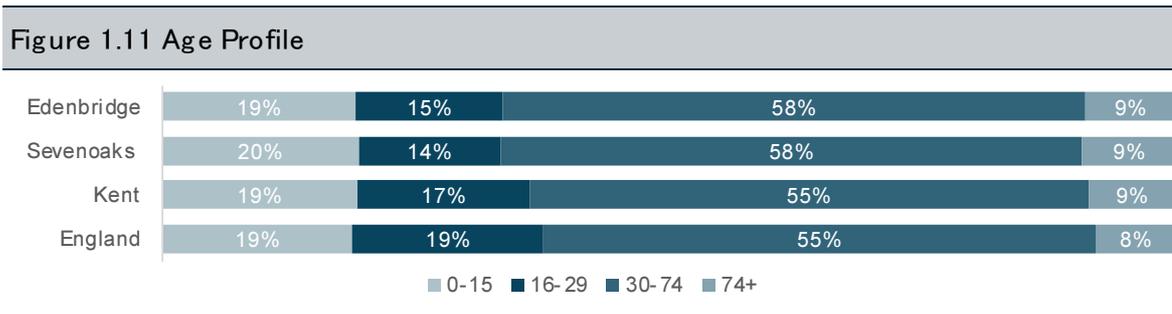
- 3.22 Table 3.1 below summarises population and demographic data for Edenbridge and surrounding benchmark areas at varying geographical scales.
- 3.23 There are currently around 8,900 people living in Edenbridge. Between 2001 and 2011 the population of Edenbridge has grown markedly. Edenbridge has grown by 14%, a percentage increase markedly higher than that experienced across the wider Sevenoaks District (5%) Kent (10%) and England (8%) over the same period.

	Edenbridge	Sevenoaks District	Kent	England
<b>Overall Population</b>	8,900	114,900	1,463,700	53,012,500
<b>Percentage Change</b>	14%	5%	10%	8%

Source: 2011 Census & 2001 Census

- 3.24 The age profile of Edenbridge broadly reflects that of the wider population of Sevenoaks, Kent and England, where 73 percent of its residents are of working age (Figure 1.11).

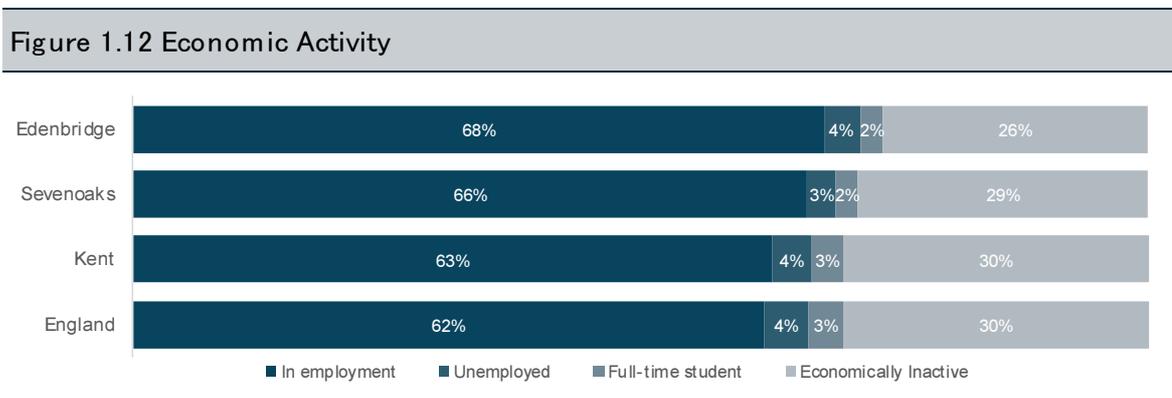




Source: 2011 Census

## Economic Activity and Employment

- 3.25 Economic activity refers to an individual either who is in employment, education or is unemployed but seeking work and provides a good indication of relative economic performance.
- 3.26 In terms of economic activity rates Edenbridge performs strongly. According to data from the last census, 74 percent of Edenbridge residents are economically active, outperforming the district (72%), county and national levels (70%).
- 3.27 A breakdown of this economic activity is portrayed below in Figure 1.12, of the 74 percent of Edenbridge’s economically active residents, 4 percent are unemployed and seeking work and 2 percent are studying full time – proportions which broadly reflect the wider comparator geographies listed.



Source: Census 2011

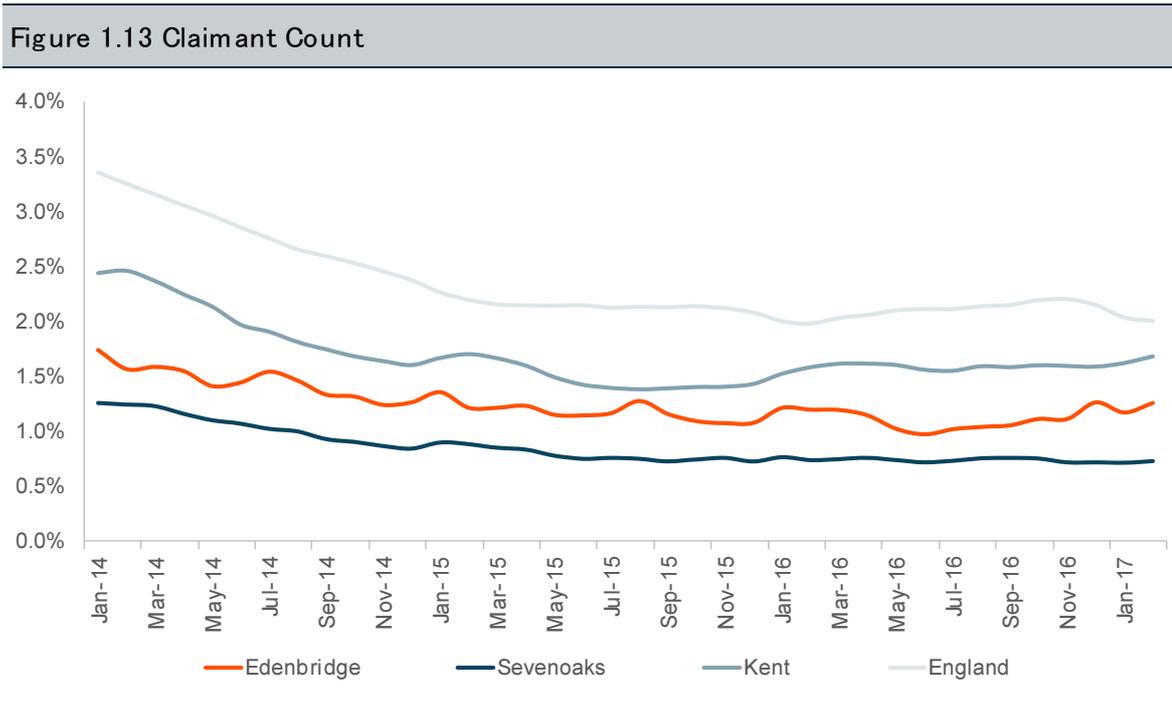
## Claimant Levels

- 3.28 Whilst the Census 2011 gives us the most up to date picture in terms of economic activity, claimant data provides an up to date picture of worklessness at the local level.



3.29 At the last count in 2017, 1.3 percent of Edenbridge’s working age population were claiming out of work benefits. Whilst this is a higher rate than the rest of Sevenoaks District (0.7% ), it lies below the county (1.7% ) and national (2% ) levels.

3.30 Since 2014 the levels of claimants in Edenbridge have remained consistent between 1.7 percent and 1.1 percent, with an overall decline of 0.6 percent over the period. Over this period, the levels of claimants have consistently remained above Sevenoaks District and below Kent and England wide levels (Figure 1.13).



Source: ONS Claimant Count by sex and age, 2017

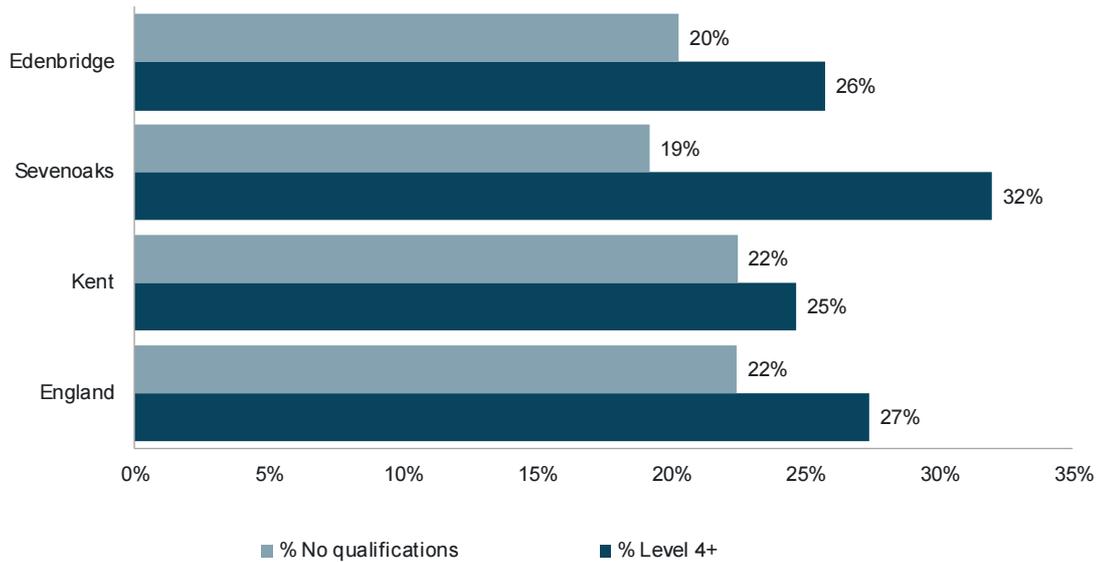
**Skills**

3.31 The skills base of Edenbridge broadly reflects that of its wider comparator geographies. At the time of the last census, over a quarter of Edenbridge’s working age population (26% ) held a Level 4 qualification<sup>2</sup> or higher. Conversely, 20% of the working age population in Edenbridge possessed no qualifications. Generally speaking, this performance is weaker than the Sevenoaks District average, but similar to wider comparators (Kent and England).

<sup>2</sup> Level 4+ qualifications such as certificate of higher education, higher apprenticeship, Level 4 NVQ, foundation degree, degree with honours, masters etc.



Figure 1.14 Qualifications



Source: 2011 Census

**Income**

3.32 ONS Small Area Income Estimates 2014 within Edenbridge reveal that in 2014 average household income was around £880, below that of the Sevenoaks District average of around £969, yet above the county (£816) and national level (£767).

Figure 1.15 Average Weekly Household Income 2013–2014



Source: ONS Small Area income estimates 2014

3.33 Alternative data from the Annual Survey of Hours and Earning (ASHE) provides up to date information on weekly resident income, however this is only available at the district level. This data allows a comparison to be made between workplace and resident median earnings. Sevenoaks District shows a stark contrast between the wages of local residents and those employed in the area.



3.34 As Figure 1.16 shows there is around a 10 percent difference between the earnings of residents (£585 per week) and the earnings of those who work in Sevenoaks District (£526 per week). This is a disparity greater than that seen within Kent (6%). Sevenoaks District has a markedly higher disparity in comparison, suggesting that it's a desirable place to live, yet a place with lower paying work opportunities than surrounding areas. This disparity in income could be due to the proximity of Sevenoaks District to London, which results in large proportion of residents commuting out of the District to work.

Figure 1.16 Workplace and Resident Earnings 2016



Source: Annual Survey of Hours and Earnings (ASHE) 2016

**People and Social Inclusion: Feedback from Consultation**

Feedback received via consultation was largely consistent with the statistical evidence presented. However, a number of specific challenges were highlighted:

- localised challenges around barriers to work such as; time management, life skills and confidence to gain employment
- employers find it difficult to fill vacant posts from the local labour pool: this relates both to ability to fill lower skilled and often lower paid vacancies, but also ability to fill vacancies requiring higher skills levels
- lack of a secondary school means people travel away from Edenbridge for their education; this has an impact on where local people spend their time and money
- the Business Innovation Zone (BIZ) has been established to help bridge the gap between employers and the local labour pool.



## Place and Infrastructure

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- 3.35 As a place, Edenbridge benefits from its historic character, its location and its connectivity. However, the research has highlighted a number of place based challenges faced locally.

### Transport

- 3.36 Edenbridge is served by two railway stations. Edenbridge Town Station lies closest to the town centre and high street and provides a minimum hourly service into London Bridge via East Croydon daily, the station served around 20,000 users between 2015 and 2016<sup>3</sup>. Edenbridge Station is located on Albion Way towards the north of the town and similarly provides a minimum hourly service into London Bridge via Croydon and Redhill, the station served around 19,000 users between 2015 and 2016. There are three bus operators providing around nine different bus services<sup>4</sup> in the area. Edenbridge also lies a 15-minute drive from the nearby M25.
- 3.37 As Figure 1.17 and Figure 1.18 illustrate accessibility is greatly dependent on access to different forms of transport. Whilst public transport provides good levels of accessibility to several key employment hubs, such as Central London and Croydon much of rural areas of Edenbridge remain isolated and disconnected for those without access to a car.

<sup>3</sup> Office of Rail and Road, Estimates of Station Usage 2015 and 2016.

<sup>4</sup> Traveline South East & Anglia, 2017; Services include; 231, 232, 233, 234, 236, 238, 404, 540, 646



Figure 1.17 Travel time – 30-minute drive (left) and 1 hr public transport (right)



Source: [www.gettraveltim.com](http://www.gettraveltim.com). Note: Travel times taken from an 8am departure from Edenbridge Town Centre

### Broadband & Mobile Connectivity

3.38 Broadly speaking Edenbridge is well served by both broadband and mobile networks. As

shows, superfast broadband is available across the majority of Edenbridge’s urbanised areas, with some localised pockets of standard connectivity available. Notably, Edenbridge’s main employment areas along the High Street, Fircroft Way and Hever Road are all well served by superfast connectivity.

Edenbridge is not yet served by ultrafast

connectivity, which is still yet to gain traction nationally. However, the weaker connectivity seen in surrounding village and farms may impact on businesses and communities in these areas.

Figure 1.18 Edenbridge Broadband Availability



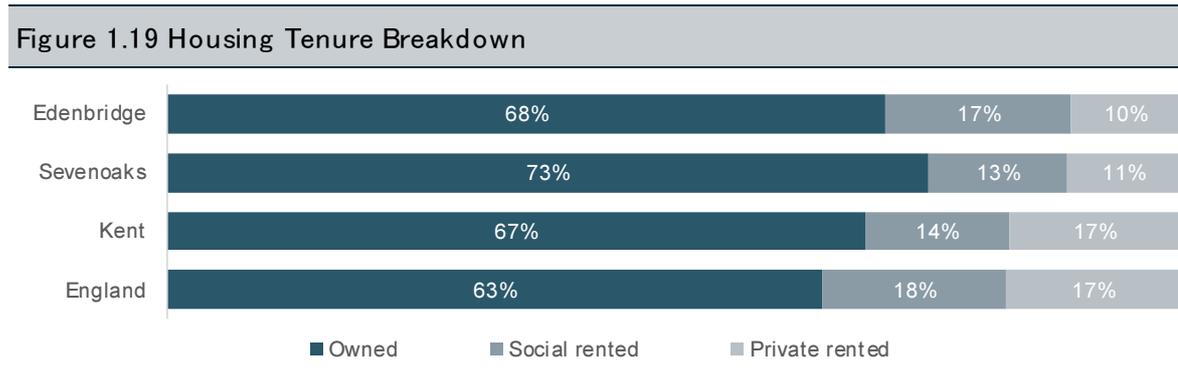
Source: Ofcom: Broadband Availability



**Housing**

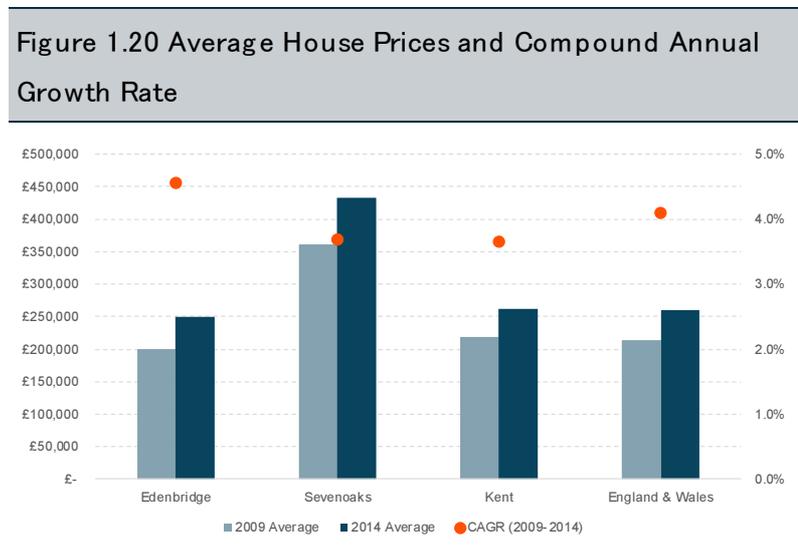
3.39 There are around 3,900 households in Edenbridge, over 50 percent of which are detached and semi-detached houses, and roughly a quarter are terraced and flats respectively.

3.40 As Figure 1.20 illustrates, the breakdown of tenure across Edenbridge differs slightly to that seen at local and regional geographies. Edenbridge has a proportion of socially rented households (17%) that exceeds both the local authority (13%) and county (14%) level.



Source: Census 2011

3.41 The latest available data from the ONS shows that in 2014 house prices in Edenbridge were on average around £250,000, with house prices rising year on year except for a slight decline in value in 2013, an increase representing a compound annual growth rate (CAGR) of 4.6% (Figure 1.20).



Source: Land Registry, 2017

3.42 Comparatively, property prices in 2014 within Edenbridge broadly reflect the county (£262,000) and national picture (£261,000) and yet are markedly below that seen across Sevenoaks District (£433,000). However, Edenbridge’s compound annual growth rate (CAGR) in terms of house prices between 2009–2014 show that Edenbridge has experienced a higher level of growth (4.6%), than that of all of the broader comparator geographies (Figure 1.20).



**Place and Infrastructure: Feedback from Consultation**

Feedback received via the consultation was largely consistent with the evidence presented above. Number of additional challenges were also highlighted:

- Proximity to River Eden poses flood risk threats – investment in flood defence is needed to reduce flood risk and potential damage to local infrastructure and the economy
- Perception of increased crime and community safety issues; specifically, anti-social behaviour in and around the town centre
- Lack of provision for secondary school children has an adverse impact for local people and also the economy



## 4. Edenbridge’s Economic Functions

4.1 This chapter focuses on Edenbridge’s three core economic functions and opportunities: the town centre, the industrial areas, and the visitor economy.

### Edenbridge Town Centre

4.2 Edenbridge High Street is a small, traditional town centre, characterised by a range of small independent retailers and several larger national chain stores. The built environment across the high street is generally of a high quality, with the well-kept dated buildings providing a traditional old village feel.

4.3 The high street is recognised as a Rural Service Centre for Sevenoaks District due to its localised catchment area, which typically serves local residents<sup>5</sup>.

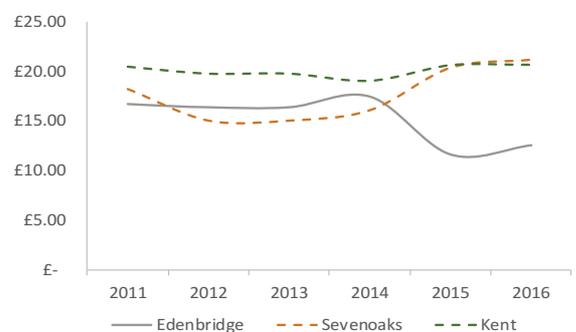
4.4 Venuescore ranks Edenbridge with a market position of ‘upper middle’ suggesting that the high street possesses a high-quality retail offer with a good range of services for the size of the settlement.

4.5 Goad survey data suggests that vacancy rates are around 14.6% which is higher than the national average (11.2%). However, it is thought vacancy rates have decreased due to a number of units becoming occupied recently.

Figure 1.21 Edenbridge High Street



Figure 1.22 Vacancy Rates



<sup>5</sup> Sevenoaks District Retail Study 2016



- 4.6 As highlighted by Figure 1.22, retail rents in Edenbridge currently lie around £13 per sq ft, a lower level than that seen across Sevenoaks District and Kent respectively (£21). Rents in Edenbridge have decreased by around 25% since 2011, with a marked decline notable between 2014 and 2015. Source: CoStar
- 4.7 The recent District Retail Study conducted in 2016 recognises the importance of supermarkets in attracting town centre users. A survey conducted as part of the study found that 44% of town centre users were primarily visiting Waitrose and 42% primarily coming to the high street to visit Tesco.
- 4.8 There is a long-standing market that takes place in Edenbridge every Thursday which sells a range of clothing, household items and food. Anecdotal evidence suggests that over recent years the market has decreased in size.
- 4.9 There are satisfactory levels of parking provision within the town centre. According, to retail study research, 79 percent of respondents could park in their preferred car park, a finding that is corroborated through anecdotal evidence and consultation responses. However, the point has been raised that a lack of regulation of car parking spaces is leading to over staying and a lack of turnover in convenient car park spaces. To help inform any future decisions regarding car parking further in-depth surveys and research are required to get an accurate picture of the demand and supply balance within the town centre.

### High Street Feedback from Consultation

Feedback received via the consultation was largely consistent with the findings presented above. A number of specific challenges were also outlined:

- weak footfall was an issue raised by several high street businesses, it was noted that many high street visitors remain within the confines of Waitrose and its associated car park facilities and are not enticed to visit the rest of the high street
- challenges engaging with a minority of traders was identified as an issue, with limited interest shown in the Council's business support programme
- weaknesses in appearance of some high street units, particularly in regard to dated shopfronts where some businesses are reluctant to invest
- weaknesses in the diversity of shops, bars and restaurants – there is a lack of diversity on the high street both during the day time and evening period



- signage and wayfinding in the town centre was recognised as a weakness and an area for improvement.

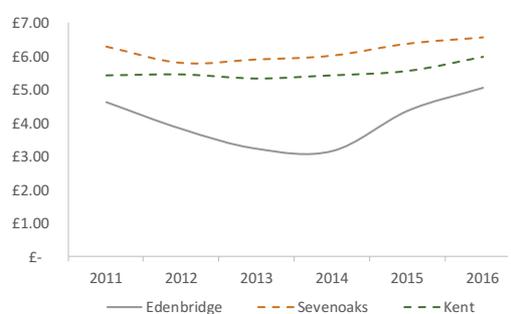


## Industrial Areas

- 4.10 There are two industrial estates in Edenbridge: Enterprise Way / Fircroft Way to the north of the town centre and Hever Way to the south. The estates host a range of businesses including manufacturers, wholesalers as well as IT and media companies.
- 4.11 Enterprise Way and Fircroft Way provide a total area of 20.4ha of designated employment land, representing Sevenoaks District’s largest individual allocation. This industrial land is of strategic importance for Edenbridge as it plays a vital role in supporting its largest employment sector manufacturing, which comprises 20% of all employment across the area.

4.12 The recent economic needs study suggests that the estates offer a range of industrial spaces of mixed quality. Industrial rents in Edenbridge are around £5 per sq. ft, a lower value than that of industrial space within Sevenoaks District (£7) and Kent (£6). Rents have increased by 9 percent since 2011, despite a steady decline between 2011 and 2014. Comparatively, rents have risen similar to those seen across Kent (10%) and higher than those seen across Sevenoaks District (4%).

Figure 1.23 Industrial Rents per sq ft 11–16



Source: CoStar Data 2017

### Industrial Estates Feedback from Consultation

A number of specific challenges were outlined in the consultation:

- industrial space is typically low quality which is a barrier for attracting new investment
- significant employment site on Fircroft Way largely vacant and due to landowner/developer strategy it is difficult to occupy in the meantime
- accessing people with the right skills to take up employment opportunities in local businesses has led to reported skills gaps within a number of local businesses
- lack of space suitable for small businesses is hindering start-ups and enterprise and in turn further diversification of the economy.

## Visitor Economy



- 4.13 In 2015 there was £180 million spent by tourists visiting Sevenoaks District, with around 3.9 million trips undertaken to the area.
- 4.14 Edenbridge has a range of assets that mean it is well positioned to capture a portion of this market. The town sits at the gateway to the Eden Valley, an area that offers untouched countryside, traditional towns and villages and a wealth of historic properties and gardens. The town is also within close proximity of range of visitor attractions such as Hever Castle, Chartwell, Chiddingstone Castle and High Weald AONB.
- 4.15 As well as the picturesque natural environment, Edenbridge's built environment is also an important asset to the town. There are a range of listed buildings which should be promoted to attract visitors to the town.
- 4.16 For example, within the town itself, the Eden Valley Museum is located on the high street and is a strong local asset that preserves the history of Edenbridge; the museum is housed in Grade II listed building with Kentish vernacular architecture.
- 4.17 There are several events which take place in Edenbridge that provide a valuable community and economic function. Edenbridge Bonfire celebration is a well-established event that has been running for 80 years taking place every November attracting large numbers of visitors to the area. Additionally, the town centre hosts a range of events put on by local organisers and volunteers, including the Edenbridge Fun Day last hosted back in 2015.
- 4.18 There is a small amount of tourist accommodation within Edenbridge with the majority being B&B and Guest Houses, as well as Ye Old Crown Inn. The capacity for additional accommodation in the town is recognised in Sevenoaks District Core Strategy and within the draft Edenbridge Neighbourhood Plan.

### **Visitor Economy Feedback from Consultation**

A number of specific challenges were outlined in the consultation:

- better links with attractions around Eden Valley and the town of Edenbridge, which could encourage more visitors to visit, stay and spend in Edenbridge town centre
- weaknesses in the local accommodation offer means Edenbridge is missing out on the tourist opportunity in which the Eden Valley presents
- weaknesses in the local amenity and leisure offer (e.g. restaurants) impacting on the role of the town as a hub for visitors



- minimal marketing of Edenbridge as the gateway to the Eden Valley and therefore not recognised as a visitor destination
- not enough events throughout the year to attract visitors to Edenbridge...
- ...but an opportunity to build on the strength of existing events
- heavy reliance on a small number of groups and individuals means resource is limited and achievements restricted.



## 5. Growth and Regeneration

- 5.1 Looking ahead, there are a number of growth opportunities for Edenbridge, relating to future housing development and local regeneration sites. The potential implications of these are explored below.

### Current Growth Trajectory

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- 5.2 Sub National Population Projections (SNPP) provide an indication of the future size and age structure of the population in England, based on the continuation of recent demographic trends.
- 5.3 The projections for Sevenoaks suggest that the population within the District could increase by 20,000 by 2037, equating to a 17% increase (based on past trends).
- 5.4 It is estimated that close to 8% of the Sevenoaks District population live in Edenbridge. Based on this proportionate split, Edenbridge could experience an increase of almost 1,500 people by 2037. This increase in population (+17%) would be higher than previous levels of growth witnessed in Edenbridge between 2001 and 2011 (+14%).
- 5.5 However, in practice, the level of population growth in Edenbridge will depend on the level of development which takes place in the town in future years. This is considered below.

### Development and Regeneration

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#### Housing Development

- 5.6 The level of growth and change in Edenbridge will largely be defined by the level of housing which comes forward.
- 5.7 Edenbridge has seen considerable housing development in recent years and this twinned with planned growth will increase the size of the town by over 20%<sup>6</sup>. Part of this planned growth is 300 dwellings on land west of St. John's Way, which has been granted planning permission but has yet to be built out.

<sup>6</sup> Edenbridge Emerging Neighbourhood Plan



5.8 Housing growth is set to continue but is dependent on the number of potential housing sites that are allocated within the local plan. There is currently a ‘call for sites’ ongoing in Edenbridge which has seen 14 sites put forward (of which, not all are being progressed) for housing allocation, equating to overall capacity for around 1,800 homes<sup>7</sup>.

5.9 The potential effects of which have been assessed are detailed later in this section.

## Wider Development Opportunities

5.10 Aside from potential housing growth, there are a number of more immediate opportunities for regeneration. In particular, there are two strategically important development sites that have the potential to play a major role in securing regeneration and growth.

**Leather Market Site**



The site is located at the heart of the High Street and is largely vacant. Consultation suggests that the site is having a negative impact on both the aesthetics and performance of the High Street.

The redevelopment of the Leather Market could directly enhance the retail and leisure offer in town centre. The potential for a flagship mixed use development could also help to reinvigorate and re-animate the town centre more widely.

Redevelopment would also offer opportunities to enhance public realm and help to open sight lines and linkages between Waitrose and the High Street.

**Land at Station Road/Fircroft Way**



Land at Station Road/Fircroft Way has been vacant for some time, with planning permission granted for a large supermarket development.

However, due changing economic circumstances, the plans have not come to fruition. The site has recently been sold to a new investor whose plans / intentions are as yet unclear.

While consultation with local stakeholders suggest there is still an aspiration for a supermarket to be developed on this site, the site could theoretically accommodate a number of different uses.

<sup>7</sup> These are not permitted developments, only potential developments sites submitted as part of the recent call for sites.



5.11 In addition to these two sites, it is possible that other development sites will come forward in the future. It is important that there is overarching agreement on the aspirations for the town and its economy so that when opportunities emerge, the community is in a strong place to influence delivery.

## Implications of Growth

5.12 Development and regeneration will have a range of impacts in Edenbridge – particularly in terms of creating additional demand for local amenities, services and facilities.

5.13 If all the developments submitted as part of the call for sites were brought forward there could be a potential increase of c. 4,000 residents (c. + 50% ) within Edenbridge.

### Growth in Local Household Expenditure

5.14 New residents to the area will generate a range of benefits including increased local expenditure.

5.15 Based on the Regeneris Housing Model and ONS Family Spending data, it is estimated that 1,800 dwellings could generate gross expenditure in Edenbridge of up to **£6m** per annum and up to **£10m** per annum across the Sevenoaks District. This level of expenditure is enough to support over 50 jobs in services and amenities within Edenbridge, and over 100 jobs within the Sevenoaks District as a whole.

5.16 This represents a significant level of impact which could potentially boost demand for services and amenities within the town centre.

Figure 1.24 New Residential Development: Expenditure Benefits (Estimated)



Source Regeneris Consulting

### Growth in the Local Labour Market

Figure 1.25 New Residential Development: Labour Market Effects (Estimated)

5.17 New housing developments also have a range of labour market impacts. In the eventuality that all 1,800 dwellings were built-out, it is possible that between 2,000 and 2,400 residents will be economically active and around 800 to 1,000 would be in high value employment.

**LABOUR SUPPLY IMPACT**



Source: Regeneris Consulting

5.18 This will further strengthen the local labour market which could help stimulate economic growth within Edenbridge.

**Increased Demand for Community Infrastructure**

5.19 An increase in housing and resident population will lead to evolving demand for shops and services helping to diversify the local economy further and strengthen the retail and commercial offer within Edenbridge. However, a growing population puts additional pressures on existing social and community infrastructure (SCI), such as schools, primary healthcare and leisure facilities.

5.20 As a result, housing development presents an opportunity for new social and community infrastructure to be provided. Therefore, it is vital the relevant developer contributions via s.106 agreements and the Community Infrastructure Levy are sought to help offset the additional demand.

5.21 There is currently no secondary school in Edenbridge and Kent County Council have indicated that the current population is not large enough to a local authority sponsored secondary school. However, future population growth the town might create a level of demand which changes this situation.



## 6. Edenbridge: Strengths, Opportunities, Weaknesses and Threats

6.1 Building on the research undertaken, strengths, weaknesses, opportunities and threats for Edenbridge are summarised below.



## 7. Framework for Future Action

- 7.1 Building on the desk based research and consultation we have devised an overarching framework to help Edenbridge build upon its current strengths, respond to its challenges, and make the most of future opportunities.

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### ***Overarching Aspiration***

*Edenbridge will enhance its role as a rural service and employment centre, while maximising opportunities for sustainable growth. The town will preserve and build upon the assets and character which make it unique, particularly its heritage, attractive environment, strong sense of community and location. In doing so, it will evolve to better serve its local and rural populations, whilst functioning as a well-known and established destination for tourists and visitors. New and enhanced community infrastructure will help to ensure the needs of current and future communities are accommodated in a sustainable and integrated way.*

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### **Spatial Considerations**

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- 7.2 Four spatial areas in and around Edenbridge have been identified which each have different characteristics and functions, and which will each contribute in different ways towards the vision. These are introduced overleaf.



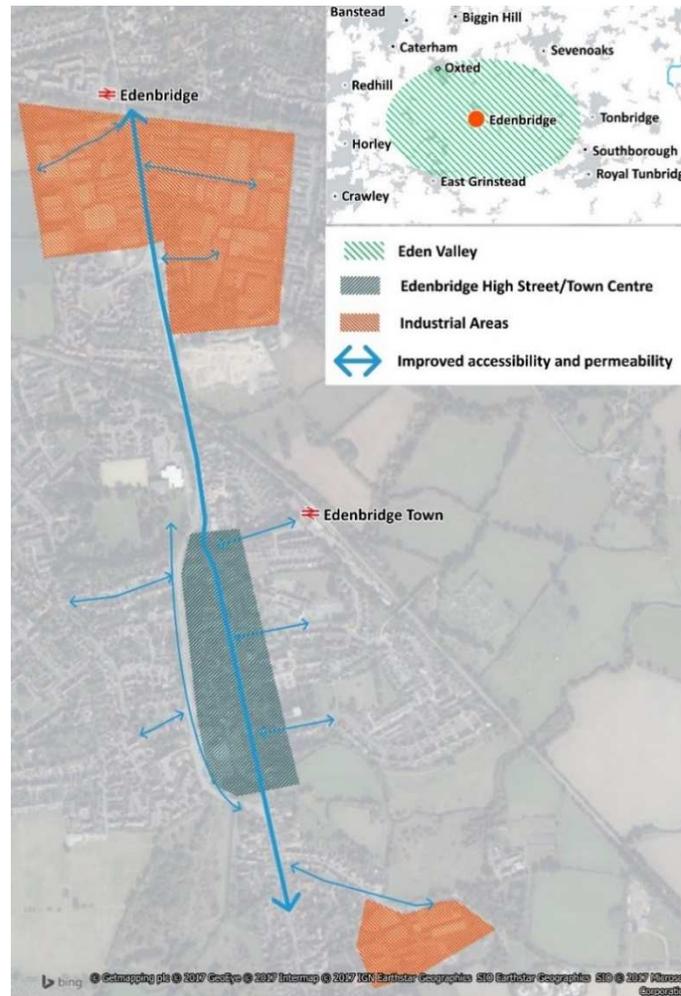
Figure 6.1: Spatial Considerations

**1. High Street:**

The High Street is the focal point for Edenbridge comprising the main retail and leisure area. It is an attractive parade made up of independent retailers, national anchor tenants, take-aways and a small number of restaurants and pubs. Enhancing the diversity and vitality of the high street will be instrumental in helping to maintain and improve Edenbridge’s function as a rural service centre.

**2. Fircroft/Enterprise Way & Hever Way**

The industrial estates are the main employment spaces within Edenbridge. The sites are of mixed quality with pockets of vacancy across both sites. These sites are important contributors to the Edenbridge economy; safeguarding these sites for employment activities will be crucial in helping to support the town’s economy in the future.



**3. Residential Areas**

While Edenbridge acts as a centre for surrounding rural areas, its main market is the local population. Enhancing economic linkages between the local population (old and new) and the town centre and industrial areas, and protecting and enhancing the current sense of community, will be integral to achieving against the vision.

**4. The Eden Valley**

Edenbridge is located at the heart of the Eden Valley and has the potential to play a stronger role in acting as the main hub for visitors in the area – both for local residents, but also day and overnight visitors. This means providing a more diverse range of services and facilities, enhancing the visitor accommodation offer, and improving overall identity perception.



## Priorities for Action

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7.3 Based on research and consultation with the stakeholders, four thematic areas have been identified which will be important in delivering the vision for Edenbridge. These identify important attributes and roles of Edenbridge and will help to structure future interventions to maintain a strategic approach:

- 1) **Place and Infrastructure** – ensuring that Edenbridge continues to be an attractive place to live and visit. Making sure that future placemaking and infrastructure is sufficient to support future growth and aspirations.
- 2) **High Street and Services** – ensuring the High Street remains the focal point for the town centre and has the diverse offer of retail and leisure to serve the local and wider communities.
- 3) **Business and Employment** – supporting the existing employment and industry while encouraging further economic growth and opportunities to diversify. Edenbridge will strengthen its role as a rural employment centre.
- 4) **Community** – preserving Edenbridge’s strong sense of community while accommodating and capitalising on the towns future growth prospect.

7.4 These thematic areas are considered in turn overleaf.



## Theme One – Place and Infrastructure

7.5 Edenbridge is already recognised as an attractive place to live, work and visit. The town's rural location, proximity to Eden Valley and strong heritage are all unique assets that need to be preserved. Future growth presents exciting opportunities for the town, specifically in relation to new infrastructure. However, growth and development should not be to the detriment of the town, its needs to complement and enhance Edenbridge's unique identity.

7.6 Research has highlighted the following factors as being the overall priorities:

- **Improved signage and gateways** – improved signposting and enhancement of gateways across the town centre to help increase footfall and permeability.
- **Securing the redevelopment of the Fircroft and Leather Market sites** – working with landowners to secure the redevelopment of both these sites in a way which meets the aspirations of the community. The Leather Market site presents a particularly strong opportunity to revitalise the town centre, provide new open space and enhance permeability. In the meantime, potential to deliver meanwhile uses on the vacant sites should be explored, to ensure that efforts to revitalise the town are not hindered by the long term nature of development proposals.
- **Improved internet access for outlying areas** – explore community broadband projects with the aim of supporting alternative workspace such as the conversion of farms into SME and start-up space. This would not be a Sevenoaks District Council initiative however could be a potential project through community broadband partnerships.



**Examples from Elsewhere**

**Case Study 1: Legible London**



**Case Study 2: Community Fibre Partnerships**



**Overview:** Legible London is an easy-to-use signage system that presents information in a range of ways, including maps and directional information, to help people find their way.

**Relevance to Edenbridge:** Improved signposting linking the train stations, industrial estate and town centre will improve town centre permeability and join up pivotal locations across the town.

**Overview:** BT work with local groups such as the residents or a group of business owners in an area that isn't covered by fibre broadband and will look to find a solution to bring fibre to their area.

**Relevance to Edenbridge:** With the increasing demand for home working and rural SME space, this intervention could be explored to address potential gaps in broadband provision in outlying areas.

**Case Study 3: Pop Brixton**



**Overview:** Pop Brixton is a community initiative that transformed a disused plot of land into a pioneering space that showcases the most exciting independent businesses from Brixton and Lambeth, providing a new destination that supports them to set up shop and share space, skills and ideas.

**Relevance to Edenbridge:** With the need for start-up space, a community hub and a more extensive leisure offer, a similar project could offer a solution to a number of these needs.



## Theme Two – High Street and Amenities

1.2 The High Street is a focal point for the town and plays an important role at the heart of Edenbridge. Anecdotally, footfall and the vibrancy of the town centre has declined over recent years. The High Street has a quality retail offer however this needs to be built on and diversified to adapt to evolving demand and attract new markets. The High Street also has a role to play in strengthening the night-time economy and improving its leisure offer.

7.7 Research has highlighted the following factors as being the overall priorities:

- **Supporting the development of town centre traders group** – the recently formed High Street Traders Group provides a strong focal point around which to base efforts to enhance town centre vitality. Supporting this group to develop, and drawing in engagement from a wider group of businesses represents an important opportunity.
- **New regular events on the High Street** – creation of more regular events on the High Street to help animate the town centre and drive footfall and prolonged visits to the town centre. This might include a more diverse range of markets to bring new groups and demographics into the town centre.
- **Meanwhile use of vacant retail units** – exploring the potential for meanwhile use of vacant units along the High Street for potential pop-up retailers or flexible work space. This could also help animate the High Street and broaden the town centre offer.
- **Enhanced pedestrian access** – explore the possibility of making pedestrian improvements on certain segments of the High Street to improve user experience, provide a better space for markets and events, and to help encourage footfall and longer stays within the High Street.



**Examples from Elsewhere**

Case Study 1: Queens Parade, Willesden Green	Case Study 2: Ulverston Festival Town
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**Overview:** The programme encouraged the occupation of vacant units for meanwhile uses. *Meanwhile Space* advertised for new businesses and ideas to fill the 8 vacant units. Two months after opening Queens Parade was voted by Time Out readers as one of nine best shopping locations in London

**Relevance to Edenbridge:** Potential meanwhile area every year. By introducing new events it will use for vacant units along Edenbridge High Street or Leathermarket, would help improve town centre vibrancy and animation.

**Overview:** Ulverston has a calendar of events throughout the year such as; Dickensian Festival, Beer Festival and Lantern Festival. This attracts people to the town on a regular basis, ensuring the high street is animated throughout the year.

**Relevance to Edenbridge:** Edenbridge can build on the well-established and popular bonfire festival that attracts thousands of visitors to the town centre as well as visitors from further afield.

**Case Study 3: Kitchenette, London**



**Overview:** Food start-up incubator, focusing on street food and pop-up residencies as entry point for new food businesses. Kitchenette offers a year-long food entrepreneur support.

**Relevance to Edenbridge:** Consultation has suggested that Edenbridge is currently lacking an evening economy with a limited choice of restaurants. This provides the opportunity for new food businesses to enter the market at a low risk.





## Theme Three – Business and Employment

- 7.8 For the size of the town, Edenbridge has a diverse business and employment base, which has shown signs of steady growth in the last few years.
- 7.9 The town has significant employment sites in the Fircroft Way/Enterprise Way and Hever Way industrial estates which need to be retained to ensure Edenbridge continues to play an important economic role. The town should diversify the type of employment space it has to offer, to encourage start-ups and innovation. This will help diversify the economy and help accommodate future change in demand.
- 7.10 The tourism sector also presents a strong growth opportunity, given Edenbridge's location at the heart of the Eden Valley. An improved visitor and amenity offer (e.g. accommodation and food & drink) would help to unlock potential.
- 7.11 Research and consultation has highlighted the following factors as being the overall priorities:
- **Safeguarding of important employment land** – working with Sevenoaks District Council and local landowners to secure the retention of important employment space at Fircroft Way/Enterprise Way and Hever Way.
  - **Provision of more flexible employment space** – provision of bespoke space for SMEs, to act as a hub for homeworkers, and encourage further enterprise. Potential workspace projects at vacant units on Fircroft Way is an interesting opportunity for further exploration.
  - **Marketing and promotion** – a reinvigorated approach to marketing and promotion – focusing both on the town's strengths as a business location, but also its potential as a visitor destination.
  - **Enhancing visitor accommodation** – to capitalise on the strong visitor market in Sevenoaks District and Kent; Edenbridge needs to expand its visitor accommodation offer, to attract more overnight guests and grow its visitor economy.



Case Study 1: Romney Resource Centre	Case Study 2: Southend-on-Sea
	

**Overview:** Romney Resource Centre, located in New Romney provides flexible work space and support services for start-ups and micro-businesses.

**Relevance to Edenbridge:** Edenbridge has a relatively high number of home workers and consultation suggests there is demand for SME space. This is supported by a number of farms being converted to shared workspace. A business hub would help meet demand and encourage enterprise within Edenbridge.

**Overview:** Visit Southend was a branding and marketing campaign which aimed to promote the town's business, retail and visitor offer.

**Relevance to Edenbridge:** To raise awareness of what Edenbridge has to offer a coherent and joined-up marketing and branding campaign can help show case the areas strategic assets such as the high street, industrial areas and nearby visitor attractions. Demonstrating that Edenbridge is a place to live, work and visit.

### Case Study 3: Hackney Business Charter, Hackney



**Overview:** Businesses sign up to the charter as a commitment to ongoing investment Hackney's economy and community. Businesses must commit to 3 principles: community, employment and environment (with set conditions) and in return receive business support and promotion.

**Relevance to Edenbridge:** A Business Charter would ensure that all businesses in Edenbridge are working together towards the same goal. Businesses would also share responsibility and take ownership for improvements to the high street.

### Case Study 4: Building Bloqs, Enfield



**Overview:** Provides flexible pay-as-you-go space to access on a flexible basis, depending on the space requirements of start-ups and SMEs. This removes the fixed costs of rent and rates found with permanent workshop spaces, enabling small businesses to grow.

**Relevance to Edenbridge:** With a shortage of workspace and



start-up space this could provide a low-risk solution for small businesses and new start-ups. A cost-effective facility like this could be set up in vacant unit on Fircroft Way, animating the site and improving occupancy rates.



## Theme Four – People and Community

- 7.12 Edenbridge has a close-knit and well-established community.
- 7.13 The population has grown in recent years and with plans to expand further the town needs to ensure that this close-knit community and civic pride is preserved. Encouraging community engagement and the holding of regular events in the town will help maintain this strong sense of community.
- 7.14 New development in the town will create more demand for community facilities and infrastructure; provision of this will be vital in ensuring that the town evolves in a sustainable and integrated way.
- 7.15 Research has highlighted the following factors as being the overall priorities:
- **Community engagement and events** – as the population increases, activities to ensure that new housing developments and their residents are integrated into the town and the existing community.
  - **Exploring the potential for secondary education provision** – in the medium to long term, population growth will create additional demand for a secondary school in the town; this will need to be monitored closely.
  - **Employment and skills support** – while the town has a relatively strongly performing labour market, challenges do exist at the local level. Building on the strong platform provided by BIZ to explore the potential to deliver new training and employment projects for young people – such as work experience, mentoring and brokerage projects with local businesses.



**Examples from Elsewhere**

<p>Case Study 1: Teenage Markets</p>	<p>Case Study 2: Echo (Economy of Hours)</p>
	 <p><b>HOW ECHO WORKS</b></p> <ul style="list-style-type: none"> <li><b>Sign up</b> Join our Community and browse the marketplace</li> <li><b>Buy and sell your time and skills with others</b> Give what you've got and get what you need.</li> <li><b>Exchange Echoes</b> It's simple 1 hour = 1 Echo</li> </ul>

**Overview:** The Teenage Market is a fast-growing national initiative that's transforming town and city centres with the creativity of young people.

**Relevance to Edenbridge:** Help to animate the town centre, whilst encouraging young people to become involved in community engagement whilst fostering entrepreneurial skills.

**Overview:** Drawing on the methodology of time banking, Echo began as a project in Haggerston, East London; a local network where people could trade using time instead of money. Echo aims to get more out of the community, from childcare and help around the home, to training opportunities

**Relevance to Edenbridge:** An initiative like this would encourage community cohesion within the town, whilst providing employment and training opportunities for local residents.

Case Study 3: Matthew's Yard, Croydon



**Overview:** Arts, cultural and community hub with a café, workspace and gallery showcasing the work of local artists. Networking events and workshops are run for companies, allowing them to network. Community events are also put on in order to encourage people to visit, therefore increasing the awareness of the firms based there.

**Relevance to Edenbridge:** A multi-functional community hub could improve community cohesiveness and get more people in the local community involved in town centre projects. Depending on its location, the hub could help animate an area and encourage visitors and footfall.



## Priority Projects

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- 7.16 A range of areas for intervention have been identified which respond to the goals and objectives set out in the previous chapter.
- 7.17 These projects have been selected with realism in mind, in the context of public sector funding constraints, and the level of capacity locally to deliver significant new interventions. To help categorise these and to ensure the projects are timely, we have identified the following timeframes.

**Quick Wins:** Low cost and easily achievable projects that can be undertaken within **less than one year**.

**Short-term goals:** goals or actions that could be achieved or partially achieved within **two years** of the strategy being adopted.

**Medium and longer-term goals:** goals or actions that are larger or more complex and hence will take longer than two years to achieve.



## Quick Wins (Less than one year)

7.18 A number of quick wins have been identified, which could be implemented immediately with little resource. The initial quick wins identified include;

- 

**Revitalisation of the Edenbridge Partnership;** ensuring all cross-sections of the Edenbridge community are represented to help drive the strategy forward.
- 

**Public consultation event** to raise awareness, achieve buy-in within the local community and gain a better understanding of local priorities.
- 

**A monthly food market and a programme of new events** on the High St. to improve animation and encourage more footfall at different times of day.
- 

Working with the Chamber and town centre traders group, launch an **Edenbridge Business Charter**, aiming to secure the commitment of local traders to work together towards shared goals and objectives to enhance
- 

**Promotion of support organisations** such as BIZ to raise awareness amongst local residents and businesses. Helping address unemployment levels and skills gaps locally.
- 

**Engagement with Visit Kent and tourism partners;** initial discussions to develop a strategy to promote Edenbridge as a destination and drive tourism.

## Areas for Intervention

7.19 To build on the quick wins, a range of short, medium and long-term interventions have been identified. The list which is not exhaustive will evolve and includes the following;



## Short-Term Interventions (within two years)



Deliver **improved wayfinding and signage throughout the town centre** to enhance routing and permeability, with the aim of improving accessibility and footfall. Focus on better linking the town centre to the industrial estates and both train stations.



Delivery of a **meanwhile retail enterprise project on the Leather Market site**, accommodating pop-ups or start-ups in vacant units. The focus should be on providing space for retail start-ups, and generating an escalator where they grow on to take on permanent space on the high street.



Drawing inspiration from projects such as Pop Brixton, Box Park and BuildingBloqs, explore potential for an innovative **meanwhile project on the Fircroft Way development site** to test demand for new leisure and entertainment uses and different types of commercial activity.



Deliver a **'shared kitchen'** and **'restaurant residencies'** project within a vacant premises on the high street. The would act as a community hub, and a stimulus to invigorate the food and drink offer in the town. Restaurant residencies would offer food and drink business opportunities to test demand before taking on permanent space on the high street.



**Engagement with landowners, developers and investors** focused on bringing forward permanent redevelopment of the Leather Market and Fircroft Way developments in line with the aspirations of the community. Engage with **hotel operators** to explore potential to secure a major new hotel in the town to underpin efforts attract more visitors.



**The creation of a new brand for Edenbridge**, which the town can unite around and which focuses on promoting its location at the heart of the Eden Valley, and which reflects the towns heritage and emerging creative and enterprise spirit.



Aligned with the new brand and identity, a **new website and social media presence** for the town, which promotes the towns assets and businesses, and provides a single and up to date point of reference for both the community and visitors.



**Create a volunteer network**; to maintain the strong sense of community and encourage community engagement, create a volunteer network within Edenbridge to help instil civic pride.



**Medium-Term to Longer Term (two years plus)**



**Work Hub/Start-Up Space;** delivery of permanent flexible workspace to accommodate SMEs and start-ups within the town centre.



Securing the delivery of a new **hotel** in the town to supplement the towns existing B&B offer.



Permanent regeneration of the **Fircroft Way** site, based on the wishes / needs of the community. While current aspirations are for a supermarket, options could be explored to provide new employment space, new leisure space, or a hotel.



**Trial pedestrianisation of part of the high street** to make it more appealing to visitors and enable use of the road for markets and events.



Securing the **delivery of a new secondary school** to accommodate new resident population and help retain local footfall and spend.



**Mixed use redevelopment of vacant Leathermarket** site; providing high quality retail and leisure space, providing new public space, and providing better connections between the High St. and Waitrose.



**Diversification of farmsteads;** providing high quality work space for start-ups and small businesses to meet local demand and stimulate the rural economy.



## 8. Moving Forward

- 8.1 The strong level of engagement in this research from across the Edenbridge community provides an excellent platform on which to build for future delivery.
- 8.2 Looking ahead, a collaborative approach to delivery, which builds on existing community strengths and capacity, will be instrumental in helping to further develop the aspirations outlined in this report, along with the design and delivery of specific projects and interventions.

### A Partnership Approach

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- 8.3 Edenbridge already benefits from a strong community, within a number of active local stakeholders and organisations representing the needs of the community. This provides a strong platform on which to build: looking ahead, strong partnerships will be crucial to successful delivery in the context of ongoing public sector resource constraints.
- 8.4 The Edenbridge Partnership was established in 2006 and over its first decade has successfully supported the delivery of a number of enhancements to Edenbridge, including improvements to the High Street and train station, new events, and support for businesses.
- 8.5 The Partnership brings together a range of different local and community stakeholders and provides a strong mechanism to take ownership of this report and to take forward responsibility for developing its ideas further.



#### Partnership Membership

- 8.6 To ensure momentum is kept, it is important that the partnership has strong representation and buy-in from a range of business and community representatives.
- 8.7 As a minimum, this should include: the District and Town Councils, the Chamber, the emerging High Street Traders Group, local community organisations, major employers (eg the Hospital, Alexis Packaging and Waitrose), visitor economy representatives, and the local Safer Neighbourhoods Team.
- 8.8 Other local partners should also be engaged on a more ad hoc basis (e.g. Southern Rail).



## Roles

- 8.9 The overarching role of the Partnership is to take ownership of the report and further develop the ideas and actions identified.
- 8.10 More specifically, the role of the Partnership is likely to include:
- Engagement and facilitation (e.g. discussions with developers and landowners)
  - Lobbying (e.g. on planning policy or community infrastructure)
  - Delivery – e.g. organisation, planning and delivery of new events and markets.
  - Partnership working – where there is potential for infrastructure enhancements (e.g. public realm improvement, wayfinding etc), the Partnership will have an important role to play in working with the delivery organisations (likely to be the Town or District Council) to work up and implement the schemes.

## Community Organisations

- 8.11 There are a number of proactive and well-established organisations within Edenbridge which will be pivotal in supporting this strategy:
- Edenbridge Town Council
  - Eden Valley Chamber of Commerce
  - Neighbourhood Plan Team.

## Community Engagement

- 8.12 To ensure ongoing buy-in, the Partnership should encourage wider resident and community engagement in all projects where possible and feasible. It is anticipated that a number of the projects listed will involve further public consultation with residents, local businesses and partner organisations. It will also be important to keep the community and partner organisations informed of progress, challenges and new projects as they arise.
- 8.13 One option might be a regular programme of meeting (i.e. monthly, quarterly), with supporting public meetings to ensure that the local community are kept aware of progress and have the opportunity to participate and input into the delivery of the plan.



## Funding

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- 8.14 As noted above, given the diverse range of areas for intervention, a mixed approach to delivery will be required: in many cases the role of the partnership may be around engagement, facilitation and lobbying as opposed to direct intervention.
- 8.15 Where funding is required to deliver projects and actions, this is likely to pose the biggest challenge given the severe and ongoing constraints in levels of public sector spending, especially in relation to local economic development.
- 8.16 Despite this, there are a number of funding streams which could potentially be capitalised on, providing the interventions are strong and delivery mechanisms are robust. A summary of these is provided in the table overleaf.



Table 8.1 Summary of Funding Sources

Source	Value	Time Period	Focus
<b>Kent and LEP Funding</b>			
ERDF	£82.5m	2015–2020	Enterprise, innovation, trade, CLLD
Kent & Medway (business loan fund)	£50,000 to £500,000	Up to 2018	Enterprise
Kent LEADER	Total pot of £1.5m: grants up to £100,000	Until March 2019	Bottom up, community led approach to rural development.
Kent County Council Combined Members Grant	Up to £20,000	Ongoing	Local Events, promotional materials, sports projects, mentoring support for community organisations
Kent County Council Capital Grants for Sport	Unspecified	Ongoing	All applicants must prove how their project will increase participation in sporting activities.
Kent Sport Small Grants for Organisations	£500	2017	Aims to encourage and increase participation in sport and physical activity by residents
Kent Community Foundation	Unspecified	Ongoing	Community Groups, Social Enterprise
Kent Big Society	Up to £100,000	Ongoing	Culture and Social Enterprise
ESF	£82.5m	2015–2020	Vocational skills, up–skilling, social inclusion
EAFRD	£14.5m	2015–2020	Rural enterprise and skills
<b>National and Other Funding</b>			
Charitable Funds	No set value	Ongoing	Wide Ranging
Heritage Lottery Funding	No Value Set	Ongoing	Heritage Grants, Heritage Enterprise, Townscape Heritage, Landscape Partnerships
Big Lottery	No Value Set	Ongoing	Wider ranging
Sport England	No Value Set	Ongoing	Sports and leisure in the community
Arts Council	No Value Set	Ongoing	Arts and culture
GREAT UK Challenge Fund	Unspecified	Ongoing	Aims to encourage food and drink exports, create jobs and boost local tourism
Private Sector (e.g local businesses, developers)	No set value	Ongoing	Wide ranging





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Page 188

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**Economic & Community Development Advisory Committee Work Plan 2017/18 (as at 14.09.17)**

3 October 2017	12 December 2017	6 March 2018	Summer 2018
<p>Edenbridge economic study</p> <p>Refresh of the economic strategy (workshop)</p> <p>Tourism Strategy (with Visit Kent)</p> <p>Budget: Service Reviews and Service Change Impact Assessments (SCIAS)</p> <p>Community Grants Scheme 2016-17 Year End Monitoring</p> <p>Community Plan Annual Monitoring Report 2016/17</p>	<p>Visitor Economy Study</p> <p>Banking presentation with a Bank of England representative</p>	<p>Community Grants Scheme 2017-18 interim Monitoring</p>	

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